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Meeting Agenda

December 5, 2017

3:00 PM

Kings County Board of Supervisors Chambers,
Kings County Government Center
1400 West Lacey Blvd.
Hanford, CA 93230

Call to Order & Welcome

Commissioners Roll Call

Review and Modification to Agenda

Opportunity for Public Comment

This portion of the meeting is reserved for persons to address the Commission on any matter not on this agenda but under the jurisdiction of the Commission. Commissioners may respond to statements made or questions posed. They may ask a question for clarification; make a referral to staff for factual information or request staff to report back to the Commission at a later meeting. Also, the Commission may take action to direct staff to place a matter of business on a future agenda.

Speakers are limited to two minutes. Please state your name before making your presentation.

Consent Calendar

All items listed under the consent calendar are considered to be routine and will be enacted by one motion if no member of the Commission or audience wishes to comment or ask questions. If comment or discussion is desired by anyone, the item will be removed from the consent agenda and will be considered in the listed sequence with an opportunity for any member of the public to address the Commission concerning the item before action is taken.

- P. 003 2017-10-016 Approval of Minutes: October 17, 2017 Commission Meeting**
- P. 007 FY 17/18 October 2017 Fiscal Report**

Action Items

- P. 012 2017-12-019 Annual Strategic Plan Review and Update:** Commission to review, discuss and consider approving the First 5 Kings County 2015-2020 Strategic Plan.

P. 081 **2017-12-020 Community Annual Report:** Commission to review, discuss and consider approving the FY 16/17 annual report.

Informational Agenda Items

P. 094 **Study Session: Cost of Operating for Funded Projects:** Commission to review and discuss the option of increasing allocations for funded programs.

P. 111 **1st Quarter Grantee Achievement Report:** Commission to review and discuss the progress of funded projects for FY 17/18.

P. 114 **Spotlight on Service:** Staff from Recreation Association of Corcoran will present an overview of the funded projects Corcoran Family Resource Center Project.

P. 126 **Spotlight on Service:** Staff from Kings Community Action Organization will present an overview of the funded projects Kettleman City Family Resource Center Project.

P. 145 **Staff Report:** October & November 2017

Future Agenda Items

February 2018

- Meeting Minutes from December 5, 2017
- Request for Proposals FY 18/19
- FY 17/18 December 2016 Fiscal Report
- Establish Nomination Committee for FY 18/19 Chair Elect
- 2nd Quarter Grantee Achievement Report
- Spotlight on Service: Kings County Office of Education – Kings County CARES About Quality (KCCAQ)

Commissioner Comments

Review Next Meeting Date & Adjournment

- February 6, 2018 at 3:00 PM

Public Comment is Taken on Each Agenda Item

Please note that the order in which the agenda items are considered may be subject to change.

Agenda backup information and any public records provided to the Commission after the posting of the agenda for this meeting will be available for public review at the first 5 office: 330 Campus Drive, Hanford, CA 93230. Upon a timely request, reasonable efforts will be made to provide such information or records in alternative formats.



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Date of Meeting: December 5, 2017

Commission Meeting Minutes from October 17, 2017



Meeting Agenda

October 17, 2017

3:00 PM

Kings County Board of Supervisors Chambers,
Kings County Government Center
1400 West Lacey Blvd.
Hanford, CA 93230

Call to Order & Welcome

Commissioners Roll Call

Commissioner	Present	Absent	Joined Meeting After Roll Call
Tim Bowers	X		
Joe Neves	X		
Dr. Milton Teski	X		Arrived at 3:03 p.m.
Sanja Bugay	X		Arrived at 3:14 p.m.
Steve Naylor	X		
Crystal Hernandez		X	
Lisa Lewis	X		

Review and Modification to Agenda

None were made.

Opportunity for Public Comment

Commissioner Tim Bowers offered an opportunity for the public to comment, none were offered.

Consent Calendar

All items listed under the consent calendar are considered to be routine and will be enacted by one motion if no member of the Commission or audience wishes to comment or ask questions. If comment or discussion is desired by anyone, the item will be removed from the consent agenda and will be considered in the listed sequence with an opportunity for any member of the public to address the Commission concerning the item before action is taken.

2017-10-016 Approval of Minutes: June 6, 2017 Commission Meeting
FY 16/17 June 2017 Fiscal Report
FY 16/17 Final 2017 Fiscal Report
FY 17/18 September 2017 Fiscal Report

Motion Made by:	Joe Neves
2 nd Motion by:	Steve Naylor
Motion (Pass/Fail)	Pass

Commissioner	Aye	Nay	Abstain
Tim Bowers	X		
Joe Neves	X		
Dr. Milton Teski			
Sanya Bugay			
Steve Naylor	X		
Crystal Hernandez			Absent
Lisa Lewis	X		

Action Items

2017-10-017 16/17 Audit: Commission to review, discuss and consider approving the FY 16/17 audit.

Program Officer Waite discussed 2016-2107 audits. There were no findings or corrective actions required in audit.

Motion Made by:	Joe Neves		
2 nd Motion by:	Steve Naylor		
Motion (Pass/Fail)	Pass		
Commissioner	Aye	Nay	Abstain
Tim Bowers	X		
Joe Neves	X		
Dr. Milton Teski	X		
Sanya Bugay			
Steve Naylor	X		
Crystal Hernandez			Absent
Lisa Lewis	X		

2016-10-018 16/17 Annual Report: Commission to review, discuss and consider approving the FY 16/17 annual report.

Program Officer Waite discussed annual report findings to First 5 Kings County Commission. Waite also mentioned annual report includes numbers of clients served including their demographics. Program Officer Waite added annual report would be available on First 5 Kings County website in a few weeks.

Motion Made by:	Joe Neves		
2 nd Motion by:	Lisa Lewis		
Motion (Pass/Fail)	Pass		
Commissioner	Aye	Nay	Abstain
Tim Bowers	X		
Joe Neves	X		
Dr. Milton Teski	X		
Sanya Bugay			
Steve Naylor	X		
Crystal Hernandez			Absent
Lisa Louis	X		

Commissioner Sanya Bugay arrived at 3:14 p.m.

Informational Agenda Items

Annual Evaluation Report: Commission to review and discuss the progress of funded projects for FY 16/17.

Victoria Castle presented a detailed evaluation-presentation PowerPoint of the funded First 5 Kings County projects.

Commissioner Lisa Lewis mentioned number of families exposed to Family Resource Centers was impressive.

Final Grantee Achievement Report: Commission to review and discuss the progress of funded projects for FY 16/17.

Program Officer Waite went over the final grantee achievement report and gave brief explanations for grantees' achievement status.

Commissioner Bugay commented she was appreciative of achievement report's level of detail.

Spotlight on Service: Staff from West Hills Community College District will present an overview of the funded projects Avenal Family Connection Project.

Dulce and Patty Rodriguez from the Avenal Family Connection center provided First 5 Kings County commission with an overview the program.

Staff Report: May, June, July, August & September 2017

Program Officer Waite commented staff reports were as written and offered to address any questions.

Future Agenda Items

December 2017

- Minutes from October 17, 2017 Commission Meeting
- FY 16/17 October 2017 Fiscal Report
- Annual Strategic Plan Review and Update
- 1st Quarter Grantee Achievement Report
- Spotlight on Service: Recreation Association of Corcoran – Corcoran Family Resource Center
- Spotlight on Service: Kings Community Action Organization – Kettleman City Family Resource Center
- Study Session: Cost of Operating for Funded Projects

Commissioner Comments

Commissioner Steve Naylor commented he would not be present at the December commission meeting.

Review Next Meeting Date & Adjournment

- December 5, 2017 at 3:00 PM

Meeting adjourned at 4:00 p.m.



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Date of Meeting: December 5, 2017

Fiscal Report October 2017

October 2017
First 5 Operations
Fiscal Report

SALARY SUMMARY		\$ 181,483	\$ 13,316	\$ 29,232	\$ 7,924	\$ 50,471	\$ 131,012	28%
SERVICES & SUPPLIES		BUDGET	Admin	Program	Evaluation	YTD	BALANCE	%
Communications	82212000	\$ 1,544	\$ 662	\$ 74	\$ 241	\$ 976	\$ 568	63%
Maintenance SIG	82218000	\$ 3,655	\$ 321	\$ 321	\$ 138	\$ 780	\$ 2,875	21%
Memberships	82220000	\$ 4,000	\$ -	\$ -	\$ -	\$ -	\$ 4,000	0%
Office Expenses	82222000	\$ 1,050	\$ 17	\$ -	\$ -	\$ 17	\$ 1,033	2%
Books & Periodicals	82222010	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
Postage & Freight	82222030	\$ 875	\$ 33	\$ -	\$ -	\$ 33	\$ 842	4%
Offset Printing	82222040	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
Computer Software	82222045	\$ 2,160	\$ -	\$ -	\$ -	\$ -	\$ 2,160	0%
Prof. & Spec. Services	82223000	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000	0%
Legal Services	82223005	\$ 1,500	\$ -	\$ -	\$ -	\$ -	\$ 1,500	0%
Community Outreach	82223035	\$ 1,500	\$ -	\$ 425	\$ -	\$ 425	\$ 1,075	28%
Auditing & Accounting	82223040	\$ 6,560	\$ -	\$ -	\$ -	\$ -	\$ 6,560	0%
Publications & Legal Notices	82224000	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ 100	0%
Purchasing Charges	82228200	\$ 233	\$ 23	\$ 23	\$ 88	\$ 134	\$ 99	58%
Brd. & Comm. Meeting Expense	82228205	\$ 500	\$ 16	\$ -	\$ -	\$ 16	\$ 484	3%
Program Expenses	82228600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Motor Pool	82229000	\$ 1,050	\$ 62	\$ 62	\$ -	\$ 124	\$ 926	12%
Travel Expenses	82229010	\$ 7,140	\$ 1,434	\$ 223	\$ -	\$ 1,656	\$ 5,484	23%
Utilities	82230000	\$ 2,869	\$ 152	\$ 152	\$ 578	\$ 882	\$ 1,987	31%
Office Equipment	82222050	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
Admin Allocation	82314000	\$ 75,255	\$ 16,995	\$ -	\$ -	\$ 16,995	\$ 58,260	23%
Information & Technology	82314050	\$ 12,184	\$ 707	\$ 707	\$ 2,687	\$ 4,101	\$ 8,083	34%
Cap Charges	82314060	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
TOTAL SERVICES & SUPPLIES		\$ 147,175	\$ 20,422	\$ 1,987	\$ 3,731	\$ 26,140	\$ 121,035	18%
TOTAL OPERATIONS COSTS		\$ 328,658	\$ 33,738	\$ 31,218	\$ 11,655	\$ 76,611	\$ 252,047	23%

First 5 Internal Programs	BUDGET	YTD	BALANCE	%
Linkages to Learning	\$ 172,723	\$ 40,202	\$ 132,521	23%
TOTAL COSTS	\$ 172,723	\$ 40,202	\$ 132,521	23%

First 5 Contracted Programs	BUDGET	YTD	BALANCE	%
FRC Initiative	\$ 726,012	\$ 181,118	\$ 544,894	25%
Avenal Family Connection	\$ 90,000	\$ 22,500	\$ 67,500	
Corcoran Family Resource Center	\$ 116,000	\$ 29,000	\$ 87,000	
Kettleman City Family Resource Center	\$ 90,000	\$ 22,500	\$ 67,500	
KCOE: Hanford & Lemoore Family Connection	\$ 425,012	\$ 106,253	\$ 318,759	
FRC Support (Professional Learning Community)	\$ 5,000	\$ 865	\$ 4,135	
E3 Initiative	\$ 483,904	\$ 120,976	\$ 362,928	25%
Kings County Office of Education CARES	\$ 483,904	\$ 120,976	\$ 362,928	
School Readiness	\$ 439,800	\$ 109,950	\$ 329,850	25%
UCP Parent & Me Program	\$ 349,800	\$ 87,450	\$ 262,350	
Special Needs Project	\$ 90,000	\$ 22,500	\$ 67,500	
New Project	\$ 40,000	\$ 9,959	\$ 30,041	25%
New Project	\$ 40,000	\$ 9,959	\$ 30,041	
TOTAL CONTRACT COSTS	\$ 1,689,716	\$ 412,044	\$ 1,277,672	24%

October 2017
 Linkages 2 Learning
 Fiscal Report

SALARY SUMMARY		\$ 119,955	\$ 32,080	\$ 87,875
SERVICES AND SUPPLIES		BUDGET	YTD	BALANCE
Communications	82212000	\$ 662	\$ 64	\$ 598
Maintenance SIG	82218000	\$ 1,567	\$ 290	\$ 1,277
Memberships	82220000	\$ -	\$ -	\$ -
Office Expenses	82222000	\$ 450	\$ -	\$ 450
Books & Periodicals	82222010	\$ -	\$ -	\$ -
Postage & Freight	82222030	\$ -	\$ -	\$ -
Offset Printing	82222040	\$ -	\$ -	\$ -
Computer Software	82222045	\$ -	\$ -	\$ -
Prof. & Spec. Services	82223000	\$ -	\$ -	\$ -
Legal Services	82223005	\$ -	\$ -	\$ -
Community Outreach	82223035	\$ -	\$ -	\$ -
Auditing & Accounting	82223040	\$ -	\$ -	\$ -
Publications & Legal Notices	82224000	\$ -	\$ -	\$ -
Purchasing Charges	82228200	\$ -	\$ 20	\$ (20)
Brd. & Comm. Meeting Expense	82228205	\$ -	\$ -	\$ -
Program Expenses	82228600	\$ 45,000	\$ 6,940	\$ 38,060
Motor Pool	82229000	\$ 450	\$ 62	\$ 388
Travel Expenses	82229010	\$ 1,260	\$ -	\$ 1,260
Utilities	82230000	\$ 1,229	\$ 132	\$ 1,097
Office Equipment	82222050	\$ -	\$ -	\$ -
Admin Allocation	82314000	\$ -	\$ -	\$ -
Information & Technology	82314050	\$ 2,150	\$ 613	\$ 1,537
Cap Charges	82314060	\$ -	\$ -	\$ -
TOTAL		\$ 52,768	\$ 8,121	\$ 44,647
TOTAL LINKAGES TO LEARNING COSTS		\$ 172,723	\$ 40,202	\$ 132,521

**October 2017
Consolidated Report
Fiscal Report**

SALARY SUMMARY		\$ 301,438	\$ 13,316	\$ 29,232	\$ 7,924	\$ 32,080	\$ 82,551	\$ 82,551	\$0
SERVICES & SUPPLIES		Budget	Admin	Program	Evaluation	L2L	YTD	General Ledger	Dif (=/-)
Communications	82212000	\$ 2,207	\$ 662	\$ 74	\$ 241	\$ 64	\$ 1,040	\$ 1,040	\$0
Maintenance SIG	82218000	\$ 5,223	\$ 321	\$ 321	\$ 138	\$ 290	\$ 1,070	\$ 1,070	\$0
Memberships	82220000	\$ 4,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Office Expenses	82222000	\$ 1,500	\$ 17	\$ -	\$ -	\$ -	\$ 17	\$ 17	\$0
Books & Periodicals	82222010	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Postage & Freight	82222030	\$ 875	\$ 33	\$ -	\$ -	\$ -	\$ 33	\$ 33	\$0
Offset Printing	82222040	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Computer Software	82222045	\$ 2,160	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Prof. & Spec. Services	82223000	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Legal Services	82223005	\$ 1,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Community Outreach	82223035	\$ 1,500	\$ -	\$ 425	\$ -	\$ -	\$ 425	\$ 425	\$0
Auditing & Accounting	82223040	\$ 6,560	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Publications & Legal Notices	82224000	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Purchasing Charges	82228200	\$ 233	\$ 23	\$ 23	\$ 88	\$ 20	\$ 154	\$ 154	\$0
Brd. & Comm. Meeting Expense	82228205	\$ 500	\$ 16	\$ -	\$ -	\$ -	\$ 16	\$ 16	\$0
Program Expenses	82228600	\$ 45,000	\$ -	\$ -	\$ -	\$ 6,940	\$ 6,940	\$ 6,940	\$0
Motor Pool	82229000	\$ 1,500	\$ 62	\$ 62	\$ -	\$ 62	\$ 186	\$ 186	\$0
Travel Expenses	82229010	\$ 8,400	\$ 1,434	\$ 223	\$ -	\$ -	\$ 1,656	\$ 1,656	\$0
Utilities	82230000	\$ 4,098	\$ 152	\$ 152	\$ 578	\$ 132	\$ 1,014	\$ 1,014	\$0
Office Equipment	82222050	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Admin Allocation	82314000	\$ 75,255	\$ 16,995	\$ -	\$ -	\$ -	\$ 16,995	\$ 16,995	\$0
Information & Technology	82314050	\$ 14,334	\$ 707	\$ 707	\$ 2,687	\$ 613	\$ 4,714	\$ 4,714	\$0
Cap Charges	82314060	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
TOTAL SERVICES & SUPPLIES		\$ 199,945	\$ 20,422	\$ 1,987	\$ 3,731	\$ 8,121	\$ 34,261	\$ 34,261	\$0
TOTAL OPERATIONS COSTS		\$ 501,383	\$ 33,738	\$ 31,218	\$ 11,655	\$ 40,202	\$ 116,813	\$ 116,812	\$0
Other Charges		Budget	Admin	Program	Evaluation	L2L	YTD	General Ledger	Dif (=/-)
FRC Initiative		\$ 726,012	\$ -	\$ 181,118	\$ -	\$ -	\$ 181,118	\$ 181,118	\$0
E3 Initiative		\$ 483,904	\$ -	\$ 120,976	\$ -	\$ -	\$ 120,976	\$ 120,976	\$0
School Readiness Initiative		\$ 439,800	\$ -	\$ 109,950	\$ -	\$ -	\$ 109,950	\$ 109,950	\$0
New Project Initiative		\$ 40,000	\$ -	\$ 9,959	\$ -	\$ -	\$ 9,959	\$ 9,959	\$0
TOTAL CONTRACT COSTS		\$ 1,689,716	\$ -	\$ 422,002	\$ -	\$ -	\$ 422,002	\$ 422,003	-\$1
TOTAL EXPENSES		\$ 2,191,099	\$ 33,738	\$ 453,221	\$ 11,655	\$ 40,202	\$ 538,815	\$ 538,815	\$0

October 2017
Revenue
Fiscal Report

Revenue FY 2016/2017

Month	Estimated	Prop 10 Revenue	Interest	CARES/IMPACT	Total	%
July 2016	\$ 139,643	\$ 136,136			\$ 136,136	97%
August 2016	\$ 137,162	\$ 123,329			\$ 123,329	90%
Sepetember 2016	\$ 218,523	\$ 119,962			\$ 119,962	55%
October 2016	\$ 139,643				\$ -	0%
November 2016	\$ 137,162				\$ -	0%
December 2016	\$ 218,523				\$ -	0%
January 2017	\$ 139,643				\$ -	0%
February 2017	\$ 137,162				\$ -	0%
March 2017	\$ 218,523				\$ -	0%
April 2017	\$ 137,162				\$ -	0%
May 2017	\$ 137,162				\$ -	0%
June 2017	\$ 221,004				\$ -	0%
TOTAL OPERATIONS COSTS	\$ 1,981,312	\$ 379,427	\$ -	\$ -	\$ 379,427	19%



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Date of Meeting: December 5, 2017

2017-12-019

**Annual Strategic Plan
Review and Update**



330 Campus Drive • Hanford • CA • 93230 • (559) 585-0814

Date of Meeting:
Agenda Item:
Agenda Item Type:

December 5, 2017
2017-12-019
Action Item

AGENDA ITEM: First 5 Kings County Strategic Plan FY 15/16 through FY 19/20 – Annual Update

A. Background/History:

Proposition 10: Requires all county commissions to “adopt an adequate and complete County Strategic Plan for the support and improvement of early childhood development within the county. The strategic plan must include a description of the goals and objectives proposed to be attained, a description of the programs, services, and projects proposed to be provided, sponsored or facilitated; and a description of how measurable results of such programs, services, and projects will be determined by the County Commission using appropriate and reliable indicators.”

It is a legislative requirement that the Commission reviews both its strategic plan and financial plan on an annual basis and makes modifications if necessary.

B. Summary of Request, Description of Project and/or Primary Goals of Agenda Item:

Commission staff requests the Commission review and discuss the FY 15/16 through 19/20 Commission Strategic Plan, Financial Plan and Evaluation Plan, providing direction for future implementation.

Staff is recommending the Commission review and approves the draft Strategic Plan and Financial Plan for FY 15/16 and FY 19/20.

C. Timeframe:

The Strategic Plan will continue to be effective from July 1, 2015 through June 30, 2020. The plan will be reviewed on an annual basis.

D. Costs:

The Strategic and Financial Plan would allocate \$9,028,307 over the 5 years course of the plan.

E. Staff Recommendation:

Staff recommends the commission approve the Strategic Plan and Financial Plan as presented.

F. Attachments:

- Commission Strategic Plan 2015-2020 Version 1.2
- Financial Plan 2015-2020 Version 1.3
- Evaluation Plan 2015-2020 Version 1.0

First 5 Kings County Strategic Plan

2015-2020



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Introduction

The Kings County Children and Families Commission (First 5 Kings) was established in 1998 when California voters passed Proposition 10 – The California Children and Families Act – which levied a 50-cent tax on each pack of cigarettes and other tobacco products sold. Revenue generated from the tobacco tax are distributed to all counties in California to fund local programs that promote early childhood development for children ages 0 to 5 years of age in the areas of health and wellness, early child care and education, parent education and support services and integration of services.

First 5 Kings has established, as mandated by law, this Strategic Plan in order to effectively guide the Commission in its efforts to make a significant impact in the lives of children age 0-5 residing in Kings County. This document outlines the Commission’s strategic focus, implementation, financial plan and evaluation processes. It shall be used as a living document requiring action, reflection, and revision in an ongoing effort for quality improvement.

Vision of First 5 Kings County

First 5 Kings envisions that all Kings County families receive access to the tools, knowledge and quality care necessary to encourage each child to develop to their fullest potential.

Mission of First 5 Kings County

First 5 Kings, in partnership with the community, will strengthen families, communities and systems of care for children prenatal to 5 years of age.

Guiding Principles of First 5 Kings County

- (1) Recognize and promote services and support for children ages 0-5 as the foundation for a lifetime of growth and success.
- (2) Support access and encourage outreach to geographically and socially isolated families
- (3) Provide appropriate services and support to children with disabilities and other special needs and their families
- (4) Support and encourage collaboration and leveraging opportunities among grantees
- (5) Support promising practices and evidenced-based models

Background

For more than 15 years, First 5 Kings has been working collaboratively across Kings County to ensure that every child enters kindergarten ready to succeed in school and life. First 5 Kings is a public organization charged with directing Proposition 10 tobacco tax revenues in Kings County toward issues relating to children from prenatal to age 5 and their families. Since its inception, First 5 Kings has invested more than \$26 million to improve the health, safety, and school readiness of children prenatal to age 5 by supporting multiple programs, research, partnerships, public education, and other policy and systems change efforts throughout the county.

Beginning January 2014, First 5 Kings County merged with Kings County Department of Public Health to better service the children of Kings County. The new partnership allows for First 5 Kings to leverage synergies and expand collaboration opportunities with Public Health Department programs expanding the reach and access to children aged 0 to 5.

As it reaches the end of its 2012-2015 Strategic Plan, First 5 Kings is poised to undergo a significant transition in its role and function, to increase its ability to make lasting impact for the greatest number of children. This transition is informed by a much clearer understanding of how to maximize First 5 Kings' impact given changing needs within Kings County, shifts in the early care and development and health systems for children, and declining tobacco tax revenues that have supported its work to date. Built on a robust foundation of data, analysis, consultation with the community and First 5 Kings' stakeholders, and deliberation amongst the Commission and staff, the strategies presented in this plan provide a road map for navigating the transition and increasing First 5 Kings' contribution to improving conditions for families, the communities they live in and the systems that support them.

The Strategic Plan

The First 5 Kings County Strategic Plan serves as a roadmap to focus the Commission's investments over the next five years toward achieving key results that best promote early childhood development in Kings County. The plan guides funding decisions at a strategic level and establishes a framework to assist the Commission in measuring progress towards meeting its goals and holding it accountable in the work that it does. The Implementation Initiatives, Evaluation Framework, the 5-Year Financial Plan align with the Strategic Plan, and together these documents specify a detailed strategy for how the Commission will target its investments and the type of outcomes it seeks to achieve.

Strategic Results Sought by Proposition 10

Activities sponsored with Proposition 10 funds are expected to focus specifically on children 0-5 and their families. Further, according to established state level guidelines, four strategic results should be pursued:

1. Improved Child Health: Healthy Children.
2. Improved Child Development: Children Learning and Ready for School.
3. Improved Family Functioning: Strong Families.
4. Improved Systems: Integrated, Consumer-Oriented, Accessible Services.

These four strategic results served as the initial basis for strategic plans that are developed at both the state and county levels and drive the data reporting structure to First 5 CA by the counties.

Focus Areas, Goal, and Objectives

Result We Seek – Children develop to their potential

Focus Area 1 - Early Child Care and Education – Quality early childcare and education services will be accessible.

- Quality programs through research and best practices, including promoting higher education for teachers and provision of higher quality programs
- Capacity through availability of quality childcare slots appropriate for all skills and ages (infant, toddler, special needs)
- Parent education with emphasis on child development, parenting skills and parent/family stability
- Advocacy efforts for greater public investment in quality care and education

Focus Area 2 - Parent Education and Support - All parents/guardians and caregivers will be knowledgeable about early childhood development, effective parents and community resources.

- Evidence-based parent education that is culturally relevant
- Focus on language and literacy promotion within the family
- Promote and ensure child safety through exploration and implementation of healthy living models

Focus Area 3 - Healthy Children - All children will have an early start toward good health.

- Engagement of women from preconception to birth
- Early identification, developmental assessment and supportive referrals for children
- Support families develop life-long healthy habits

Focus Area 4 - Systems Integration & Alignment – A cohesive system of services for children and families will exist.

- Demonstrate integration through identifiable measures, including blended funding, MOUs, participation and joint work plans
- Leveraging Family Resource Centers as focal point for community access, incorporate Healthy Children, Parent Education and Support, and Early Childcare and Education as part of the RFP process
- Community-wide shared vision around early childhood
- Replicable and sustainable

All focus areas and goals contribute toward:

- Children prenatal to age 5 reach their maximum physical health potential
- Children prenatal to age 5 achieve their maximum socio-emotional health potential
- Children prenatal to age 5 attain their maximum cognitive development potential

Results Matrix

Focus Area 1 – Early Childhood Education	
<p>Goal: Quality early childcare and education services will be accessible</p>	<p>Result Indicators</p> <p>Increase in the number of children who participate in quality early childhood programs.</p> <p>Increase in the number of children who participate in First 5 funded projects.</p> <p>Increase in resources to support early care and education for Kings County.</p> <p>Increase in availability of high quality, affordable childcare programs/slots.</p> <p>Increase in advocacy efforts for greater public investment in quality early care and education.</p> <p>Increase in skill development and mastery in the Kings County early care and education workforce.</p> <p>Increase of Kings County early care and education workforce in the knowledge necessary to help young children and their families prepare for success in school.</p> <p>Increase in Kings County early care and education workforce job retention.</p> <p>Increase in wage earnings of Kings County early care and education workforce.</p> <p>Increase in career development plans for Kings County early care and education workforce, including post-secondary units completed, attainment of certifications, permits and degrees.</p> <p>Adoption and implementation of Quality Rating Improvement Systems for Kings County.</p> <p>Increase in awareness of parents and other stakeholders of Quality Rating Improvement Systems (i.e., attend information session, read literature, view website).</p> <p>Increase in resource investment informed by Quality Rating Improvement Systems.</p>
<p>Objectives</p> <p>Quality and affordable early childhood education and childcare services will be supported to allow for retention and expansion</p>	
<p>Strong professional development system will be in place that improves the quality of Early Childhood Education services</p>	
<p>Policy and system change will be driven by implementation of a QRIS that is accessible and easily understood by stakeholders</p>	

Focus Area 2 – Parent Education and Support	
Goal: All parents/guardians and caregivers will be knowledgeable about early childhood development, effective parenting, and community resources.	
Objectives	Result Indicators
Parents/guardians and caregivers will have access to linguistically, culturally-relevant parenting education and family-strengthening support	Increase in the number of parents/guardians who receive general parenting education. Increase in the number of parents/guardian who participate in educational workshops.
Parents/guardians and caregivers will have access to educational services to increase family reading/literacy and school readiness	Increase in the number of parents/guardian who receive supportive services. Increase the number of parents/guardian who participate in school readiness events and activities. Increase the number of parents/guardian who access school readiness resources. Parents report that their children birth to 5 years of age are read to five hours per week.

Focus Area 3 – Healthy Children	
Goal: All children will have an early start toward good health.	
Objectives	Result Indicators
Pregnant women will be linked to early and continuous care	Increase the number of pregnant women who are referred to services.
	Increase the number of pregnant women and mothers provided information and/or education on the importance of prenatal care.
	Increase the number of pregnant women and mothers provided information and/or education on the importance of breastfeeding.
	Increase in the rate of mothers who report they are breastfeeding for the first six months of a child's life.
	Increase the number of pregnant women and mothers provided information and/or education on fetal alcohol syndrome.
	Increase the number of pregnant women and mothers provided information and/or education on the importance of smoking cessation.
	Increase the number of pregnant women and mothers provided prenatal and/or postnatal home visits.
	1. Increase the number of children who receive developmental screenings.
	Increase the number of children who receive health screenings.
	Increase the number of children who receive dental screenings.
Increase the number of children who receive a social-emotional screening (ASQ-SE).	
Children with identified special needs will be referred and linked to appropriate services	Increase the number of children who receive developmental screenings prior to 3rd birthday.
	Increase the number of identified special needs children who received special needs services.
Children will develop early healthy habits	Increase the number of children who receive nutrition and/or fitness education.
	Increase the number of parents/guardians who receive nutrition and/or fitness education.
	Increase the number of children who receive a health profile assessment.

Focus Area 4 – Systems Integration & Alignment	
Goal: A cohesive system of services for children and families will exist.	
Objectives	Result Indicators
Community members will have a shared vision and act collectively to improve the policies, access to services and environments that impact families	<p>Increase the number of community members and other stakeholders who attend educational events on early childhood.</p> <p>Increase the number of community members and providers who attend Commission-led trainings, workshops or meetings.</p> <p>Increase the opportunity for community members to support advocacy efforts on behalf of early care and education.</p>
Early childhood education and health-related supports will be established to reflect desires of the community and needs of the families	<p>Increase the number of new partnerships within Family Resource Centers.</p> <p>Increase the number of parents and community members who participate in process to design FRC services offered.</p> <p>Increase in the depth and breadth of services offered within Family Resource Centers.</p>
Communities will have physical places and spaces that promote early childhood education, support health and encourage interaction while leveraging resources to sustain	<p>Increase community awareness of the value of the FRC model.</p> <p>Increase the number of new collaborations among parents/caregivers, organizations and institutions across multiple sectors to work together to achieve results through the FRC model.</p> <p>Increase the percentage of new leveraged resources that support FRC operations.</p>

Financial Overview

The First 5 Kings County Children & Families Commission (Commission) has completed a financial plan as a means to determine funding allocations to support the Strategic Plan. This plan will be the guideline for future funding of programs and projects.

The 5 year projection takes into account the Proposition 10 sales tax revenues, which are predicted to decline regularly each year as the new federal tobacco tax takes affect and as efforts to curtail smoking among adults and teens continue to be an effective deterrent. This plan does not authorize or appropriate funding. This plan is a tool for the Commission to guide its actions and community investments given that its revenue is declining with program costs increasing.

This plan will be reviewed annually and updated if necessary to reflect actual revenue and expenditures at the end of each fiscal year. The assumptions used in development of this plan will be consistently reviewed to ensure there have been no changes to invalidate or change their effectiveness. The remaining sections of the plan will detail goals and objectives for the plan, outline the assumptions used to assemble the data, and present the spreadsheet view of the results.

Background

One of the purposes of this plan was to acknowledge the declining balance of funds and indicate how they will be used over the course of the 5-year strategic plan. It is anticipated that annual budgets will flow from this plan.

Concurrently, the Commission is encouraged to continue to pursue additional funding sources in partnership with their funded contractors. Federal, State, foundation or private grants should be researched as a means to build sustainability for the funding investments of the commission.

Financial Plan Goals

The main goal of the financial plan is to provide the guiding financial framework for appropriate funding decisions and encouraging long term sustainability to the most successful and effective programs developed and supported with Prop 10 funds.

Additionally, the plan reflects the acknowledgement that revenues are declining, and that adjustments are necessary for long-term impact. The plan outlines the Commission's ability to fund its targeted initiatives and associated projects at approximately \$7.7 million over 5 years.

This funding commitment spends down a significant amount of the commission fund balance. The rate of spending will result in the commission ending the 5-year term with a reserve account of approximately \$327,896.

Financial Plan Objectives

The objective of the plan is planned actions to achieve the above stated goals.

- Provide stable funding over 5 years to select programs in an effort to achieve long-term results.
- Spend down the fund balance in an effort to provide services to children 0 through 5 and their families.
- Maintain a fund balance of no less than 25% of annual operational costs from Prop 10 in an effort to meet financial obligations.

Financial Plan Principles

The financial plan provides the following guidelines and procedures.

- **Timeframe** – For operational purposes, the financial plan projects revenue and expenditure estimates for a 5-year period of time.
- **Annual Budget** - The annual budget will be based on guidelines approved in the 5-year financial plan.
- **Monitoring** – Commission Staff shall update the financial plan each year to reflect the actual expenditures and revenues for the fiscal year and prepare a report to the Commission. The Staff will also validate that the assumptions used in the preparation of the plan are still appropriate. If any assumptions require modifications, they will be included as part of the annual update.
- **Changes to Plan** – Changes can only be made to the financial plan with Commission approval. Request for changes to the plan will be accompanied by a financial projection spreadsheet reflecting the suggested modifications.
- **Surplus Budget Funds** – If the revenues and expenditures in the annual budget result in a surplus of funds, these funds will be placed in the operating fund.
- **Annual Review** - The Commission will evaluate the goals, objectives and principles of the financial plan on an annual basis, typically at the February 2016 Commission Meeting.
- **Mid-Year Revision of the Fiscal Plan** – If the fund balance is projected to drop below the 25% threshold of fund balance to budget in regards to prop 10 funds in the next 12 months, the fiscal plan will be brought to the commission at the next regularly scheduled First 5 Kings county Commission Meeting.

Plan Assumptions and Funding Strategies

Economic Assumptions

- Revenue projections are based on figures provided by the California Department of Finance for FY 15/16, FY 16/17, and FY 17/18.
- Revenue projections are based on a 3% revenue decline for FY 18/19 and FY 19/20
- .5% interest earnings.
- Fund Balance not to fall below 25% of annual operational costs per year.

Funding Strategies

- FRC Initiative Allocation:
 - Consistent funding level for FY 2015/2016 through FY 2019/2020.
- School Readiness Initiative Allocation:
 - Consistent funding level for FY 2015/2016 through FY 2019/2020.
- E3 Initiative Allocation:
 - Consistent funding level for FY 2015/2016 through FY 2019/2020.
- New Projects Initiative Allocation:
 - Consistent funding level for FY 2015/2016 through FY 2019/2020.

Results

- Funding to the community to support outcomes through services for children ages 0-5 and their families over the time period of the plan.

Implementation

The financial plan will become effective upon approval by the Commission. It will be the guideline for the preparation of the annual budget for FY 15/16, FY 16/17, FY 17/18, FY 18/19, and FY 19/20. The plan is to be reviewed annually and updated if necessary.

First 5 Kings County Fiscal Plan FY15/16 through FY19/20

	FY14/15	FY15/16	FY16/17	FY17/18	FY18/19	FY19/20
	Actual	Actual	Actual	Budgeted	Projected	Projected
Revenue						
General Allocation Revenues	\$1,602,540	\$1,670,554	\$1,504,259	\$1,393,393	\$1,351,591	\$1,311,043
Other	\$108,499	\$2,444	\$363,103	\$403,252	\$453,003	\$454,760
Interest (0.5% annually)	\$13,393	\$15,291	\$7,034	\$14,100	\$14,100	\$14,100
Total Revenue	\$1,724,432	\$1,688,289	\$1,874,396	\$1,810,745	\$1,818,694	\$1,779,903
Expenditures						
Salaries & Benefits	\$153,104	\$171,257	\$184,061	\$181,483	\$181,483	\$181,483
Services & Supplies	\$114,922	\$122,210	\$162,254	\$147,175	\$147,175	\$147,175
Contributions to Agents	\$1,600,901	\$1,458,985	\$1,727,457	\$1,862,271	\$1,930,285	\$1,932,393
FRC Initiative	\$704,726	\$721,868	\$720,948	\$726,012	\$726,012	\$726,012
Avenal	\$76,656	\$88,381	\$90,000	\$90,000	\$90,000	\$90,000
Corcoran	\$116,000	\$116,000	\$115,936	\$116,000	\$116,000	\$116,000
Kettleman City	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000
Hanford & Lemoore	\$417,456	\$425,012	\$425,012	\$425,012	\$425,012	\$425,012
FRC Support	\$4,614	\$2,475	\$0	\$5,000	\$5,000	\$5,000
School Readiness Initiative	\$621,671	\$577,689	\$602,447	\$612,522	\$620,834	\$620,834
Parent & Me	\$349,800	\$349,800	\$349,800	\$349,800	\$349,800	\$349,800
Special Needs	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000
Linkages 2 Learning	\$181,871	\$137,889	\$162,647	\$172,722	\$181,034	\$181,034
E3 Initiative	\$274,504	\$159,428	\$404,062	\$483,902	\$543,604	\$545,712
CARES	\$274,504	\$159,428	\$404,062	\$483,902	\$543,604	\$545,712
New Projects	\$0	\$0	\$0	\$39,835	\$39,835	\$39,835
TBD	\$0	\$0	\$0	\$39,835	\$39,835	\$39,835
Total Expenditures	\$1,868,927	\$1,752,452	\$2,073,772	\$2,190,929	\$2,258,943	\$2,261,051
Excess of Revenues or Expenditures	-\$144,495	-\$64,163	-\$199,376	-\$380,184	-\$440,248	-\$481,148
Fund Balance	\$2,493,354.00	\$2,348,859	\$2,284,696	\$2,085,320	\$1,705,136	\$783,740
Fund Balance % of Revenue (25% floor)	125.68%	130.37%	100.56%	77.83%	55.99%	34.66%

Assumptions

- Fund balance minimum is currently set at 25% of annual budget by First 5 Policy Manual

Funding Plan

Commission has committed to continue the following three Implementation Initiatives as a mechanism to fulfill the goals and objectives of the strategic plan. It is an expectation that the three current initiatives will undergo a refinement to coincide with the strategic planning process and outcomes, and that document will be added later to this plan.

Funding Policy: **FAMILY RESOURCE CENTER INITIATIVE**
Total Funding: **\$3,630,060**

The First 5 funded Family Resource Centers employ various models constructed to support the delivery of health, education, childcare, and other support services to children and families. Additionally, FRC's have the additional impact of building communities and systems that support these families.

Programs funded by the Family Resource Center Initiative:

- Corcoran Community Foundation – Corcoran Family Resource Center
- Kings County Office of Education– Hanford Family Connection
- Kings County Office of Education – Lemoore Family Connection
- Kings Community Action Organization – Kettleman City Family Resource Center
- West Hills Community College – Avenal Family Connection

Funding Policy: **SCHOOL READINESS INITIATIVE**
Total Funding: **\$3,104,170**

The School Readiness Initiative is designed to develop and sustain a system of collaborative school-based or school-linked services/supports that are based on research and promising practices to improve “school readiness” for children, families, communities and schools.

Programs funded by the School Readiness Initiative:

- UCP - Parent & Me Program
- UCP - Special Needs Program
- First 5 - Linkages 2 Learning Program

Funding Policy: **ELEVATING EARLY CARE & EDUCATION (E3)**
INITIATIVE
Total Funding: **\$2,094,077**

The Elevating Early Care & Education (E3) Initiative provides a comprehensive approach to increasing childcare quality at family day care centers, Head Start, State and Private preschool programs. This is accomplished by conducting Quality Rating Improvement System (QRIS), developing Quality Improvement Plans and by providing the necessary supports such as

technical assistance, material supports, and professional growth services that are responsive to site specific needs.

Programs funded by the E3 Initiative:

- Kings County Office of Education CARES Program
 - Early Learning Quality Enhancement Project*
-

Additionally, the Commission has committed to set aside funding each year to invest in new initiatives.

Funding Policy: **NEW PROJECTS INITIATIVE**
Total Funding: **\$200,000**

Investment in early childhood development and children’s health reduces the need for costly remedial education and social welfare programs, yielding long-term savings for Kings County. Prior to the implementation of Proposition 10, the vast majority of childhood development funds went toward children older than age five. First 5 Kings, with guidance from its Strategic Plan, has allocated funds for new initiatives that all focus on the same goal, to give Kings County children the foundation they need to succeed by providing services for prenatal through age five.

Evaluation Plan

The Children and Families Act of 1998 mandates the collection of data for the purpose of demonstrating results. The results-based accountability model as adopted by the state First 5 Commission requires the collection of data, the analysis of data, and the reporting of findings in order to evaluate the effectiveness of programs. Ultimately the goal of evaluation is to demonstrate best practices in order to build a “road map” for continued development of programs to serve the needs of all children. The Commission is committed to basing its funding decisions on the results achieved by funded programs. Because the Commission believes that program evaluation is an ongoing feedback process, it will provide technical assistance and support to funded providers for purposes of data collection and evaluation.

The purpose of program evaluation is to understand, through tangible results, the relative importance of service program impact toward achieving the goals and objectives as outlined in the Strategic Plan. The process of program evaluation involves analysis of planning and outreach to underrepresented groups, the performance of programs, as well as the successes and challenges at improving the health and school readiness of Kings County’s youngest children.

First 5 Kings’ approach to monitoring, evaluation and learning will reflect the organization’s commitment to using data to advance strategies that change policies and systems for the benefit of children from prenatal to age 5 and their families, as well as for learning how to continuously improve the efforts the organization participates in and supports. First 5 Kings’ learning and accountability efforts will be centered on the following:

- Conducting research and data development projects that build knowledge to advance systems change and policies that improve child and family outcomes;
- Developing systems to collect data to determine progress toward goals; and
- Conducting evaluations that help to identify best practices and lessons learned.

Implementation

Upon approval of this Strategic Plan, First 5 Kings staff will continue to develop and refine the initial strategies identified by the Commission. Focus areas, goals, objectives and result indicators identified during this strategic planning process served as the basis for providing the Commission with examples of how to deploy the strategies; ongoing strategy refinement may result in the identification of additional activities that will effectively advance the desired outcomes and areas of focus contained in this Plan. This strategy refinement work will include the following key steps:

1. Identifying key implementation details associated with each activity, including responsible personnel, time frames, and variables that could affect implementation.
2. Refining the estimated cost of implementation for each activity.
3. Developing a comprehensive policy, data development, and communications agenda across the strategies.
4. Identifying timely partnership opportunities that will accelerate the achievement of impact.
5. Updating the financial projections presented in 3/3/15.

First 5 Kings County Evaluation Plan 2015-2020

Prepared for

The First 5 Kings County
Children & Families Commission

June 2016



First 5 Kings County Evaluation Plan

2015-2020

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Introduction

In 1998 California voters passed Proposition 10—the California Children and Families Act—to approve a 50 cent retail sales tax on the purchase of cigarettes and other tobacco products sold in the state. Prop 10 legislation established the First 5 California Children and Families Commission to administer Prop 10 funds at the state level, and to allocate tax revenues across counties to support an expansion of their early childhood service systems. Commissions were established in each county to oversee the investment of public revenues into early education, health, and family support services to improve the lives of young children 0 to 5 and their families.

The First 5 Kings County Children and Families Commission is the local governing board appointed to oversee the expenditure of Proposition 10 tax revenues in Kings County. The role of the Commission is to identify needs among children 0 to 5 and their families, to direct investments to funded partners in the community who provide needed services and resources, and to monitor contract performance to ensure that desired outcomes for children and families are achieved in each of the following four desired results areas:

- Improved Child Health
- Improved Child Development
- Improved Family Functioning
- Improved Early Childhood Systems.

The First 5 Kings County Commission is tasked with implementing a comprehensive, community-driven strategic planning process to guide funding decisions at a strategic level and to establish a framework for measuring progress towards achieving results and ensuring program accountability. The strategic plan serves as the guiding document that translates key results into concrete strategies, activities, and areas of investment to enable the Commission to fulfill its vision. The plan is reviewed and updated every five years to ensure that strategies reflect local community needs and service priorities and are responsive to changing resource environments. The Commission recently finalized its 2015-2020 First 5 Kings County Strategic Plan to direct Commission investments over the next five years. The plan builds on previous accomplishments and outlines the Commission's strategic focus, implementation design, financial plans, and evaluation processes for ensuring program accountability and best practice.

First 5 Kings County Vision

First 5 Kings envisions that all Kings County families receive access to the tools, knowledge and quality care necessary to encourage each child to develop to their fullest potential.

First 5 Kings County Mission

First 5 Kings, in partnership with the community, will strengthen families, communities and systems of care for children prenatal to 5 years of age.



Approach to Evaluating First 5 Kings County Investments

First 5 Kings County Children and Families Commission will use tobacco tax revenues to support three major service initiatives that aim to promote early learning, family functioning and children's health. These include the Family Resource Center (FRC) initiative, the School Readiness (SR) initiative, and the Elevating Early Care and Education (E3) initiative. As a requirement of the California Children and Families Act, county commissions must collect and analyze data from funded initiative and report findings on an annual basis to evaluate effectiveness as part of a results-based accountability model. The local Commission bases its funding decisions on the results achieved by funded programs, and has adopted an approach to monitoring and evaluation that reflects an organizational commitment to using data to inform planning and decision-making, to drive systems change, and to support continuous quality improvement.

The First 5 Kings County Commission contracted with EMT Associates, Inc. in April 2016 to conduct an evaluation of the initiatives funded under their new five-year strategic plan. The first task of the evaluation contract was to outline a five-year plan for systematically assessing program implementation and resulting impacts of First 5 investments on the lives of children 0 to 5 and their families. The present evaluation plan is a product of that effort. The plan is a working document that may be revised or expanded over time in response to changing informational needs of First 5 Kings County staff and Commissioners. The planned evaluation approach is designed to ensure program accountability, to guide quality improvement efforts, and to build knowledge to strengthen understanding of what constitutes effective practice in addressing health, early education, and family support needs of children and families. The evaluation design is comprehensive, and has the following key features:

- **Participatory and collaborative.** The evaluation utilizes a community-based participatory research (CBPR) model that emphasizes active, ongoing collaboration between the evaluation team and First 5 and its funded partners, promotes meaningful engagement of key stakeholders in the evaluation process, and is responsive to stakeholder needs, interests, and priorities.
- **Multi-site and multi-system.** The First 5 Kings County Commission allocates funds to support multiple service initiatives, funded programs, and providers. The evaluation approach is structured to capture information on implementation and outcomes at each level of the service delivery system.
- **Capacity-enhancing.** The evaluation will focus on building evaluation capacity by helping to enhance data collection and management systems used by First 5 and its funded partners to promote data-driven planning, decision-making, and evaluation processes.
- **Process-focused.** The evaluation design will include a process component to compare programs 'as planned' to programs 'as implemented' for purposes of assessing fidelity to a program model, as well as to identify barriers, strengths, and challenges that can inform quality improvement efforts.
- **Outcome-driven.** The evaluation design will measure the degree to which desired results for children and families were achieved based on changes in key result indicators, and will assess the costs of funded strategies relative to their measured impacts.
- **Longitudinal.** The evaluation will provide annual monitoring of implementation and outcomes across the three initiatives over a four-year period to measure growth in service reach and system capacity over time, and to document changes in key result indicators on an annual basis.

The evaluation will use a mixed methods approach to data collection and analysis that combines qualitative and quantitative measurement. The evaluation will be structured to include three key components: (1) countywide monitoring of community archival indicators selected by First 5 California to provide standard measurement of community conditions related to children's health and early development, (2) evaluation of funded initiatives based on measurement of key result indicators defined by the First 5 Kings County Commission, and a (3) cost-benefit analysis of funded programs to inform future decisions regarding resource allocation. The remainder of the evaluation plan is organized according to these three components.

Kings County Community Indicators of Children’s Health, Early Learning, and Development



First 5 California has identified a preliminary set of community indicators measuring children’s health, early learning, and development, as a step toward standardizing measurement of desired results across counties. As part of the First 5 Kings County evaluation effort, the evaluation team has compiled a baseline profile using the most current data available for each indicator with comparisons to Healthy People 2020 national health benchmarks, where applicable. Indicators will be updated on an annual basis and new data will be added (e.g., kindergarten readiness, quality preschool programs, and sources of social support for parents) as additional data sources become available once the evaluation effort is underway.

	Kings County	CA	Healthy People 2020 Target ¹
Pregnant women who receive prenatal care in the first trimester (2013) ²	69.3%	82.1%	77.9%
Low birthweight infants (2013) ³	6.3%	6.8%	7.8%
Any hospital breast feeding (2014) ⁴	84.6%	93.6%	-
Exclusive hospital breast feeding (2014) ⁴	54.3%	66.8%	85.8%
Children (2–5 years) overweight for age (2014) ⁵	11.8%	12.0%	9.4%
Children (2 years and older) who have seen a dentist in the past 12 months (2014) ⁵	80.3%	81.5%	49%
Children (0-5 years) whose parents read to them every day (2014) ⁵	62.3%	64.4%	52.6%
Children living in poverty (2011-2013)	19.9%	24.3%	-
Substantiated cases of child abuse per 1,000 children 0-5 years of age (2014) ⁶	16.2	12.2	-
Children assessed ready (%) when entering kindergarten	-	-	-
Early childhood programs (%) that are of high quality	-	-	-
Parents with young children (%) report having one or more sources of social support.	-	-	-

Source:

¹ Healthy People 2020 National Objectives, <https://www.healthypeople.gov/>

² California Department of Public Health, California Vital Statistics Query System (CA-VSQ), Live Births by Prenatal Care Began

³ California Department of Public Health, California Vital Statistics Query System (CA-VSQ), Live Births by Birthweight of Child

⁴ California Department of Public Health, California In-Hospital Breastfeeding as Indicated on the Newborn Screening Test Form Statewide and Maternal County of Residence by Race/Ethnicity: 2014

⁵ 2014 California Health Interview Survey, http://healthpolicy.ucla.edu/chis/Pages/default.aspxhttp://ask.chis.ucla.edu/AskCHIS/tools/_layouts/AskChisTool/home.aspx#/geography

California Dept. of Finance, Race/Ethnic Population with Age and Sex Detail, 1990-1999, 2000-2010, 2010-2060 (Jun. 2015); U.S. Census Bureau, Current Population Estimates, Vintage 2014 (Jun. 2015). Definition: Percentage of substantiated cases of child abuse and neglect, by age (e.g., 13.7% of substantiated cases of child abuse and neglect in California in 2014 concerned children ages 1-2). Number of substantiated cases of child abuse and neglect, by age.

⁶ Webster, D., et al. California Child Welfare Indicators Project Reports, UC Berkeley Center for Social Services Research (May 2015).

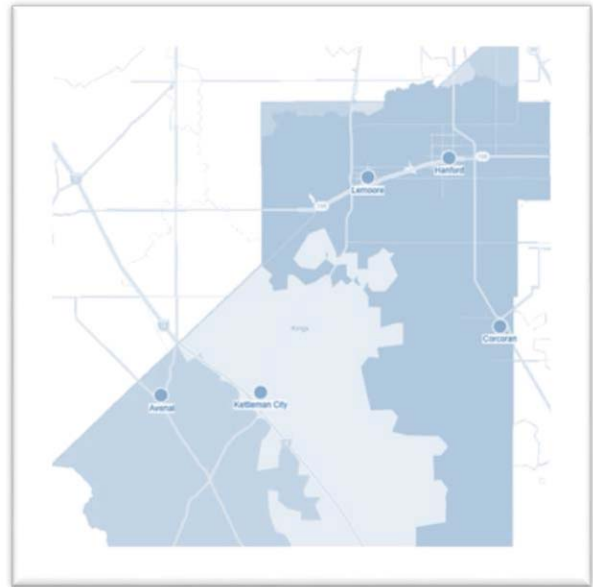
Family Resource Center (FRC) Initiative

The first of the three major funding initiatives is the First 5 Kings County Family Resource Center Initiative. The initiative supports five family resource centers (FRC) that serve as single point of access to a range of health, education, childcare, and other support services for children 0 to 5 and their families. FRCs are designed to be community-driven and responsive to the needs of the community they serve. The shared goal of all FRCs is to increase children's readiness for school. FRC's are expected to coordinate services and ensure that they are delivered in an integrated and culturally competent manner.

Funded Programs

Family resource centers are located across five targeted Kings County communities and are diverse with respect to their management structures, staffing, and funded activities:

- **Avenal Family Connection** –The Avenal Family Connection is operated by West Hills College in partnership with the Reef-Sunset School District. The service model specializes in the delivery of quality school readiness activities, including child enrichment, parent child interaction, and parenting education programs.
- **Corcoran Family Resource Center** – The Corcoran Family Resource Center is operated through a partnership with the Corcoran Community Foundation. The community based family resource center offers integrated school readiness and family support services and linkages to community resources, including preventive health, early childhood education, and parent support.
- **Hanford Family Connection** –The Hanford Family Connection is operated by the Kings County Office of Education. The service model specializes in the delivery of quality school readiness activities, including child enrichment, parent child interaction, and parenting education programs.
- **Kettleman City Family Resource Center** –The Kettleman City Family Resource Center (KCFRC) is operated by the Kings Community Action Organization. The community-based family resource center offers integrated school readiness and family support services and linkages to community resources, including preventive health, early childhood education, and parent support. The Kettleman City program has recently moved to a home visitation model to better addressing the needs of children and families in the community.
- **Lemoore Family Connection** –The Lemoore Family Connection is operated by the Kings County Office of Education. The service model specializes in the delivery of quality school readiness activities, including child enrichment, parent child interaction, and parenting education programs.



Family Resource Center Results Indicators

The 2015-2020 Strategic Plan identifies 26 result indicators for the FRC initiative, spanning each of the four result areas, including early childcare and education, parent education and support, healthy children, and systems integration and alignment. The table on the following page lists each result indicator and its corresponding program, identifies a data source for data collection purposes, and describes the data available for analysis. Result indicators and data sources listed as to be determined (TBD) are not currently available, or refer to future services that have not yet been implemented as funded strategies.

Table 2 - Family Resource Center Initiative Result Indicators

<u>Indicator</u>	<u>Program Approach</u>	<u>Data Source</u>	<u>Data Description</u>
Result Area 1 Early Childcare and Education			
Increase the number of children who participate in quality early childhood programs	FRC	First 5 Kings County, Year-End Achievement Report-Targeted Capacity	Number of children and families served within program type (duplicated), and number of service units delivered relative to targeted capacity.
Increase in the number of children who participate in First 5 funded projects	FRC	First 5 Kings County, FRC Client Usage	Enrollment information by FRC, including child and parent name, child date of birth, primary language, disability status, and medical coverage (unduplicated)
Result Area 2 Parent Education and Support			
Increase in the number of parents/guardians who receive general parenting education	FRC	First 5 Kings County, Year-End Achievement Report-Targeted Capacity	Number of children and families served within program type (duplicated), and number of service units delivered relative to targeted capacity.
Increase in the number of parents/guardians who participate in educational workshops	FRC	First 5 Kings County, Year-End Achievement Report-Targeted Capacity	Number of children and families served within program type (duplicated), and number of service units delivered relative to targeted capacity.
Increase in the number of parents/guardians who receive supportive services.	FRC	First 5 Kings County, Year-End Achievement Report-Targeted Capacity	Number of children and families served within program type (duplicated), and number of service units delivered relative to targeted capacity.
Increase the of parents/guardians who participate in school readiness events and activities.	FRC	First 5 Kings County, Year-End Achievement Report-Targeted Capacity	Number of children and families served within program type (duplicated), and number of service units delivered relative to targeted capacity.
Increase the number of parents/guardians who access school readiness resources	FRC	First 5 Kings County, Year-End Achievement Report-Targeted Capacity	Number of children and families served within program type (duplicated), and number of service units delivered relative to targeted capacity.
Parents report that their children birth to 5 years of age are read to 5 hours per week.	FRC	California Health Interview Survey (CHIS)	Number and percentage of children 0 -5 years of age who are ready to every day.
Result Area 3 - Healthy Children			
Increase the number of pregnant women who are referred to services	FRC	First 5 Kings County, Year-End Achievement Report-Targeted Capacity	Number of children and families served within program type (duplicated), and number of service units delivered relative to targeted capacity.
Increase the number of pregnant women and mothers who are provided information and or education on the importance of prenatal care.	FRC	First 5 Kings County, Year-End Achievement Report-Targeted Capacity	Number of children and families served within program type (duplicated), and number of service units delivered relative to targeted capacity.
Increase the number of pregnant women and mothers who are provided information and or education on the importance of breastfeeding.	FRC	First 5 Kings County, Year-End Achievement Report-Targeted Capacity	Number of children and families served within program type (duplicated), and number of service units delivered relative to targeted capacity.

Table 2 - Family Resource Center Initiative Result Indicators

<u>Indicator</u>	<u>Program Approach</u>	<u>Data Source</u>	<u>Data Description</u>
Increase in the rate of mothers who report they are breastfeeding for the first six months of a child's life.	FRC	TBD	TBD
Increase the number of pregnant women and mothers who are provided information and or education on fetal alcohol syndrome.	FRC	First 5 Kings County, Year-End Achievement Report-Targeted Capacity	Number of children and families served within program type (duplicated), and number of service units delivered relative to targeted capacity.
Increase the number of pregnant women and mothers who are provided information and or education on the importance of smoking cessation.	FRC	First 5 Kings County,	Number of children and families served within program type (duplicated), and number of service units delivered relative to targeted capacity.
Increase the number of pregnant women and mothers provided prenatal and/or postnatal home visits.	FRC	Year-End Achievement Report-Targeted Capacity	Number of children and families served within program type (duplicated), and number of service units delivered relative to targeted capacity.
Increase the number of children who receive developmental screenings.	FRC	Ages & Stages Questionnaire (ASQ) Results Summary	Number of children screened using the ASQ, number and percentage of children with developmental needs.
Increase the number of children who a social-emotional screening (ASQ).	FRC	Ages & Stages Questionnaire (ASQ) Results Summary	Number of children screened using the ASQ-SE, number and percentage of children with developmental needs.
Increase the number of children who receive developmental screenings prior to their 3rd birthday.	FRC	Ages & Stages Questionnaire (ASQ) Results Summary	Number of children screened by age and number and percentage of children with developmental needs.
Increase the number of children who receive nutrition and fitness education.	FRC	Year-End Achievement Report-Targeted Capacity	Number of children and families served within program type (duplicated), and number of service units delivered relative to targeted capacity.
Increase the number of parents/guardians who receive nutrition and/or fitness education.	FRC	Year-End Achievement Report-Targeted Capacity	Number of children and families served within program type (duplicated), and number of service units delivered relative to targeted capacity.
Result Area 4 - Systems Integration and Alignment			
Increase the number of new partnerships within Family Resource Centers (FRCs)	FRC	Family Resource Center (FRC) Collaborative Partnership Survey	List of collaborating agencies or organizations who partner with the FRCs and number of newly established partnerships
Increase in the number of parents and community members who participate in a process to design FRC services offered.	FRC	TBD	TBD
Increase in the depths and breadth of services offered within Family Resource Centers	FRC	Family Resource Center (FRC) Program Descriptions	Documents types of programs offered by service type, number of hours
Increase community awareness of the value of the FRC model	FRC	Parents of Young Children Online Survey	Social media survey of parents of young children 0 -5 years of age residing in targeted Kings County communities.

Table 2 - Family Resource Center Initiative Result Indicators

<u>Indicator</u>	<u>Program Approach</u>	<u>Data Source</u>	<u>Data Description</u>
Increase the number of new collaborations among parents/caregivers, and organizations across multiple sectors to work together to achieve results through the FRC model	FRC	Family Resource Center (FRC) Collaborative Partnership Survey	List of collaborating agencies or organizations who partner with the FRCs to provide services; description of partner roles, value of leveraged resources, levels of collaboration; perceived outcomes associated with collaboration; benefits and challenges, and plans for expanding or enhancing community collaboration
Increase the percentage of new leveraged resources that support FRC operations.	FRC	Family Resource Center (FRC) Collaborative Partnership Survey	Total leveraged dollars and new leveraged resources supporting FRC operations

Data Sources and Analyses

The evaluation team will compile and analyze data from a number of primary and secondary data sources on an annual basis, including (a) key informant interviews with FRC directors, (b) analyses of program participation records maintained by funded partners, (c) surveys of community members and participants to document changes in outcomes targeted by the initiative, and (d) analyses of data maintained in formal data systems designed to track programmatic outcomes. Specific data collection activities for FRCs include:



Family Resource Center (FRC) Program Descriptions. Monthly calendars and descriptions of programs and activities offered through each of the Family Resource Center will be analyzed by content area and target audience and will be reviewed on an annual basis to document the range of services available to children and families in their local communities.



First 5 Kings County, FRC Client Usage. Client usage information documenting program participation rates will be reviewed and analyzed on an annual basis to assess the overall reach of program services, utilization patterns among families, and the characteristics of children and families served.



Ages & Stages Questionnaire (ASQ) Results Summary. Results of developmental screenings conducted with children using the Ages & Stages Questionnaire (ASQ) will be reviewed and analyzed to document the number and percentage of children screened and the number and percentage identified with suspected delays.



Family Resource Center (FRC) Engagement and Collaboration Survey. Electronic survey forms will be administered to Family Resource Center directors on an annual basis to document new and ongoing partnership agreements with community organizations, perceived levels of collaboration, estimated value of leveraged resources resulting from collaboration, and the extent to which parents and other community members are actively engaged in FRC initiative planning processes.



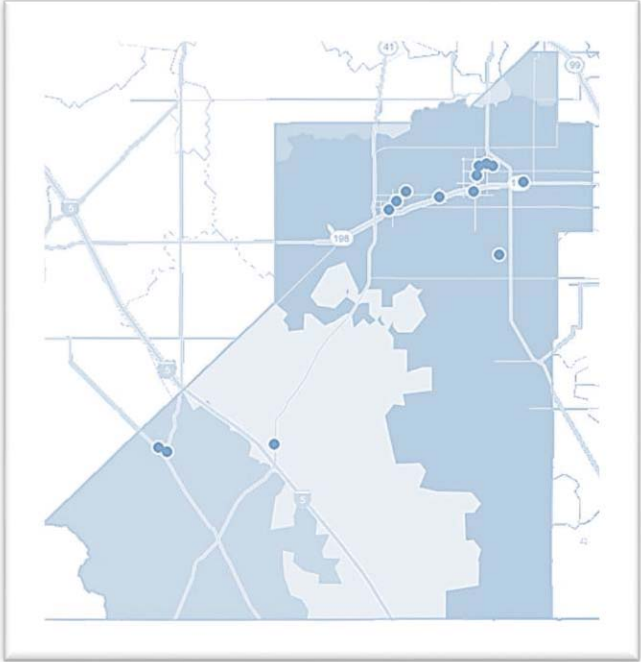
Parents of Young Children Outreach and Engagement Survey. Social media surveys targeting a convenience sample of parents of young children residing in targeted communities will be administered on an annual basis to gauge community awareness of Family Resource Center services and resources and other result indicators (e.g., awareness of preschool quality improvement efforts, availability of source supports, etc.)

School Readiness (SR) Initiative

The second of the three major funding initiatives is the School Readiness (SR) Initiative. The First 5 Kings County Children and Families Commission will invest \$3.1 million in tobacco tax revenues over the next five years to support implementation of strategies and activities under this initiative. The intent is to work collaboratively with early education service providers in Kings County to improve the ability of families, schools and communities to prepare children to enter school ready to succeed. The School Readiness Initiative is designed to develop and sustain a system of collaborative school based or school-linked services and supports that are based on research and promising practices to improve “school readiness” for children, families, communities and schools.

Funded Programs

The School Readiness Initiative supports that following three funded programs.

- **Linkages 2 Learning Project – Linkages 2 Learning** is a kindergarten transition program established to create a better system of transition for children preparing to enter Kindergarten. The location of schools participating in the Linkage 2 Learning program are shown on the map to the right. This system is built on the belief that a community approach to kindergarten entry is most effective in ensuring the child is prepared to enter school ready to learn. The Linkages 2 Learning Project establishes Kindergarten Transition teams at kindergarten serving school sites and is comprised of school site personnel, family service providers, early care educators, and parents of children which will/ have attend kindergarten at each respective school site. These multidisciplinary teams plan and implement activities aimed at preparing child, family, school, and community for the impending transition to kindergarten. Activities and planning culminate in a yearly Kindergarten Orientation event at each Kindergarten serving school site.
- 
- **United Cerebral Palsy (UCP) Parent & Me Programs** – The Parent & Me program is a curriculum-based, early education program for parents and their young children. The program offers weekly sessions where parents and children engage in interactive activities that are developmentally appropriate for the child. Parents are given the tools to promote early learning in the home and to optimize growth and development through play. Children’s developmental needs are assessed using the Hawaii Early Learning Profile (HELP) to guide curriculum development. Parent & Me is implemented by United Cerebral Palsy (UCP) of Hanford with funding support from First 5 Kings County.
 - **United Cerebral Palsy (UCP) Special Needs Project** – The Special Needs project seeks to provide services to children identified as having or being at risk for developing a special need. This is a gap funding strategy to provide intervention to a population of children that because of stringent qualification standards, would otherwise not qualify for services under typical funding streams. Services provided through this project include conducting child development assessments, developing and providing interventions based

on such assessments, and providing support services for children identified as having a special need for their inclusion into the Parent & Me program. Additionally, this project provides capacity building support to ensure providers are delivering services to children with special needs in a manner that is appropriate and inclusive.

School Readiness Result Indicators

The 2015-2020 Strategic Plan identifies 15 result indicators for the School Readiness initiative, spanning three result areas, including early childcare and education, parent education and support, and healthy children.

Table 3 - School Readiness Initiative Result Indicators

<u>Indicator</u>	<u>Program Approach</u>	<u>Data Source</u>	<u>Data Description</u>
Result Area 1 Early Childcare and Education			
Increase the number of children who participate in quality early childhood programs	UCP Parent & Me/Special Needs Project	UCP Parent & Me Annual Progress Report/ UCP Special Needs Project Annual Progress Report	Number of children and families (unduplicated) served through UCP programs
Increase in the number of children who participate in First 5 funded projects	L2L	L2L School enrollment	Number of kindergarten children enrolled in participating L2L schools
Result Area 2 Parent Education and Support			
Increase in the number of parents/guardians who receive general parenting education	UCP Parent & Me	UCP Parent & Me Annual Progress Report	Number of Parent & Me sessions offered; number of parents (unduplicated) receiving early childhood education and school readiness instruction through Parent & Me classes
Increase in the number of parents/guardians who participate in educational workshops	Not applicable	Not applicable	Not applicable
Increase in the number of parents/guardians who receive supportive services.	UCP Special Needs Project	See indicator HC 11 below	See indicator HC 11 below
Increase the of parents/guardians who participate in school readiness events and activities.	L2L	L2L Program Participation records	Number of parents/guardians who attend L2L kindergarten orientation events
Increase the number of parents/guardians who access school readiness resources	L2L	First 5 Kings County L2L records	Number of children who received Linkages 2 Learning Backpacks
Parents report that their children birth to 5 years of age are read to 5 hours per week.	All	First 5 Kings County Parents of Young Children Survey	California Health Interview Survey (CHIS); First 5 Kings County community-based social media survey targeted parents of children 0-5 years of age

Table 3 - School Readiness Initiative Result Indicators

<u>Indicator</u>	<u>Program Approach</u>	<u>Data Source</u>	<u>Data Description</u>
Result Area 3 - Healthy Children			
Increase the number of children who receive developmental screenings.	UCP Parent & Me/UCP Special Needs Project	Hawaii Early Learning Profile (HELP)	Number of children (unduplicated) who receive developmental screenings
Increase the number of children who receive health screenings.	Not applicable	Not applicable	Not applicable
Increase the number of children who receive dental screenings.	Not applicable	Not applicable	Not applicable
Increase the number of children who receive developmental screenings prior to their 3rd birthday.	UCP Parent & Me/UCP Special Needs	Hawaii Early Learning Profile (HELP)	Number of children (unduplicated) who receive developmental screenings scheduled according to age (0-3: every 6 months; 3-5: every 12 months)
Increase the number of identified special needs children who received special needs services.	UCP Special Needs Project	UCP Special Needs Annual Progress Reports	Number of children (unduplicated count) who receive:
Increase the number of children who receive nutrition and/or fitness education.	Not applicable	Not applicable	Not applicable
Increase the number of parents/guardians who receive nutrition and/or fitness education.	Not applicable	Not applicable	Not applicable

School Readiness Data Sources and Analysis

The evaluation team will compile and analyze data on an annual basis from a number of primary and secondary data sources, including (a) key informant interviews with program directors, (b) analyses of program participation records maintained by funded partners, and (c) analyses of results of developmental screenings for UCP programs to assess developmental gains. The evaluation team will also work with First 5 Kings County to provide guidance on adoption of a new kindergarten readiness assessment tool for kindergarten classrooms participating in the Linkage 2 Learning program.



Key Informant Interviews. Semi-structured telephone interviews will be conducted with First 5 Kings County program staff responsible for overseeing implementation of Linkages 2 Learning, UCP Parent & Me, and the UCP Special Needs Project to identify program successes, implementation challenges, and areas of improvement, and to document staff perceptions regarding program impacts.



Linkages 2 Learning Kindergarten Transition Event Tracking. Program records maintained by L2L staff will be reviewed and analyzed, including lists of participating schools, numbers of kindergarten assessments administered with L2L funds, number of orientation events hosted and participation at orientation events by student race and language spoken in the home, and numbers of children participating in backpack distribution events. Backpacks include basic tools such as crayons, pencil, sharpener, ruler, and magnetic letters and numbers, all packaged in an attractive and age appropriate back-pack. The back-pack also includes information for parents to assist in their child's transition by offering practical and home based activities that can help children develop the core competencies expected of children upon kindergarten entry.



UCP Parent & Me and Special Needs Project Participation Tracking. Program records maintained by the Parent & Me and Special Needs Project staff will be compiled and analyzed to document reach of program services, utilization patterns among families, and characteristics of children and families served. Specific data elements include the number of children receiving interventions/treatments based on assessments for children identified as having a special need that doesn't qualify for typical funding streams, follow-up support services with therapists for children 0-5 who do not qualify under existing funding streams and who present as being at risk for special needs development, and follow-up support services to IDEA Act and Prevention funded children to support inclusion in Parent & Me Program.



Kindergarten Readiness Assessment. First 5 Kings County is moving toward the adoption of a standardized tool for assessing children's readiness for school. Kindergarten readiness assessments will provide parents, teachers, and early childhood providers with a common understanding of children's knowledge and skill levels upon entering school. The evaluation team will compile a guidance document for the First 5 Kings county Commission detailing costs and resource burden of various readiness assessment tools to assist with the selection of new measurement tools.



Hawaii Early Learning Profile (HELP) Results Summary. Results of developmental screenings conducted with children using the Hawaii Early Learning Profile (HELP) will be compiled and analyzed to document the number and percentage of children screened and the number and percentage identified with delays based on developmental age.

Elevating Early Care and Education (E3) Initiative

The First 5 Kings County Children and Families Commission will invest \$792,000 over the next five years to support implementation of strategies and activities under the Elevating Early Care & Education (E3) Initiative. The E3 initiatives provides a comprehensive approach to increasing childcare quality at family day care centers, Head Start, State and Private preschool programs. This is accomplished by conducting Quality Rating Improvement System (QRIS), developing Quality Improvement Plans and by providing the necessary supports such as technical assistance, material supports, and professional growth services that are responsive to site specific needs.

Funded Programs

The Elevating Early Care and Education (E3) Initiative supports the following two inter-connected program components:

- IMPACT.** This project is being funded by First 5 California, with local implementation being accomplished by an independent consultant hired by First 5 Kings County. This project will focus specifically on Head Start and State funded Preschool Centers operated by Kings Community Action Organization. A QRIS is a framework for a rating and improvement system that utilizes tools and resources to assess and improve the quality of early learning programs, including the following: (1) quality standards, (2) a process for supporting quality improvement, (3) provision of incentives, (4) processes for monitoring standards, and (5) dissemination of information to parents and the public about program quality.
- CARES Project.** The CARES Project is funded by First 5 Kings County. The CARES programs offers professional development opportunities to Family Childcare Homes, non-KCAO State funded Preschool Centers, and Private Preschool Centers. The project will support the provision of materials to classrooms which will enhance the quality of educational environments and instructional implementation.

Elevating Early Care and Education (E3) Result Indicators

The 2015-2020 Strategic Plan identifies 13 result indicators for the E3 initiative, spanning two result areas, including early childcare and education and healthy children.

Table 4 - Elevating Early Care and Education (E3) Initiative Result Indicators

<u>Indicator</u>	<u>Program Approach</u>	<u>Data Source</u>	<u>Data Description</u>
Result Area I Early Childcare and Education			
Increase in resources to support early care and education for Kings County.	CARES/IMPACT	First 5 Kings County Executive Director, Key Informant Interview	Semi-structured key informant interview with First 5 Kings County Executive Director
Increase in the availability of high quality, affordable child care programs/slots	IMPACT	Pinwheel, Early Quality Systems, Complete Web-based QRIS Management Systems for Early Education- To be implemented September 2016	Quality ratings: QRIS Tier/Ranking; Cumulative QRIS Score Total by program based on QRIS quality indicators including: Child Observation, Developmental and Health Screenings, Minimum Qualification for Lead Teacher/Family

Table 4 - Elevating Early Care and Education (E3) Initiative Result Indicators

<u>Indicator</u>	<u>Program Approach</u>	<u>Data Source</u>	<u>Data Description</u>
			Child Care Home, Effective Teacher-Child Interactions, Ratios and Group Size, Program Environment Rating Scale, and Director Qualifications.
Increase in advocacy efforts for greater public investment in quality early care and education.	CARES/IMPACT	First 5 Kings County Executive Director, Key Informant Interview	Semi-structured key informant interview with First 5 Kings County Executive Director
Increase in skill development and mastery in the Kings County early care and education workforce.	CARES/IMPACT	REDCap ECE Workforce Monitoring Data base	Development of a web-based ECE workforce registration system to monitor workforce development.
Increase of early care and education workforce in the knowledge necessary to help young children and their families prepare for success in school.	CARES/IMPACT	REDCap ECE Workforce Monitoring Data base—Web-based Survey Administration	See database description
Increase in Kings County early care and education workforce.	CARES/IMPACT	REDCap ECE Workforce Monitoring Data base	See database description
Increase in career development plans for Kings County early care and education workforce, including post-secondary units completed, attainment of certifications, permits and degrees.	CARES/IMPACT	REDCap ECE Workforce Monitoring Data base	See database description
Adoption and implementation of QRIS for Kings County.	IMPACT	Pinwheel, Early Quality Systems, Complete Web-based QRIS Management Systems for Early Education	Common Data Fields documenting provider/classroom participation in QRIS activities
Increase in awareness of parents and other stakeholders of QRIS.	IMPACT	First 5 Kings County Parents of Young Children Survey	Social media survey of convenience sample of Kings County parents of young children to gauge awareness or quality enhancement efforts
Increase in resource investment informed by QRIS.	CARES/IMPACT	First 5 Kings County Executive Director, Key Informant Interview	Semi-structured key informant interview with First 5 Kings County Executive Director to document resource development efforts resulting from QRIS implementation
Result Area 3 - Healthy Children			
Increase the number of children who receive developmental screenings.	IMPACT	ASQ	Number of children in IMPACT classrooms screened using the ASQ; number of children falling below the age-cutoff in each of five developmental domains: communication, gross motor skills, fine motor skills, problem-solving, and personal-social.
Increase the number of children who receive a social-emotional screening (ASQ).	IMPACT	ASQ Social Emotional (ASQ-SE)	Number of children in IMPACT classrooms screened using the ASQ-SE developmental screening tool

Table 4 - Elevating Early Care and Education (E3) Initiative Result Indicators

<u>Indicator</u>	<u>Program Approach</u>	<u>Data Source</u>	<u>Data Description</u>
Increase the number of children who receive developmental screenings prior to their 3rd birthday.	IMPACT	ASQ Social Emotional (ASQ-SE)	Number and percentage of children 0-3 years screened, based on age at screening date

Elevating Early Care and Education (E3) Data Sources and Analysis

The evaluation team will compile and analyze data on an annual basis from a number of primary and secondary data sources, including (a) key informant interviews with program directors, (b) analyses of program records maintained in web-based data systems, and (c) analyses of community survey data to assess the visibility and awareness of E3 services and activities within the community. The evaluation team will also work with First 5 Kings County to support the development of new data collection systems to monitor implementation of IMPACT QRIS activities and early childhood workforce development.



Key Informant Interviews. Semi-structured telephone interviews will be conducted with the IMPACT Project Directors and ECE Consultant to discuss implementation progress, program strengths, challenges, and areas for improvement.



Pinwheel, Early Quality Systems, Complete Web-based QRIS Management Systems for Early Education First 5 Kings County is working with the ECE consultant to identify and purchase a QRIS system that tracks DRDP, ERS, CLASS and Matrix scores. First 5 Kings County is using IMPACT grant funds to purchase access to the Pinwheel QRIS data management system. Pinwheel is specifically designed to track common data fields for accountability and evaluation reporting and to achieve compliance with state and federal data collection efforts. Specific site-level data fields contained in the Common Data Fields include measures of program type, funding sources, program participation, demographics, staff qualifications, outcome measurement.



First 5 Kings County Early Childhood Workforce Database. The evaluation team plans to develop an early childhood workforce database for Kings County providers to monitor key result indicators over time. The database will be designed using REDCap (Research Electronic Data Capture), a secure, web-based application designed to support data capture for research studies. All Kings County early childhood providers employed across the early childhood provider system will be invited to register for the database and to input baseline information. The system will document providers' employment setting (e.g., child care center, family childcare home), primary job position, number of paid hours worked per week, number of months worked per year, highest level of education, current permit level, number of years in the ECE field, number of years with current employer, and demographic characteristics (e.g., age, gender, race/ethnicity, language fluency). Information will be updated annually using electronic surveys of registrants to assess changes in the early childhood workforce over time.



Parents of Young Children Outreach and Engagement Survey. The IMPACT grant programs are tasked with designing and implementing a countywide campaign that raises parent and community awareness of what quality early childhood programs are and fosters belief that they are accessible for all. The evaluation team will design and administer a web-based survey advertised through social media and print advertisements to capture a convenience sample of parents of young children residing in Kings County. Surveys will be used to gauge community awareness of IMPACT preschool quality improvements and other result indicators (e.g., availability of source supports, etc.)

Cost Effectiveness Analysis

The next section outlines a proposed methodology for the third component of the evaluation which focuses on estimating the costs and benefits of First 5 Kings County's funding investments, including the Family Resource Center Initiative (FRC), the School Readiness Initiative (SRI), and the Elevating Early Care and Education (E3) initiative. The proposed methodology will allow First 5 Kings County to better understand the social benefits of its programmatic investments, relative to their costs. The results can be used in conjunction with other evaluative information to help make strategic funding and policy decisions to maximize effectiveness and social impact.

Background and Proposed Approach

There are two ways to approach cost and benefit studies for social programs. A cost-effectiveness analysis (CEA) compares the program costs (usually on a per-child basis) with the rate of achieving a particular outcome in the future, relative to a counterfactual or control condition. For example, consider a preschool program that costs \$1,000 per child. In this hypothetical program, 50% of children who attend the program are kindergarten ready at the end of the year, compared to 30% of children who did not attend the program. The average cost per child to achieve the outcome of school readiness is \$5,000 (formula: $1,000 / (50\% - 30\%)$).

A cost-benefit analysis (CBA) compares costs to economic social benefits. In this approach, child outcomes are monetized based on their benefit to society. Using the example above, children who show kindergarten readiness will reduce costs incurred by various payers, such as school districts or social service agencies. For example, school districts might save money because children who are kindergarten ready are less likely to require special education services.

For First 5 the CBA approach represents the best way to allot limited funding across different programs. This approach will produce an outcome metric – the cost-benefit ratio – which can be directly compared across programs, as long as a number of caveats are taken into consideration (these caveats are enumerated below). By contrast, a CEA would produce different outcome measures for each program, making them hard to compare.

Data Required

The data needed for a CBA approach will include the following:

1. Per-child cost data for each program. This data might be directly available from each organization, or it might be estimated based on total program costs and enrollment. If the program has multiple components or serves different types of children, we will collect data on the cost per child for each component or category of children served.

2. Proportion of children achieving specific outcomes, compared to a counterfactual. The effectiveness of a social program can be evaluated by comparing key outcomes for participants with outcomes for a similar people who did not participate. Outcomes to be collected will include metrics associated with key indicators across results areas, as presented in the attached spreadsheet. When possible, we will use outcome data for non-participants to generate impact estimates for each program.

In general, however, we will not have directly comparable outcome data for non-participants. In order to assess the program impact, we will use effect size estimates from previous research on similar programs. Other evaluative data, such as implementation and program quality data, will be used to confirm that the programs being evaluated are similar to programs in the research literature, and thus that the proposed effect sizes are appropriate.

3. Economic value to society of measured outcomes. The economic benefits of First 5's investments will be estimated by multiplying the average effects per child (calculated in Step 2 above) with the economic value of each effect. For example, early childhood education programs are likely to result in fewer special education placements when children reach the K-12 system. The economic value of that reduction will be estimated by multiplying the reduction in the number of years of special education for program participants, by the cost of a year of special education.

Cost savings for each favorable outcome will be estimated through a combination of direct data collection and a literature review of previous research which has evaluated the costs and benefits of similar programs. For example, special education costs per child are available from school districts and state administrative sources. In some cases, costs associated with outcomes will be derived from previous research in the field.

Results and Deliverables

The methodology described above will result in overall cost-benefit estimates for each initiative, as well as benefit estimates for individual results indicators, where possible. There are several important caveats to these results. First, benefits cannot be estimated for all outcomes, even though those outcomes may have important social value. For example, it would be difficult to estimate the societal benefit of parent information or program coordination activities. In addition, cost-benefit analyses such as these are necessarily estimates which may involve a number of assumptions. Therefore, cost-benefit ratios should be interpreted as giving a general sense of the societal value of a program rather than a very precise estimate. Comparing programs to each other should be done with care because of this uncertainty.

Evaluation Roles, Tasks, and Timelines

The evaluation will be led by the Project Director who will have lead responsibility for activity completion. The Project Director (PD) will be supported by a Program Manager who will assume day-to-day oversight of evaluation activities and who will serve as a liaison between funded partners and the evaluation team to support data collection activities. The team will also include an early childhood consultant (ECC) who will serve as an advisor on the study design and analysis. The study team will convene on a weekly basis to assess timelines, progress, and benchmarks.

Evaluation plan development

During the first two months of the contract period in FY 2015-16, EMT staff will develop an evaluation plan that is responsive to the evaluation framework established in the 2015-2020 Strategic Plan, and that outlines the evaluation approach and identifies result indicators and data collection activities for each of the three major funded initiatives. The evaluation plan will be submitted as the key evaluation deliverable for the first year of the contract period (FY 2015-16). The evaluation plan will be submitted to First 5 for review and approval within the first four months of the contract period. The multi-year evaluation plan will be structured to provide annual updates on implementation and outcomes for each funded initiative, including measurement of relevant result indicators, as well as to provide longitudinal tracking of implementation and outcomes at the provider and system levels to assess growth in capacity, service quality, and outcomes over time. The final year of the longitudinal study will include the results of an overall assessment of the cost-effectiveness of Commission investments based on the achievement of outcomes.

Coordination with funded partners

Within the first three months of FY 2016-17 EMT staff will schedule a series of meetings with First 5 Kings County staff and representatives from each of its funded partners to review findings and lessons learned from the previous evaluation effort, to discuss current funded activities, to gather input on informational needs of providers related to evaluation, and to discuss data collection plans related to compiling data associated with key result indicators. EMT staff will work with funded partners to identify all major data sources contributing to the evaluation study, outline data collection procedures used to compile data from identified sources, establish timelines for data transfer and delineation of roles, and will outline a plan specifying how various data elements will be analyzed.

Data system enhancements and measurement development

Within the first three months of FY 2016-17 EMT staff will focus on developing or enhancing data collection systems to support the evaluation process. Specific data enhancement efforts will include: (1) providing guidance on the selection of a kindergarten readiness assessment based on an analysis of cost, resource burden, and overall value, and providing technical support to L2L staff to implement readiness assessments across school sites (2) coordinating with First 5 Kings County to support the adoption of the Pinwheel QRIS data management system, and (3) constructing and implementing an early childhood education workforce monitoring data base. The targeted timeline will be for new data management systems and readiness assessments to be operational by the close of the FY 2016-17 fiscal year.

Data collection and analysis

Within the first three months of FY 2016-17 EMT staff will establish a data collection and data transfer schedule for each funded partner to set mutually agreed upon expectations for sharing data with the evaluation team on a timely basis. EMT will also work with funded partners to produce new or updated data collection tools that will facilitate data capture supporting the evaluation effort as needed. These data collection tools will be used to track program participation and outcomes across funded programs and study

years in support of the longitudinal evaluation component. EMT will ensure that data tools complement, rather than compete with, existing record-keeping systems and are compatible with local technology resources. Data collection and analysis activities will be ongoing throughout the five-year contract period across all funded initiatives to allow for measurement of change in result indicators over time.

Surveys will also serve as an important data source for measuring community awareness of First 5 funded strategies including family resource centers and preschool quality improvement efforts, and for monitoring changes in community conditions over time. EMT will utilize social media surveys administered over a 3-month survey window to capture community perceptions among parents with young children. EMT will work with its professional translation services to provide Spanish translations of all survey instruments to ensure that evaluation activities are inclusive in capturing perspectives of all relevant stakeholders. EMT may also chose to build on previous evaluation efforts that relied primarily on measures of consumer satisfaction to assess program outcomes, by incorporating pre-post assessments of parent participants to gauge changes in targeted parenting practices.

Within the first three months of FY 2016-17, EMT staff will work with funded providers to compile data from the previous FY 2015-16 year to establish a baseline indicator profile that will provided the basis for annual data comparisons over time.

Project Deliverables

Evaluation data measuring implementation progress and outcomes across each of the three funded initiatives will be summarized on an annual basis using the following data reporting tools:

Annual Commission Reports. The evaluation team will produce brief summary reports (4 to 5 pages in length) at the conclusion of each contract year to summarize progress within each result area and highlight process and outcome findings for each of the three major initiatives and the broader early childhood system. Annual summary reports will contribute to a close-out process, outcome, and cost-effectiveness evaluation report in Year 5 summarizing findings from the entire contract period.

Annual Presentations and Final Concluding Presentation. EMT will prepare an annual PowerPoint presentation summarizing evaluation activities across each funded initiative, documenting program performance as measured by relevant result indicators, and recommendations for program design, and will present findings to the Commission in-person at regularly scheduled Commission meetings. EMT staff will conclude the contract period with an in-person presentation of longitudinal study results and findings from the overall cost effectiveness analysis.

Quarterly Reporting. The evaluation team will prepare quarterly reports to document study activities and summarize progress toward achieving targeted benchmarks. The quarterly report structure will include discussion of progress achieved, barriers encountered, and efforts made to overcome them.

Attachment A - First 5 Kings Grantee Contacts

Kings County Office of Education – Hanford
Family Connection and Lemoore family
Connection

Day to Day Responsibility

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Project Director

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United Cerebral Palsy of Central California
– Special Needs

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United Cerebral Palsy of Central California
– Parent & Me

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West Hills Community College – Avenal
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Appendices

- Appendix A Family Resource Center (FRC) Initiative
- Appendix B School Readiness Initiative
- Appendix C Elevating Early Care and Education Initiative
- Appendix D Strategic Planning Timeline
- Appendix E Commission Retreat Preparatory Content 1/23/15
- Appendix F Strategy Notes from 1/23/15 Commission Retreat

Appendix A



Family Resource Center Initiative

DESCRIPTION

The First 5 funded Family Resource Centers (FRC's) within Kings County; employ various models constructed to support the delivery of health, education, childcare, and other support services to children and families. FRC's have the additional impact of building communities and systems that support these families.

INTENT

It is the intent of the Commission to provide through either direct service or coordinated efforts a comprehensive system of support to children 0-5 and their families through the Family Resource Center model of service delivery. It is the goal of the Commission that all Kings County early childhood education services coordinated through Family Resource Centers will be delivered in a fully integrated manner, with an emphasis on quality, cultural competency, best practice and collaboration.

EXPECTED OUTCOMES

Strategic Plan Result Area I: Early Childcare and Education

Result/Outcome Indicators

- Increase in the number of children who participate in quality early childhood programs.
- Increase in the number of children who participate in First 5 funded projects.

Strategic Plan Result Area II: Parent Education and Support

Result/Outcome Indicators

- Increase in the number of parents/guardians who receive general parenting education.
- Increase in the number of parents/guardian who participate in educational workshops.
- Increase in the number of parents/guardian who receive supportive services.
- Increase the number of parents/guardian who participate in school readiness events and activities.
- Increase the number of parents/guardian who access school readiness resources.
- Parents report that their children birth to 5 years of age are read to five hours per week.

Strategic Plan Result Area III: Healthy Children

Result/Outcome Indicators (e.g.,)

- Increase the number of pregnant women who are referred to services.
- Increase the number of pregnant women and mothers provided information and/or education on the importance of prenatal care.
- Increase the number of pregnant women and mothers provided information and/or education on the importance of breastfeeding.

- Increase in the rate of mothers who report they are breastfeeding for the first six months of a child's life.
- Increase the number of pregnant women and mothers provided information and/or education on fetal alcohol syndrome.
- Increase the number of pregnant women and mothers provided information and/or education on the importance of smoking cessation.
- Increase the number of pregnant women and mothers provided prenatal and/or postnatal home visits.
- Increase the number of children who receive developmental screenings.
- Increase the number of children who receive a social-emotional screening (ASQ-SE).
- Increase the number of children who receive developmental screenings prior to 3rd birthday.
- Increase the number of children who receive nutrition and/or fitness education.
- Increase the number of parents/guardians who receive nutrition and/or fitness education.

Strategic Plan Result Area IV: Systems Integration & Alignment

Result/Outcome Indicators (e.g.,)

- Increase the number of new partnerships within Family Resource Centers.
- Increase the number of parents and community members who participate in process to design FRC services offered.
- Increase in the depth and breadth of services offered within Family Resource Centers.
- Increase community awareness of the value of the FRC model.
- Increase the number of new collaborations among parents/caregivers, organizations and institutions across multiple sectors to work together to achieve results through the FRC model.
- Increase the percentage of new leveraged resources that support FRC operations.

BACKGROUND

Providing funding and support for Family Resource Centers (FRC's) throughout Kings County remains a key strategy of the Kings County Children and Families Commission (Commission). FRC's were established to be a single point of access for multiple services for children 0-5 and their families. They are designed to be community driven and coordinated services should be responsive to the needs of the community they serve. The goals of each FRC are specific to the local community with an overarching goal of increasing children's readiness for school. Integral to their success is their ability to foster relationships with community and local leaders. FRC's are meant to coordinate services and ensure that they are delivered in an integrated and culturally competent manner.

The Family Resource Center Initiative dates back to FY 2001/2002 when initial planning grants were offered by First 5 Kings County to entities representing each Kings County community to include Armona, Avenal, Corcoran, Hanford, Home Garden, Kettleman City, Lemoore, and Stratford. In March 2006, a new Family Resource Center Initiative was adopted, representing a shift from a planning to implementation stage of development. In 2008, the Commission was presented with the results of the 2006-2008 Evaluation that explored the effectiveness of the Family Resource Center strategy. While the results of the evaluation indicated that overall, "the FRC's are offering a number of useful services to families of children birth to five years of age", it also made a number of findings and recommendations in an effort to strengthen the approach. One of the findings of the evaluation was that the demographics being served by FRC's support the assumption that the strategy is targeting low income populations. While the FRC strategy was not originally intended to serve only low-income populations, it was apparent that by its original design it did just that.

FISCAL ALLOCATIONS

The Commission has allocated a total of \$3,630,060 from FY 2015/2016 through FY 2019/2020 to support the Family Resource Center Initiative.

Funding to FRC's will be distributed through a non-competitive RFA process and is contingent upon the successful completion of the previous year's Scope of Work. It is the intention of the Commission to continue to provide ongoing funding, if available, so long as the funded providers are making purposeful steps towards the creation of school ready children, strong families and improved systems.

It should be noted that the California Children and Families First Act of 1998, (HSC 130100) states that, "There is hereby created a program in the state for the purposes of promoting, supporting, and improving the early development of children from the prenatal stage to five years of age." Therefore, as the Commission's mandate is to serve children ages 0-5, the grantees must identify other funding resources for services in which there is not a direct link to children 0-5.

CERTIFICATION

As Commissioners of the Kings County Children and Families Commission each certified their support and commitment to the above Initiative, as adopted by the Commission on April 7, 2015.

Appendix B



School Readiness Initiative

DESCRIPTION

School Readiness as defined by the National Education Goals Panel includes children’s readiness for school, schools’ readiness for children, and family as well as community supports and services that contribute to children’s readiness for school success. The School Readiness Initiative is designed to develop and sustain a system of collaborative school-based or school-linked services/supports that are based on research and promising practices to improve “school readiness” for children, families, communities and schools.

INTENT

It is the intent of the Commission to work collaboratively with early education service providers in Kings County to improve the ability of families, schools and communities to prepare children to enter school ready to succeed.

EXPECTED OUTCOMES

Strategic Plan Result Area I: Early Childcare and Education

Result/Outcome Indicators

- Increase in the number of children who participate in quality early childhood programs.
- Increase in the number of children who participate in First 5 funded projects.

Strategic Plan Result Area II: Parent Education and Support

Result/Outcome Indicators

- Increase in the number of parents/guardians who receive general parenting education.
- Increase in the number of parents/guardian who participate in educational workshops.
- Increase in the number of parents/guardian who receive supportive services.
- Increase the number of parents/guardian who participate in school readiness events and activities.
- Increase the number of parents/guardian who access school readiness resources.
- Parents report that their children birth to 5 years of age are read to five hours per week.

Strategic Plan Result Area III: Healthy Children

Result/Outcome Indicators (e.g.,)

- Increase the number of children who receive developmental screenings.
- Increase the number of children who receive health screenings.
- Increase the number of children who receive dental screenings.
- Increase the number of children who receive developmental screenings prior to 3rd birthday.
- Increase the number of identified special needs children who received special needs services.
- Increase the number of children who receive nutrition and/or fitness education.
- Increase the number of parents/guardians who receive nutrition and/or fitness education.

Strategic Plan Result Area IV: Systems Integration & Alignment
Result/Outcome Indicators (e.g.,)

- Increase the number of community members and other stakeholders who attend educational events on early childhood.
- Increase the number of community members and providers who attend Commission-led trainings, workshops or meetings.

BACKGROUND

When children start school without certain skills, they are at a disadvantage that is difficult, if not impossible, to overcome – often resulting in poor school performance throughout their school experience. Children who come from low-income households or live in poverty are at greatest risk for school failure. Kings County is a community with both high ethnic diversity and high levels of poverty.

SCHOOL READINESS PROGRAM APPROACH

United Cerebral Palsy – Parent & Me Programs

The goal of the Parent & Me program is to provide a community-based, inclusive child development program for parents to attend with their children 0-5 for an interactive early childhood learning experience. The emphasis is on birth to three and services focus on prevention and early intervention strategies. Children age 3-5 who do not have other early learning opportunities are also offered support through this program approach. The program is designed to support and strengthen the parent as their child's first teacher. Teachers model developmentally appropriate practices as well as parenting practices and support parents to see their child's unique strengths and needs. The program provides resources and a hands-on growth experience for parent and child which can be repeated at home during the week through take-home materials. Additionally, comprehensive and periodic screening captures delays and concerns early so that early intervention may occur either through the special needs project and/or referral to another resource. All services provided through the Parent & Me program center around service integration, are provided in a culturally competent fashion, and encourage parent peer support. A sense of belonging and parent buy-in are achieved by providing service in a culturally competent environment and activities that encourage peer parent support and long-term relationships.

Linkages 2 Learning Project

Linkages 2 Learning is a kindergarten transition program established to create a better system of transition for children preparing to enter Kindergarten. This system is built on the belief that a community approach to kindergarten entry is most effective in ensuring the child is prepared to enter school ready to learn. The Linkages 2 Learning Project established Kindergarten Transition teams at kindergarten serving school sites and is comprised of school site personnel, family service providers, early care educators, and parents of children which will/have attend kindergarten at each respective school site. These multidisciplinary teams plan and implement activities aimed at preparing child, family, school, and community for the impending transition to kindergarten. Activities and planning culminate in a yearly Kindergarten Orientation event at each Kindergarten serving school site.

Every year First 5 Kings County provides all registering Kindergartners the opportunity to prepare for their transition to kindergarten by providing them with basic tools such as crayons, pencil, sharpener, ruler, and magnetic letters and numbers, all packaged in an attractive and age appropriate back-pack. The back-pack also includes information for parents to assist in their child's transition by offering practical and home based activities that can help children develop the core competencies expected of children upon kindergarten entry.

Special Needs Project

The Special Needs project seeks to provide services to children identified as having or being at risk for developing a special need. This is a gap funding strategy to provide intervention to a population of children that because of stringent qualification standards, would otherwise not qualify for services under typical funding streams. Services provided through this project include conducting child development assessments, developing and providing interventions based on such assessments, and providing support services for children identified as having a special need for their inclusion into the Parent & Me program. Additionally, this project provides capacity building support to ensure providers are delivering services to children with special needs in an appropriate and inclusive fashion. This funding stream also supports the infrastructure of the Armona Parent & Me inclusion site.

FISCAL ALLOCATIONS

The Commission has allocated a total of \$3,104,210 from FY 2015/2016 through FY 2019/2020 to support the School Readiness Initiative.

Funding to School Readiness Programs will be distributed through a non-competitive RFA process and is contingent upon the successful completion of the previous year's Scope of Work. It is the intention of the Commission to continue to provide ongoing funding, if available, so long as the funded providers are making purposeful steps towards the insurance of healthy children whom are ready for school, the creation of strong families and improved systems.

CERTIFICATION

As Commissioners of the Kings County Children and Families Commission each certify their support and commitment to the above Initiative, as adopted by the Commission on April 7, 2015.

Appendix C



Elevating Early Care & Education (E3) Initiative

DESCRIPTION

Improving the quality of child care is a key strategy of the Kings County Children and Families Commission (Commission) targeted at improving child development and school readiness of Kings County's children. The E3 Initiative is charged with facilitating and supporting Quality Rating Improvement System (QRIS) and related quality improvement activities identified for Family Childcare Providers, Kings County Head Start, State and Private Preschool centers.

INTENT

It is the intent of the Commission to work collaboratively with individuals, organizations, and community agencies to see that all Kings County children ages 0 – 5 will have access to high quality preschool, child care, early learning opportunities and be ready for school. The Commission plans to do so by funding a mechanism which will identify the quality enhancement needs of child development settings and provides the necessary supports to increase the quality of care provided.

EXPECTED OUTCOMES:

Strategic Plan Result Area I: Early Childcare and Education

Result/Outcome Indicators

- Increase in resources to support early care and education for Kings County.
- Increase in availability of high quality, affordable childcare programs/slots.
- Increase in advocacy efforts for greater public investment in quality early care and education.
- Increase in skill development and mastery in the Kings County early care and education workforce.
- Increase of Kings County early care and education workforce in the knowledge necessary to help young children and their families prepare for success in school.
- Increase in Kings County early care and education workforce job retention.
- Increase in wage earnings of Kings County early care and education workforce.
- Increase in career development plans for Kings County early care and education workforce, including post-secondary units completed, attainment of certifications, permits and degrees.
- Adoption and implementation of QRIS for Kings County.
- Increase in awareness of parents and other stakeholders of QRIS (i.e., attend information session, read literature, view website).
- Increase in resource investment informed by QRIS.

Strategic Plan Result Area III: Healthy Children

Result/Outcome Indicators (e.g.,)

- Increase the number of children who receive developmental screenings.
- Increase the number of children who receive a social-emotional screening (ASQ-SE).

- Increase the number of children who receive developmental screenings prior to 3rd birthday.
- Increase the number of children who receive nutrition and/or fitness education.

BACKGROUND

Approximately 200 licensed family child care providers in Kings County care for and educate over 1800 children. Thirty-nine licensed childcare centers serve an additional 1,822 children. Five licensed-exempt centers serve approximately 242 children. The programs which provide care and education to children prior to kindergarten entry are found in many different settings under various names: child care centers, Head Start programs, family child care homes, and preschools. No matter what the name or the setting, it is crucial that children be safe and that their development and learning be enhanced in these environments. We know that the experiences children have and the skills they develop in these programs can help or hinder their development, not just during childhood, but throughout their lifetime. A child's development is multifaceted, with development occurring in multiple domains simultaneously (physical well-being and motor development, social and emotional development, approaches to learning, language development, cognition and general knowledge). Appropriate child development programs promote a smooth transition from child care to school, preparing children to be ready to learn.

Numerous recent studies suggest that many programs for preschool children in centers and homes fail to provide a level of care that enhances or maximizes a child's early development and learning. There are many contributing factors which hinder the delivery of high quality education in these settings. Many programs rely heavily on parent fees for program revenue (even programs associated with public schools), and many parents are unable to afford the cost of high-quality care.

Given the inadequate funding and financing that characterize the delivery of many early childhood services, the costs associated with making improvements to meet and maintain professional development standards can be a burden. High-quality program costs are significant and include facility improvement, ongoing consumables and staff professional development activities. Therefore, to alleviate this concern in part, the Commission has dedicated funding for the cost of a quality enhancement program through the E3 Initiative.

E3 INITIATIVE APPROACH

The E3 Initiative has identified three systems which are intended to work collaboratively to increase the quality of care provided to preschool aged children in Family Childcare Centers, Head Start, State and Private Preschool settings. Investments have been divided based on the centers being served and the funding stream supporting such efforts, however the approach is meant to be streamlined.

The activities which will be supported through the E3 Initiative include:

- Completion of QRIS, which involves collecting and reporting baseline data in an effort to provide centers with information about where to support the implementation of quality enhancement activities.
- Provide independent & reliable ratings on the Environmental Rating Scale (ERS) and/or Classroom Assessment Scoring System (CLASS).
- Development of implementation and improvement plans that identify content areas and detail strategies for improving the quality of services.
- Participation in training and technical assistance in at least one quality improvement content areas per year from the QRIS Matrix and Pathways.
- Monitoring of progress toward annual improvement in at least one element determined by analysis of QRIS Matrix.

IMPACT

This project is being funded by First 5 California, with local implementation being accomplished by an independent consultant hired by First 5 Kings County. This project will focus specifically on Head Start and State funded Preschool Centers operated by Kings Community Action Organization.

CARES Project

The CARES Project is being funded entirely by First 5 Kings County and will offer concurrent services as that provided through the Early Learning Quality Enhancement Project to Family Childcare Homes, non-KCAO State funded Preschool Centers, and Private Preschool Centers. Additionally, this project will support the provision of materials to classrooms which will enhance the quality of educational environments and instructional implementation. Because First 5 California funds cannot finance these additional supports, they will be provided to all E3 Classrooms, including the sites operated by KCAO through the CARES project.

FISCAL ALLOCATIONS

The Commission has allocated \$792,305 for FY 2015/2016 through FY 2019/2020 to support the E3 Initiative.

Funding to the CARES program will be distributed through a non-competitive RFA process and is contingent upon the successful completion of the previous year's Scope of Work. Funding for the Early Learning Quality Enhancement Project will be distributed based on a competitive RFQ process to take place annually. It is the intention of the Commission to continue to provide ongoing funding to both endeavors, if available, so long as the funded providers are making purposeful steps towards ensuring that children have access to high quality preschool and childcare.

CERTIFICATION

As Commissioners of the Kings County Children and Families Commission each has certified their support and commitment to the above Initiative, as adopted by the Commission on April 7, 2015.

Appendix D

Timeline for Development of 2015-2020 Strategic Plan

- At the April 2014 the Commission discussed the process to develop a new Strategic Plan. As a result, the commission requested that staff explore existing data sources including those required in the Request for Applications (RFA) process. Staff was asked to identify existing systems for gathering parent, provider, and caregiver input/feedback and make a recommendation to the Commission at a future meeting.
- At the July 2014 the Commission requested that staff prepare a Request for Qualifications (RFQ) for release. This RFQ would identify a consultant/contractor to prepare a needs assessment report and lead the Commission's Strategic Planning retreat during FY 2014/2015.
- At the August 2014 Commission meeting, the Commission approved the release of a RFQ to identify a consultant to lead the strategic planning process for First 5 Kings County. This document was published on August 6, 2014.
- At the October 2014 Commission meeting Davies and Associates was selected to lead the strategic planning process.
- Focus groups took place December 1, 2014 to December 5, 2014 throughout the county with parents and caregivers.
- A full-day Commission retreat was held January 23, 2015 to develop the new Strategic Plan.
- A second Strategic Planning session was required to complete the process and was held February 17, 2015.
- The First 5 Kings County Children and Families Commission adopted the 2015-2020 Strategic Plan on March 3, 2015.
- At the April 2015 Commission meeting the 3 main initiatives were adopted by the Commission.
 - Family Resource Centers (FRC)
 - School Readiness (SR)
 - Elevating Early Care and Education (E3)

Appendix E

FIRST5
KINGS COUNTY

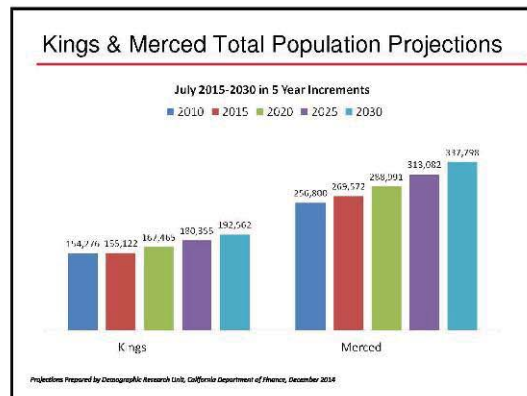
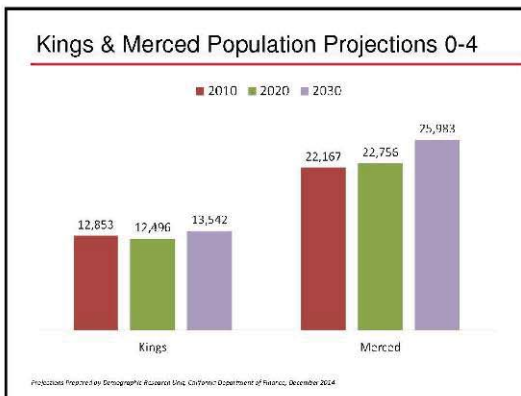
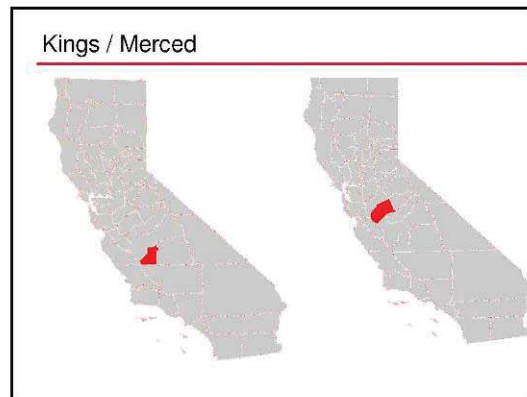
Strategic Planning Retreat
January 23, 2015

Agenda

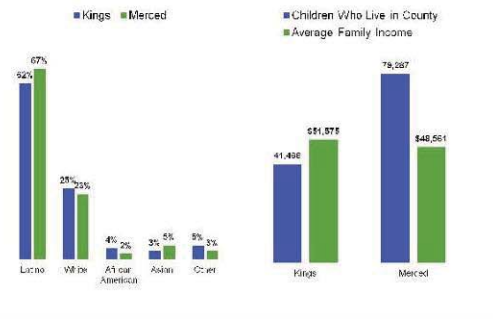
9:00 to 9:45	Vision & Mission
9:45 to 10:30	Demographic Information Trends & Policy
10:30 to 10:45	Break
10:45 to 11:30	Insights and Direction
11:30 to Noon	Finance Current Investment Strategies
Noon to 1:00	Working Lunch Key Themes
1:00 to 2:30	Review/Reflect Strategic Priority Areas Goals, Objectives, Indicators of Success
2:30 to 3:00	Next Steps

FIRST5
KINGS COUNTY

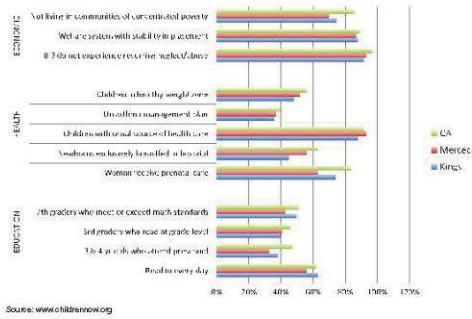
Developing the Picture



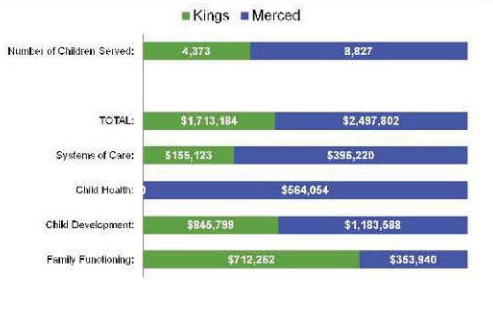
Kings & Merced County Comparison



CA County Scorecard 2014



First 5 Investment Comparison FY12/13



Kings & Merced Investments per Child



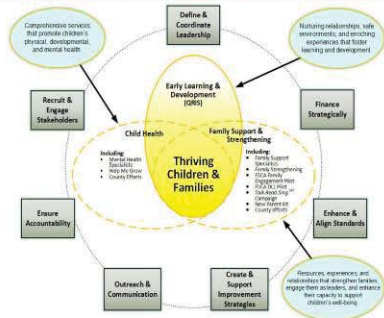
Current Guiding Investments

- | Kings County 2012-2014 | Merced County 2013-2016 |
|--|---|
| <ol style="list-style-type: none"> Improved Child Health: All Kings County children 0 - 5 years of age will be well nourished, healthy, and safe. Improved Child Development: All Kings County children 0 - 5 years of age will have access to high quality childcare, early learning opportunities, and be ready for school. Improved Family Functioning: All Kings County children 0 - 5 years of age will benefit from the creation of strong families and improved family functioning. Improved Systems: All Kings County Early Childhood Education service providers will provide services in a fully competent manner, with an emphasis on quality, cultural competency, best practice, and collaboration. | <ol style="list-style-type: none"> Improve parents' (especially new parents) nurturing and engaging relationships with their children. Improve the quality of care provided in out-of-home settings (including center-based care, family child care, and non-licensed environments). Improve the system for early screening, referral, assessment and services for children with developmental, health, social, emotional, behavioral and other special needs. Improve community level awareness and acknowledgement of the critical need to prioritize and support structured action for change benefiting our youngest children. Advocate for improvement and preservation of systems serving children 0-5 years at the local and state level. |

Policy and Funding Landscape Analysis

- Cognitive Development**
- Preschool for All
 - 2015 national budget proposed a 10-year, \$75 billion commitment.
 - Local Control Funding Formula (LCFF)
 - Preschool Development Grants
 - 2014-15 State budget provided a 4% increase (\$64 million) from the revised 2013-14 funding levels for childcare
 - Child Care Development Fund and the potential reauthorization of the Child Care Development Block Grant
 - The Common Core State Standards will mean new accountability and assessment standards
 - E Cigarette Tax & Increase Tobacco Tax
- Socio-Emotional Health**
- Maternal, Infant and Early Childhood Home Visiting (MIECHV) initiative
 - Legislative Analyst's Office highlighted the statewide system of First 5 Commissions as a key partner to engage in discussions of home visiting funding, program diversity, and service expansion.

First 5 CA – CQSS
Next Steps for CSP & CARES

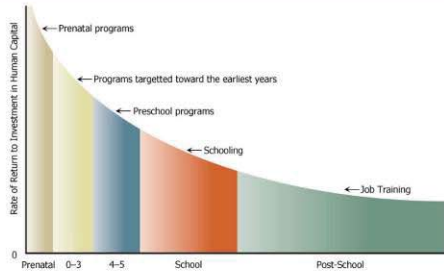


Trends Around Early Childhood

- Achievement gap
- Word gap
- Brain research
- Toxic stress and high rates of infant death



Early Childhood Education Returns to a Unit Dollar Invested



Source: Heckman 2008

Transitional Kindergarten

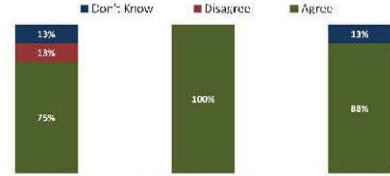


Commissioner Survey Feedback

Sections Areas

- Identity & Oversight
- Ensuring Necessary Resources
- Oversight
- Commission Operations
- Prop 10 Statute
 - Successes
 - Improvements
- General Satisfaction
- Suggestions for Improvements / Adaptations
- Commission Member Personal Performance
- Top 3 Accomplishments
- Top 3 Challenges

Identity & Direction

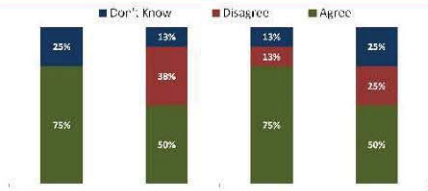


The Commission has adopted or revised a strategic plan or defined a strategic direction of the organization within the last three years.

The Commission ensures that the organization's mission, vision and values are reflected in the organization's programs.

The organization's strategic priorities are adequately reflected in the annual budget.

Ensuring Necessary Resources



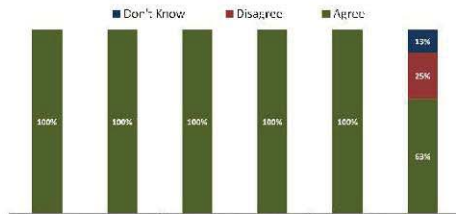
Policies and programs related to funds to be pursued are accepted in support of the mission.

The Commission seeks to identify and mobilize sustainable revenue sources beyond First 5 funding to ensure program effectiveness.

The Commission's composition reflects the strategic needs of the organization.

The Commission seeks and reviews information related to the organization's reputation.

Oversight



Members are involved in the organization's strategic plan or vision.

Members are involved in the organization's programs.

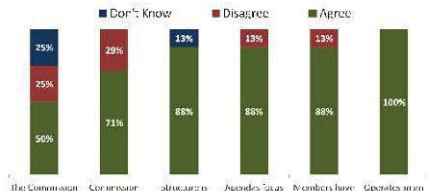
Members are involved in the organization's financial health.

Members are involved in the organization's operations.

Members are involved in the organization's reputation.

Members are involved in the organization's strategic plan or vision.

Commission Operations



The Commission regularly assesses its own performance.

Commission policies are regularly reviewed.

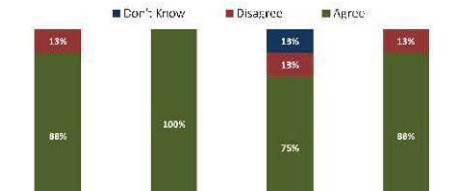
Structures are effectively supporting the Commission's responsibilities.

Agendas focus on the Commission's most important strategic initiatives.

Members have timely and easy access to information needed for effective decision making.

Operations are efficient and cost-effective.

Prop 10 Statute



Support programs, partnerships, and services that address the needs of children and families.

Support programs, partnerships, and services that address the needs of children and families.

Support programs, partnerships, and services that address the needs of children and families.

Support programs, partnerships, and services that address the needs of children and families.

Successes in the previously stated Proposition 10 statute goals?

- Merge of First 5 with the Health Department
- Contract and program with KCQE
- Partnership with organizations for FRC services continues to ensure that these goals are a priority
- Education to child care providers
- Every entering kindergartener receives school readiness tools and materials through linkages to learning
- Parents have access to classes that model developmentally appropriate strategies to work with their children

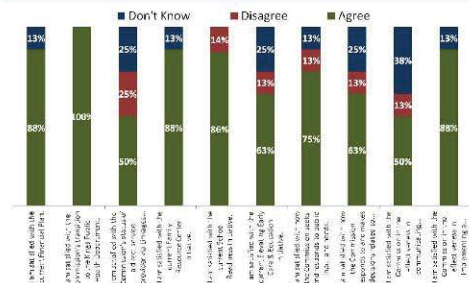


Areas of improvement still to be achieved in the previously stated Proposition 10 statute goals?

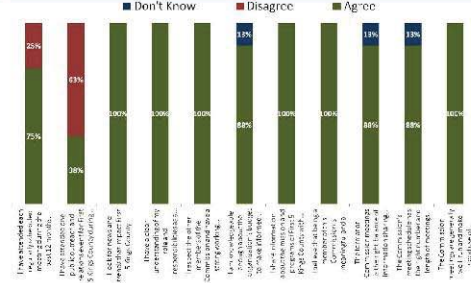
- Outcomes and penetration rates to ensure child health care services are being accessed
- Increase connection to higher education community
- Strengthen support for prenatal and postnatal programs and follow up
- Expand scope to reading success by 3rd grade



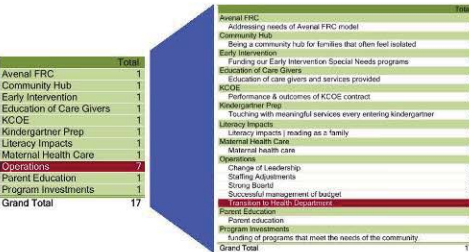
General Satisfaction



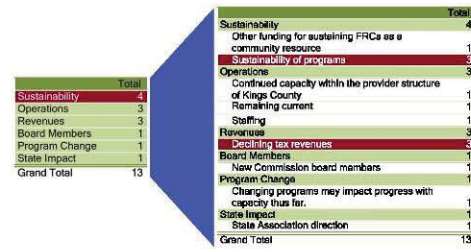
Commission Member Personal Performance



Top 3 accomplishments of the Commission over the past three years?

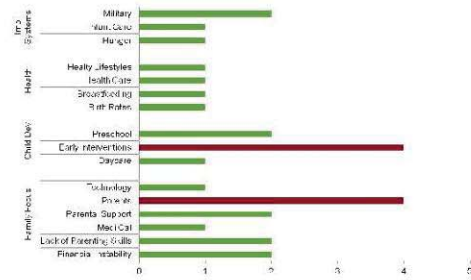


What are the top three challenges the Commission faces over the next three years?

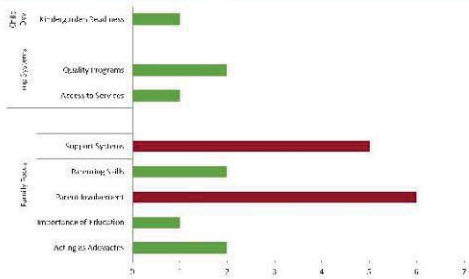


Stakeholder Feedback

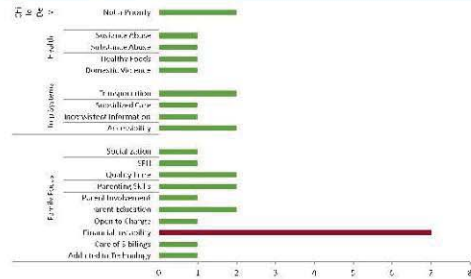
What trends are you seeing in Kings County children aged 0-5 and their families?



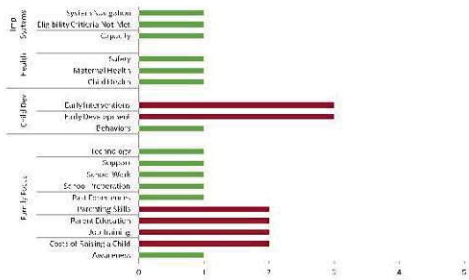
What are the strengths of the family's of the children you are serving?



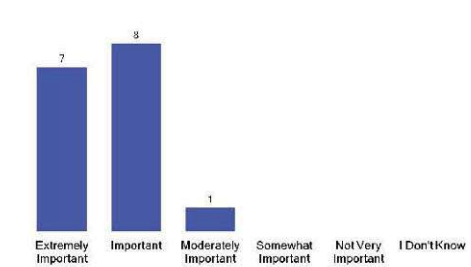
What are the challenges of the family's of children you are serving?



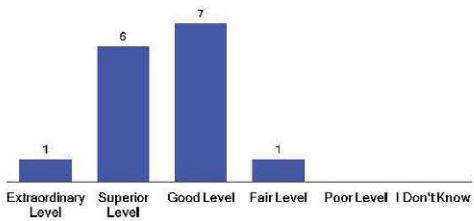
What are the family's of children unprepared for? Not willing to address or unaware of?



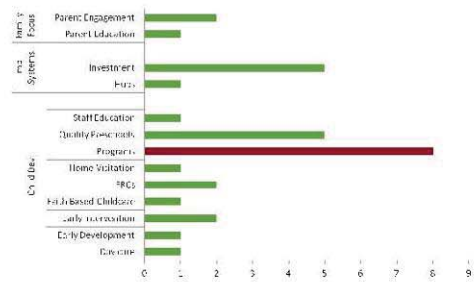
Rate the significance of the role First 5 Kings is playing in your community



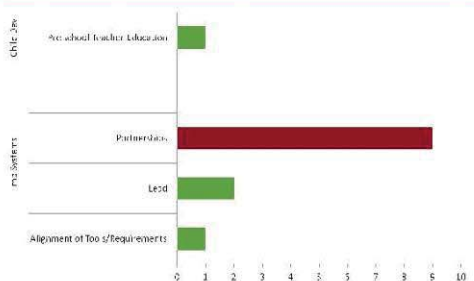
At what level does First 5 partner with other community agencies, resources, and programs?



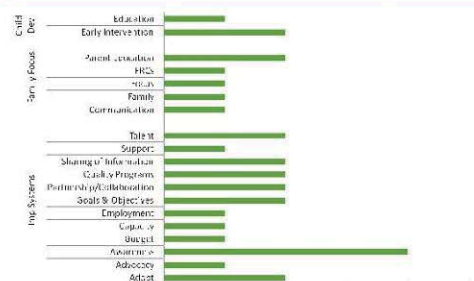
What opportunities exist in helping children be prepared to start school and be successful?



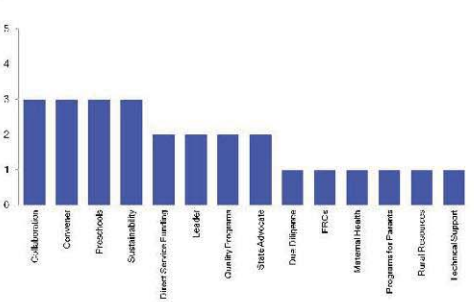
Who needs to own this opportunity? First 5, others, or partnerships?



What are the first 3 things that need to happen to achieve this?



What role do you see First 5 playing five years from now?



Focus Group Feedback

Hanford Recaps

- **Preparation for Kindergarten**
 - Attending preschool & transition kindergarten
 - Important that the children have been taught patience and listening skills
 - Early socialization to build confidence, patience, and listening skills
 - Play opportunities for sharing, increasing physical coordination, and fine tuning motor skills
 - Readiness includes learning letters, numbers, shapes, and colors
 - Early access to the right resources – don't know what you don't know
- **Program Participation**

<ul style="list-style-type: none"> - Hanford Family Connection - Shelby Blvd - UCPAC/WFC/CSUP Speech Pathologist - Ross Park Learning Center 	<ul style="list-style-type: none"> - Parent & Me - WIC - HeadStart 	<ul style="list-style-type: none"> - NCAO - Avenal's Children's Ministry Curriculum - New Parent Diaper Bags
--	---	---
- **Program Awareness**
 - Many parents receive information through school flyers
 - Friends, family, and neighbors are trusted sources of information
 - Some parents have received program information from their Nurses and Pediatricians
 - Other programs such as WIC, HeadStart, Family Resource Centers, and UCP are other key points of access
- **Preferred Connection | Reach**
 - The best way to reach these parents is through school flyers, WIC, Clinicians, and Social Workers
- **Dream Big**
 - Family focused parent and child opportunities
 - Path for parents who have autistic children, social opportunities
 - Should NOT be a challenge to get your child ready for school
 - Need a place to access resources – not readily available or accessible

Lemoore Focus Group Recap

- **Preparation for Kindergarten**
 - Having great teachers that are differentiated and energetic
 - Early socialization to build confidence and reinforce positive behaviors
 - Early intervention is essential for special needs children – autism
 - Children equipped to handle a special needs preschooler
 - Play opportunities for sharing and increasing physical coordination
 - Readiness includes learning letters, numbers, shapes, and colors
 - Allowing the children to explore and use technology
- **Program Participation**
 - Lemoore parents are tapping into a broad array of programs
 - Some parents are very well informed about the available resources, others (especially Naval Base parents) were not aware of many programs discussed in the session
- **Program Awareness**
 - Parents are tapping into a broad array of programs they have researched and explored on their own
 - Many parents receive information through the school flyers, although not on the Naval Base
 - Friends, family, and neighbors continue to be a trusted source of information

<ul style="list-style-type: none"> - Lemoore Family Connection - Hanford Family Connection - Shelby Blvd - UCPAC/WFC/CSUP Speech Pathologist 	<ul style="list-style-type: none"> - Parent & Me - Lemoore Title Center - Naval Base Community Center 	<ul style="list-style-type: none"> - NCAO - Avenal's Children's Ministry Curriculum - New Parent Diaper Bags
--	--	---
- **Dream Big**
 - Let's provide preschool for everyone regardless of income restrictions (Naval Base families fall in the gap)
 - Allow preschool to offer field trips for mental and creative stimulation
 - Develop an Autism Hotline with information on resources and support services
 - Provide a sensory gym for special needs children
 - Expand reach of Parent & Me and provide parents with a curriculum to use at home

Avenal Focus Group Recap

- **Preparation for Kindergarten**
 - Learning the letters of the alphabet, numbers, and colors
 - Important to provide opportunities for socialization to build confidence and positive behaviors
 - Educate the parents so they can teach and motivate their children
 - Early intervention is essential for linguistic and behavioral issues
- **Program Participation**
 - The leading programs our parents have participated in are the following: WIC, Preschool, HeadStart, and Fatherhood programs
- **Program Awareness**
 - Many parents receive information in the mail or through the schools
 - Several indicated their clinic provided them with program information
- **Preferred Connection | Reach**
 - The best way to reach these parents is WIC, HeadStart, and other Preschools
- **Dream Big**
 - They all want preschool for All and do away with income restrictions
 - When the parents work in they want to qualify for the program and not be turned down or put on long waiting lists
 - Parents want to see their children given homework in preschool

Kettleman Focus Group Recap

- **Preparation for Kindergarten**
 - Parents shared that participating in HeadStart has helped their child prepare for kindergarten
 - The more programs children can participate in the better prepared they will be for school
- **Program Participation**
 - The programs participated include the following: Kettleman City Family Resource Center, WIC, and First 5 Home Visitation
- **Preferred Connection | Reach**
 - The best way to reach these parents is WIC, Kettleman City Family Resource Center
- **Dream Big**
 - Invest in parenting classes so that the parents can motivate and teach their children
 - Invest in more home visitations, the personalized attention is very helpful to families

Corcoran Focus Group Recap

- **Preparation for Kindergarten**
 - Learning the letters of the alphabet, numbers, shapes, and colors
 - Educate the parents so they can teach and motivate their children
 - Enrolling in transitional kindergarten
 - Early intervention is essential for special needs children
- **Program Participation**
 - The majority of programs our parents have participated in are the following: WIC, Parent & Me, and HeadStart
 - For special needs children, UCP home visits were a great help
 - Parents also mentioned the backpack program for the included school supplies
- **Program Awareness**
 - Many parents receive information through the school flyers
 - Clinics have provided parents with program information
 - YMCA work has been a source of information for parents
 - NCAO provides information on available programs
 - Friends, family, and neighbors are a trusted source of information
- **Dream Big**
 - As with the other communities, they want preschool for All
 - Increase the number of Transitional Kindergarten programs – expand "after 6" options
 - Develop more classes for ages, 2,3,4
 - Increase the number of HeadStart centers and remove income restrictions
 - More programs for parents to help them with their parenting skills
 - Robust and comprehensive list of available resources for parents and children

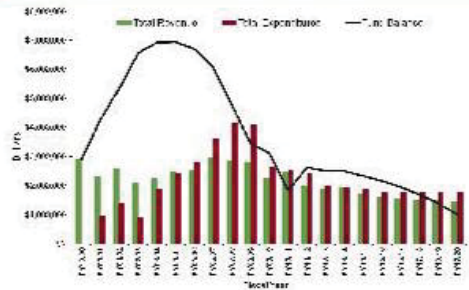
FIRST5 Finance and Performance



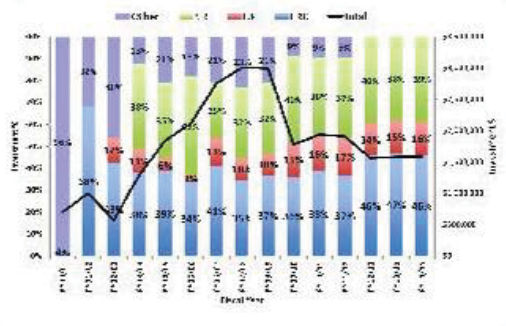
Funding Strategies & Programs

- Family Resource Center Initiative**
 - FRCs in Concord, Leominster, Hanford, Avon & Kettleman
- School Readiness Initiative**
 - UCP Parent & Me Program
 - UCP Special Needs Program
 - First 5 Linkages to Learning
- Elevating Early Care and Education (E3) Initiative**
 - CARES
 - Early Learning Quality Enhancement Project

Revenue, Expenditure & Fund Balance



Initiative Investment



Grantee Summary



Comprehensive Approaches to Raising Educational Standard (CARES) - KCOE

- Goal to improve quality of early care and education via skills improvement.
- Focus on classroom environment, teacher instruction and developmental outcomes of children to drive instruction.
- 14/15 Investment \$158,461
- High
 - 90%+ plus achievement of objectives
- Low
 - Need for population based child assessment to measure on whether a more educated early childhood workforce improves child outcomes

Parent & Me - UCP

- Goal to provide a community based inclusive child development program for parents to attend with their children birth to 5.
- Emphasis on birth to 3; weekly sessions; developmental screenings
- 14/15 Investment \$349,800
- High
 - 100% objectives achieved
 - Run at capacity
 - High satisfaction
- Low
 - Struggle with access to enrollment for new families and how to transition existing families to other resources

Special Needs Project - UCP

- Goal to increase service provider capacity & provide direct services to at-risk children
 - Core includes physical, speech & developmental assessments, R&R, intervention strategy development & provider training
 - 14/15 Investment: \$90,000
- High
 - Consistent objectives
 - Early intervention expert
 - Low
 - Do not currently evaluate – under F5 threshold
 - No measured outcomes around if a more educated provider improves children's outcomes

Corcoran Family Resource Center - RAC

- Goal to empower, encourage families to seek services & resources
 - Focus on classroom environment, teacher instruction and developmental outcomes of children to drive instruction.
 - 14/15 Investment: \$116,000
- High
 - Partnerships and collaborations
 - Perceived high quality
 - Creates value for large number of families
 - Low
 - Demands exceeds availability
 - Need to leverage resources
 - Special note:
 - new nonprofit

Kettleman City Family Resource Center - KCAO

- Serves as community hub & delivers home visitation
 - HV targets pregnant women & children 0-3.
 - Socialization events, parent education workshops & RAR
 - 14/15 Investment: \$90,000
- High
 - 92%+ plus achievement of objectives
 - HV changing dynamics of FRC
 - Perceived high quality
 - Low
 - Families still seeking additional child development socialization
 - Need to leverage resources

Hanford & Lemoore Family Connections - KCOE

- Goal to promote the well-being of children by advocating for them & their families
 - Facilitates coordination & collaboration while providing services and programs for children and families.
 - 14/15 Investment: \$425,012
- High
 - 90%+ plus achievement of objectives
 - Perceived high quality
 - Creates value for large number of families
 - Low
 - Demands exceeds availability
 - Need to leverage resources

Avenal Family Connections – West Hills College

- Goal to provide quality kinder readiness activities
 - Focus on R&R, RAR, Science, Nutrition, Parent Ed and vision/dental screening
 - 14/15 Investment: \$90,000
- High
 - 90%+ plus achievement of objectives last 3 years
 - On school campus
 - Cohort approach
 - Low
 - Demands exceeds availability
 - Need to leverage resources
 - Special Note
 - Share facility with State Preschool & Parent & Me

Linkages to Learning – First 5 Kings

- Goal to create a better system of transition for children preparing to enter kindergarten.
 - Multidisciplinary teams supported at school sites that plan and implement.
 - 14/15 Investment: \$181,042
- High
 - 90%+ achievement of objectives
 - Resources directed to areas of high need and underserved.
 - Highly valued
 - Low
 - Need to further maximize benefits and leverage resources for sustainability & growth
 - Special Note:
 - F5 Direct Service

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Review/Reflect

Strategic Priority Areas

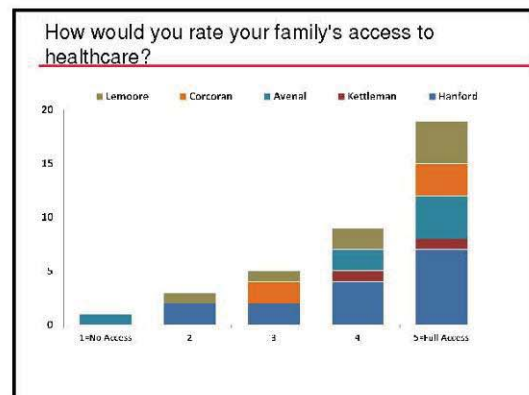
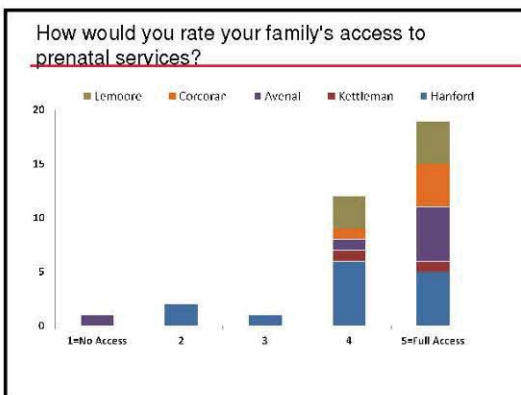
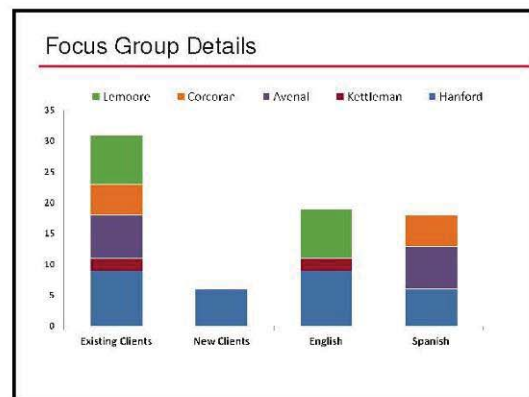
Goals, Objectives, Indicators of Success

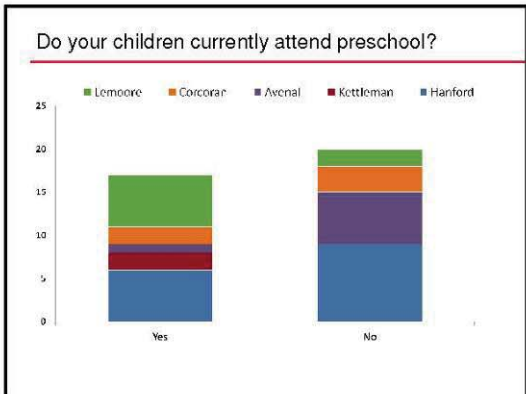
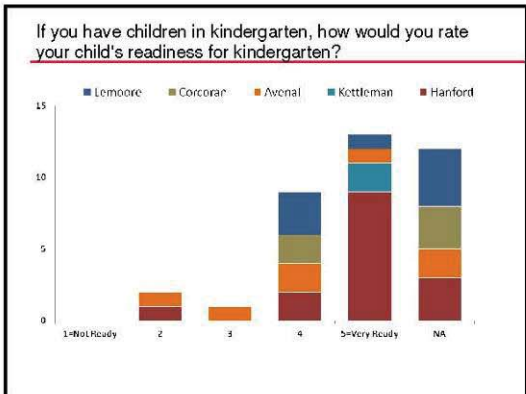
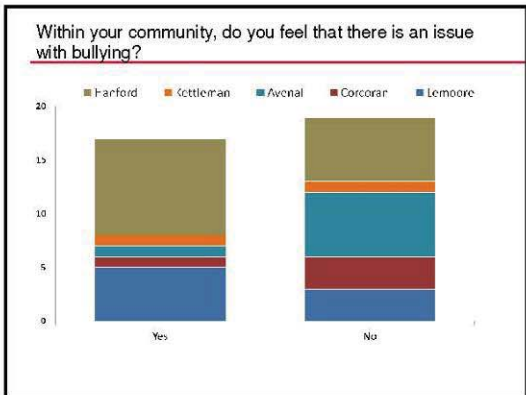
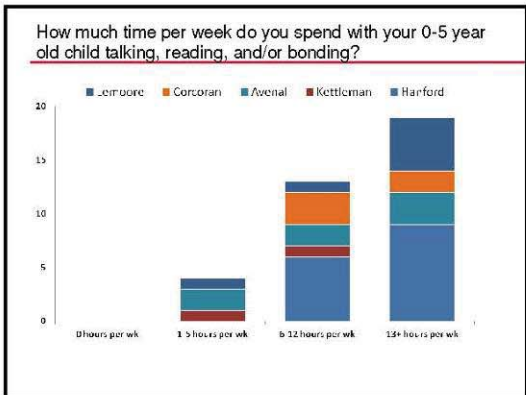
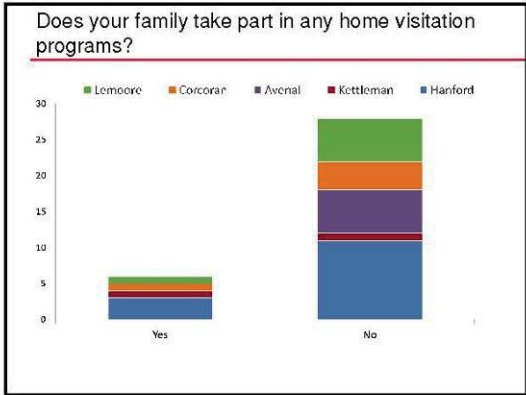
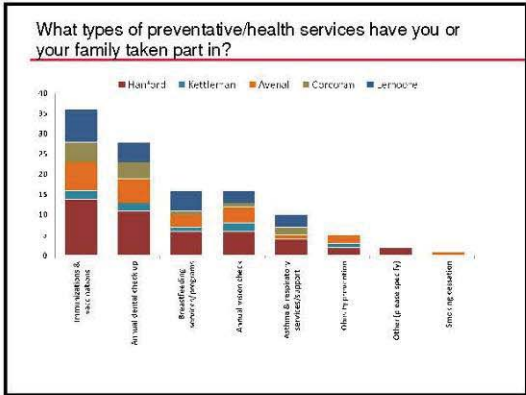
Next Steps

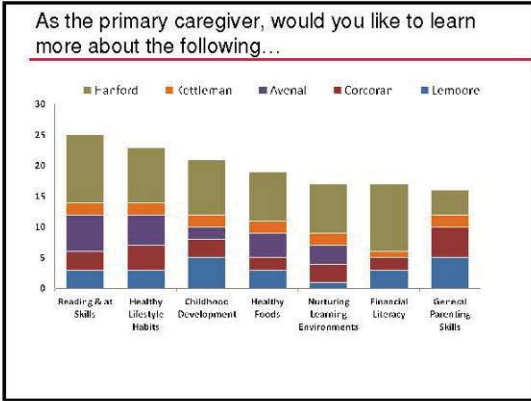
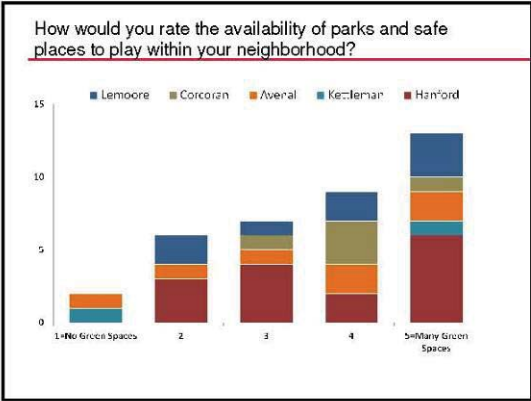
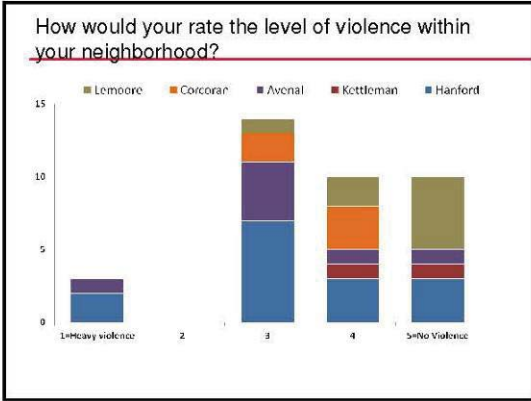
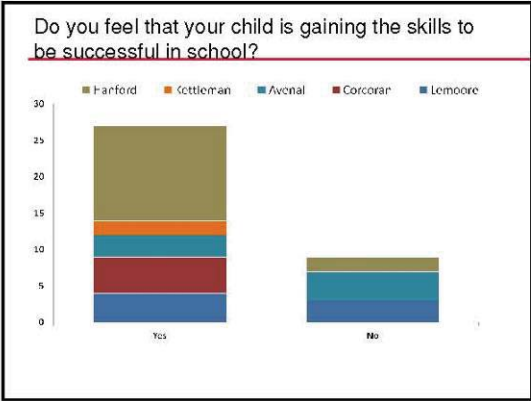
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Appendix

Focus Group Survey Details







Appendix F

Strategy Notes from 1/23/15 Commission Retreat

Children Learning

- Goal – Assessments of and intervention for age appropriate milestone in all areas of development
- Objectives
 - Developmental screenings for benchmarks;
 - Academic readiness for school entry; and
 - Early intervention referrals
- Success
 - Number of children who have had a developmental screening;
 - Use a common tool for assessments with training and alignment; and
 - Accredited schools
- Other mentions
 - Kinder readiness of child
 - School ready for children
 - Language and literacy rich home environments
 - Home visitation for most at-risk
 - Interventions at appropriate time with the appropriate intensity

Systems Integration & Alignment

- Goal – Public awareness and education on children’s needs and development; access to high quality education (preschool) and workforce
- Objectives
 - Media;
 - Community study on need (where/penetration); and
 - Targeted preschool needs (not wants)
- Other mentions
 - Need for a community embraced early childhood agenda
 - Collaboration of services within grantees
 - Better access/systems of care not direct service
 - Public awareness
 - Sustainability
 - Accredited schools

Healthy Children

- Goal – Facilitate focused partnerships for health care providers
- Objectives
 - Preconception health and education;
 - Prenatal focus; and
 - Breastfeeding campaign
- Success
 - Number of referrals and retention;
 - Establish baseline with public health as a start for all programs;

- Future work incentive program; and
- Linkage and access to care; and
- Develop a protocol to improve linkages and access

Strong Families

- Goal-Access to parent and child resources that will maximize community partnerships
- Objectives
 - Assess and leverage available space (partners);
 - Comprehensive education resources based on parents/community needs; and
 - Assess and leverage community partners to provide services
- Success
 - Budget in-kind in hard match
- Other mentions
 - Sustainability
 - Preschool for all
 - Comprehensive family hubs
 - Access



330 Campus Drive • Hanford • CA • 93230 • (559) 585-0814

Date of Meeting: December 5, 2017

2017-12-020

Community Annual Report



330 Campus Drive • Hanford • CA • 93230 • (559) 585-0814

Date of Meeting:
Agenda Item:
Agenda Item Type:

December 5, 2017
2017-12-020
Action Item

AGENDA ITEM: Community Annual Report FY 16/17

A. Background/History:

The California Children and Families First Act of 1998 requires that, “On or before October 15 of each year,...each county commission shall conduct an audit of, and issue a written report on the implementation and performance of their respective functions during the preceding fiscal year, including at a minimum, the manner in which funds were expended, the progress toward, and the achievement of program goals and objectives, and the measurement of specific outcomes through appropriate reliable indicators”.

To that end, Commission Staff have prepared an annual report in the format required by the State of California. The document presented today is a version of that information that is designed for the community at large.

B. Summary of Request, Description of Project and/or Primary Goals of Agenda Item:

Commission staff is requesting the Commission review, discuss, and adopt the Annual Report for the period July 1, 2016 through June 30, 2017. If approved this document will be posted to the First 5 Kings County website.

C. Timeframe:

The Annual Report for Fiscal Year 2016-2017 will be posted to the First 5 Kings County website upon final approval and adoption.

D. Costs:

There are no costs associated with this agenda item as it will only be distribute in a digital format.

E. Staff Recommendation:

Commission staff is requesting the Commission review, discuss, and adopt the Community Annual Report for the period July 1, 2016 through June 30, 2017.

F. Attachments:

- DRAFT Community Annual Report for FY 2016-2017

Local Annual Report



2016-2017



Prepared by:
Scott Waite MA, Program Officer

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First 5 Kings County
2016 – 2017
Local Annual Report

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Annual Report 2016-2017

Executive Summary

Dear Community Members,

The Kings County Children and Families Commission (First 5 Kings) was established in 1998 when California voters passed Proposition 10 – The California Children and Families Act – which levied a 50-cent tax on each pack of cigarettes and other tobacco products sold. Revenue generated from the tobacco tax are distributed to all counties in California to fund local programs that promote early childhood development for children ages 0 to 5 years of age.

First 5 Kings is proud to present this 2016-17 Report to the Community. First 5 Kings funded 10 programs benefiting 4,080 children, ages prenatal to five, and their families throughout Kings County. This report provides a snapshot of those vital services in health and wellness, parent education and support services and early childcare and education.

Everyday we are reminded by poignant examples of how important Proposition 10 is and ways First 5 Kings and its partners are making a positive difference in the lives of families in Kings County. As we reflect on what we have achieved in the 2016-17 year, we look to the future. With shrinking resources, the role of First 5 Kings becomes even more critical for the well-being of Kings County's children.

During FY 2016/2017 Proposition 10 directly funded the equivalent of 23 fulltime position in the Early childhood field.

On behalf of First 5 Kings,



Scott Waite
Program Officer



Vision of First 5 Kings

First 5 Kings envisions that all Kings County families receive access to the tools, knowledge and quality care necessary to encourage each child to develop to their fullest potential.

Mission of First 5 Kings

First 5 Kings, in partnership with the community, will strengthen families, communities and systems of care for children prenatal to 5 years of age.

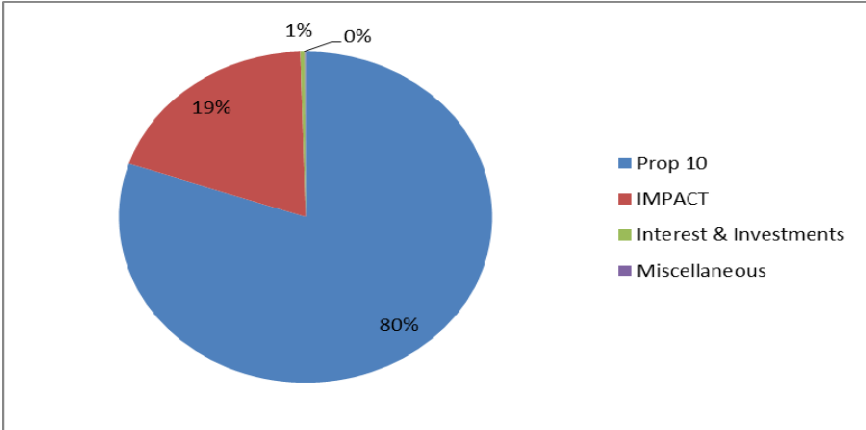
Guiding Principles

1. Recognize and promote services and support for children ages 0-5 as the foundation for a lifetime of growth and success.
2. Support access and encourage outreach to geographically and socially isolated families
3. Provide appropriate services and support to children with disabilities and other special needs and their families
4. Support and encourage collaboration and leveraging opportunities among grantees
5. Support promising practices and evidenced-based models

Fiscal Dashboard

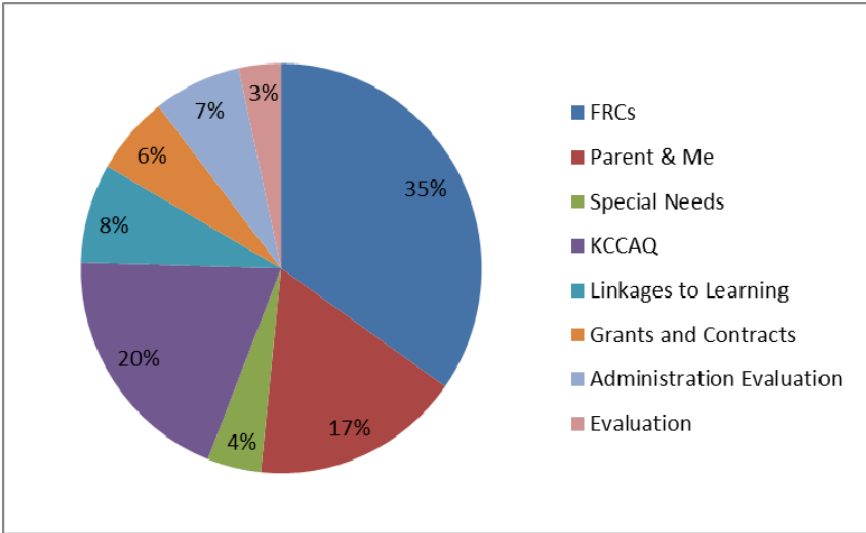
Revenue

Proposition 10 Revenue is generated by a state excise tax on tobacco products and accounts for the overwhelming majority of revenue for First 5 Kings County. Investment Earnings are the net of interest earned at financial institutions and unrealized gains/losses on investments in the County Treasury.



Expenditures

Program Expenditures make up the large majority of total expenditures and represent amounts that directly relate to programs for children ages 0 to 5 and their families. Evaluation expenditures are for collection, analysis, and reporting of data generated by the programs. Administration expenditures represent amounts that centrally support the basic mission of the Commission.



Distribution of New Parent Kits

Program Description

First 5 Kings County distributed Kits for New Parents throughout Kings County through partners including hospitals, pediatricians, OBGYNs, and First 5 Kings County-funded projects. Each Kit for New Parents contained DVDs covering such topics as bonding, communication, health, nutrition, childcare, safety inside and outside the home, discipline, children’s health development, and how to communicate with caregivers. In addition to the DVDs, the Kit for New Parents also contained a book to encourage parents to read to their children, the Parents’ Guide which linked parents to resources and services in their community, the What to Do When Your Child Gets Sick book, an oral health kit, and brochures and pamphlets with local resources.

Finances	
16/17 Budget:	\$0
16/17 Expended:	\$0
% of Budget Expended:	100%
Personnel Costs:	\$0
Operating Costs:	\$0
Program Costs:	\$0
Indirect Costs:	\$0
Cost Per Client:	\$0



Clients Served	
Children Less Than 3 Years Old	0
Children from 3 rd – 6 th Birthday	0
Parents, Guardians or Primary Caregivers	1205
Providers	0
Total Population Served	1205

Family Resource Centers

Program Description

The First 5 funded Family Resource Centers (FRC's) within Kings County; employ various models constructed to support the delivery of health, education, childcare, and other support services to children and families. FRC's have the additional impact of building communities and systems that support these families. INTENT It is the intent of the Commission to provide through either direct service or coordinated efforts a comprehensive system of support to children 0-5 and their families through the Family Resource Center model of service delivery. It is the goal of the Commission that all Kings County early childhood education services coordinated through Family Resource Centers will be delivered in a fully integrated manner, with an emphasis on quality, cultural competency, best practice and collaboration.

Finances	
16/17 Budget:	\$721,012
16/17 Expended:	\$713,222
% of Budget Expended:	99%
Personnel Costs:	\$486,518
Operating Costs:	\$137,764
Program Costs:	\$33,629
Indirect Costs:	\$55,312
Cost Per Client:	\$299



Clients Served	
Children Less Than 3 Years Old	719
Children from 3 rd – 6 th Birthday	505
Parents, Guardians or Primary Caregivers	1158
Providers	0
Total Population Served	2382

Parent & Me

Program Description

The *Parent & Me* program is a community-based program designed to strengthen the parent as their child's first teacher and provide hands-on growth experiences for both parent and child which can be repeated at home during the week. Parent and child attend a 1.5 to 2 hour session each week where they participate in activities that are developmentally appropriate for the child. The focus of the program is on children 0-3, however, children age 3-5 who do not have other options are welcome. With emphasis on the process rather than results, parents are shown how and what their child is learning and how they can support their child's intellectual development.

Finances	
16/17 Budget:	\$349,800
16/17 Expended:	\$349,800
% of Budget Expended:	100%
Personnel Costs:	\$262,133
Operating Costs:	\$12,114
Program Costs:	\$68,694
Indirect Costs:	\$6,859
Cost Per Client:	\$899



Clients Served	
Children Less Than 3 Years Old	162
Children from 3 rd – 6 th Birthday	46
Parents, Guardians or Primary Caregivers	181
Providers	0
Total Population Served	389

Kings County CARES About Quality

Program Description

The ultimate aim of the Kings County Cares About Quality program is to promote high-quality standards within the early care and education field; to work with child care agencies and community partners to determine the best course of action to leverage knowledge and resources and eliminate duplication of services; and to inform the public on what high-quality programming includes.

The program will provide training and technical assistance to ECE staff-, rate and monitor the quality of Early Childhood Education programs, provide ECE quality improvement interventions, and provide incentives to programs and teachers to improve quality.

Finances	
16/17 Budget:	\$517,922
16/17 Expended:	\$404,061
% of Budget Expended:	78%
Personnel Costs:	\$195,503
Operating Costs:	\$14,441
Program Costs:	\$159,095
Indirect Costs:	\$35,022
Cost Per Client:	\$1,542



Clients Served	
Children Less Than 3 Years Old	0
Children from 3 rd – 6 th Birthday	0
Parents, Guardians or Primary Caregivers	0
Providers	262
Total Population Served	262

Linkages to Learning

Program Description

Linkages 2 Learning (L2L) is a kindergarten transition program established to create a better system of transition for children preparing to enter Kindergarten. This system is built on the belief that a community approach to kindergarten entry is most effective in ensuring the child is prepared to enter school ready to learn. The L2L Project established Kindergarten Transition teams at kindergarten serving school sites and is comprised of school site personnel, family service providers, early care educators, and parents of children which will/have attend kindergarten at each respective school site. These multidisciplinary teams plan and implement activities aimed at preparing child, family, school, and community for the impending transition to kindergarten.

Finances	
16/17 Budget:	\$181,034
16/17 Expended:	\$162,647
% of Budget Expended:	90%
Personnel Costs:	\$101,564
Operating Costs:	\$6,403
Program Costs:	\$54,680
Indirect Costs:	\$0
Cost Per Client:	\$65



Clients Served	
Children Less Than 3 Years Old	0
Children from 3 rd – 6 th Birthday	2441
Parents, Guardians or Primary Caregivers	0
Providers	60
Total Population Served	2501

Special Needs Project

Program Description

The Special Needs Project helps identify children with special needs at an early age, and then helps the parents access the services that are required for their child. It also identifies children who do not yet meet the definition of special needs but are risk to develop a special need and provides services. Additionally the project gives community service providers information on how to work with children with special needs.

Finances	
16/17 Budget:	\$90,000
16/17 Expended:	\$90,000
% of Budget Expended:	100%
Personnel Costs:	\$56,011
Operating Costs:	\$25,477
Program Costs:	\$6,779
Indirect Costs:	\$1,733
Cost Per Client:	\$295



Clients Served	
Children Less Than 3 Years Old	175
Children from 3 rd – 6 th Birthday	32
Parents, Guardians or Primary Caregivers	98
Providers	0
Total Population Served	305

First 5 Kings County Commissioners

Tim Bowers, *Kings County Superintendent of Schools*

Sanja Bugay, *Kings County Human Services Agency*

Crystal Hernandez, *Community Representative*

Lisa Lewis, *Kings County Behavioral Health*

Dr. Milton Teske, *Kings County Public Health Officer*

Steve Naylor, *Community Representative*

Joe Neves, *Kings County Board of Supervisors*

First 5 Kings County Staff

Debbie Grice, *Executive Director*

Scott Waite, *Program Officer*

Vanessa Avila, *School Readiness Coordinator*

Daisy Escheveste, *Resource Specialist*



330 Campus Drive • Hanford • CA • 93230 • (559) 585-0814

Date of Meeting: December 5, 2017

Study Session

Cost of Operating for Funded Projects



330 Campus Drive • Hanford • CA • 93230 • (559) 585-0814

Date of Meeting:
Agenda Item:
Item Type:

December 5, 2017
N/A
Study Session

AGENDA ITEM: Cost of Operating Programs

A. Background/History:

First 5 was created by California voters in 1998 with the passage of Proposition 10. Prop 10 created a 50 Cent tax on tobacco products. These funds are collected at the state level and then distributed to each county according to the birth rate in each county. Therefore as less and less people smoke/use tobacco products in California, the revenue to fund First 5 services has continued to decline. This has placed ongoing pressure on local commissions and the services they fund.

Programs funded by First 5 Kings County have received a steady annual allocation since FY 12/13.

B. Summary of Request, Description of Project and/or Primary Goals of Agenda Item:

Commission staff requests the Commission review, discuss and recommend further action regarding the future allocation for funded programs.

C. Timeframe:

The Strategic Plan will continue to be effective from July 1, 2015 through June 30, 2020. Any modification would affect FY 18/19 and FY 19/20.

D. Costs:

At this time there are no costs associated with this item at this time

E. Staff Recommendation:

Staff recommends the commission review, discuss and provide direction regarding the future funding of First 5 Kings Count funded programs.

F. Attachments:

- PowerPoint Presentation on Cost of Operating Programs Developed by First 5 Kings



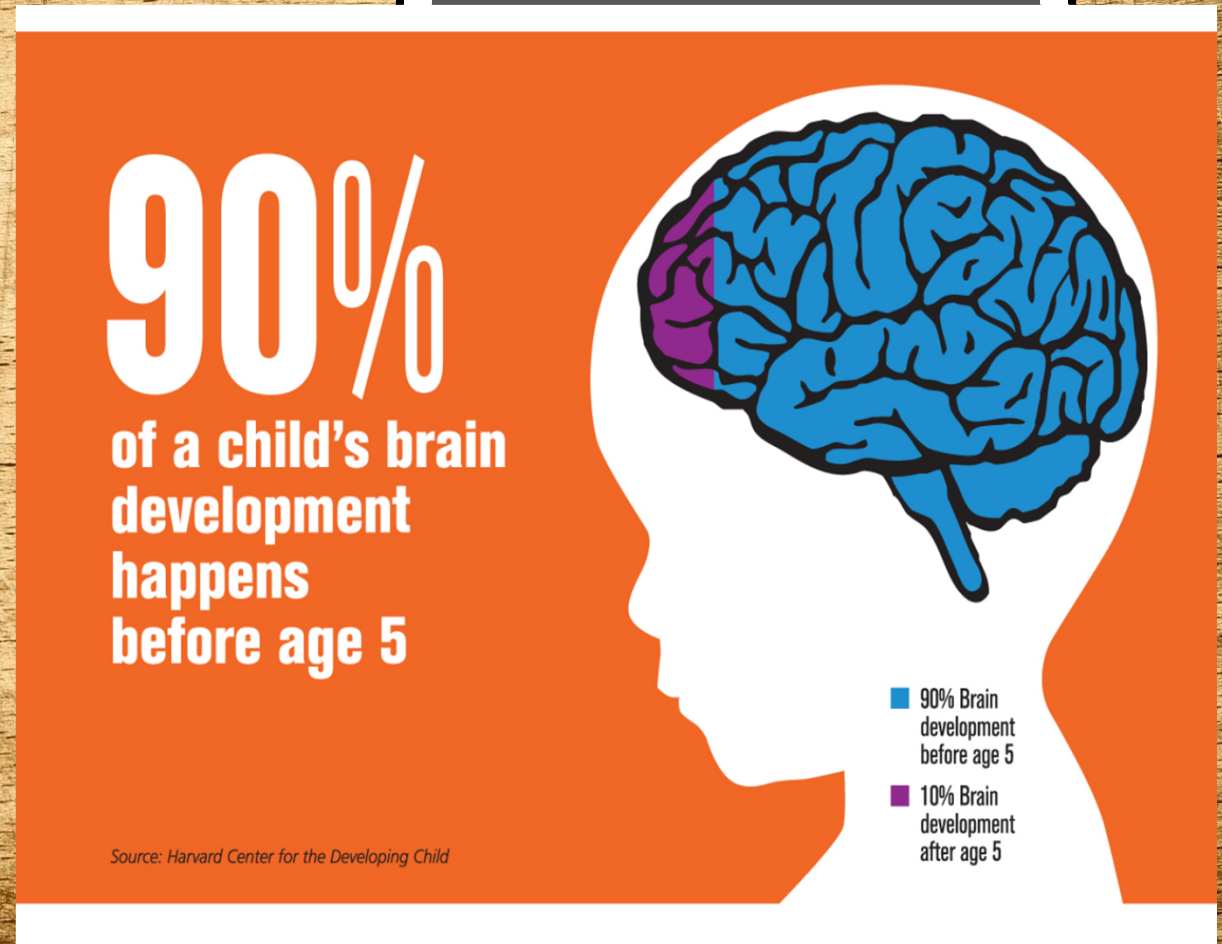
Study Session
Cost of Operating

December 5, 2017

Why is First 5 Important?

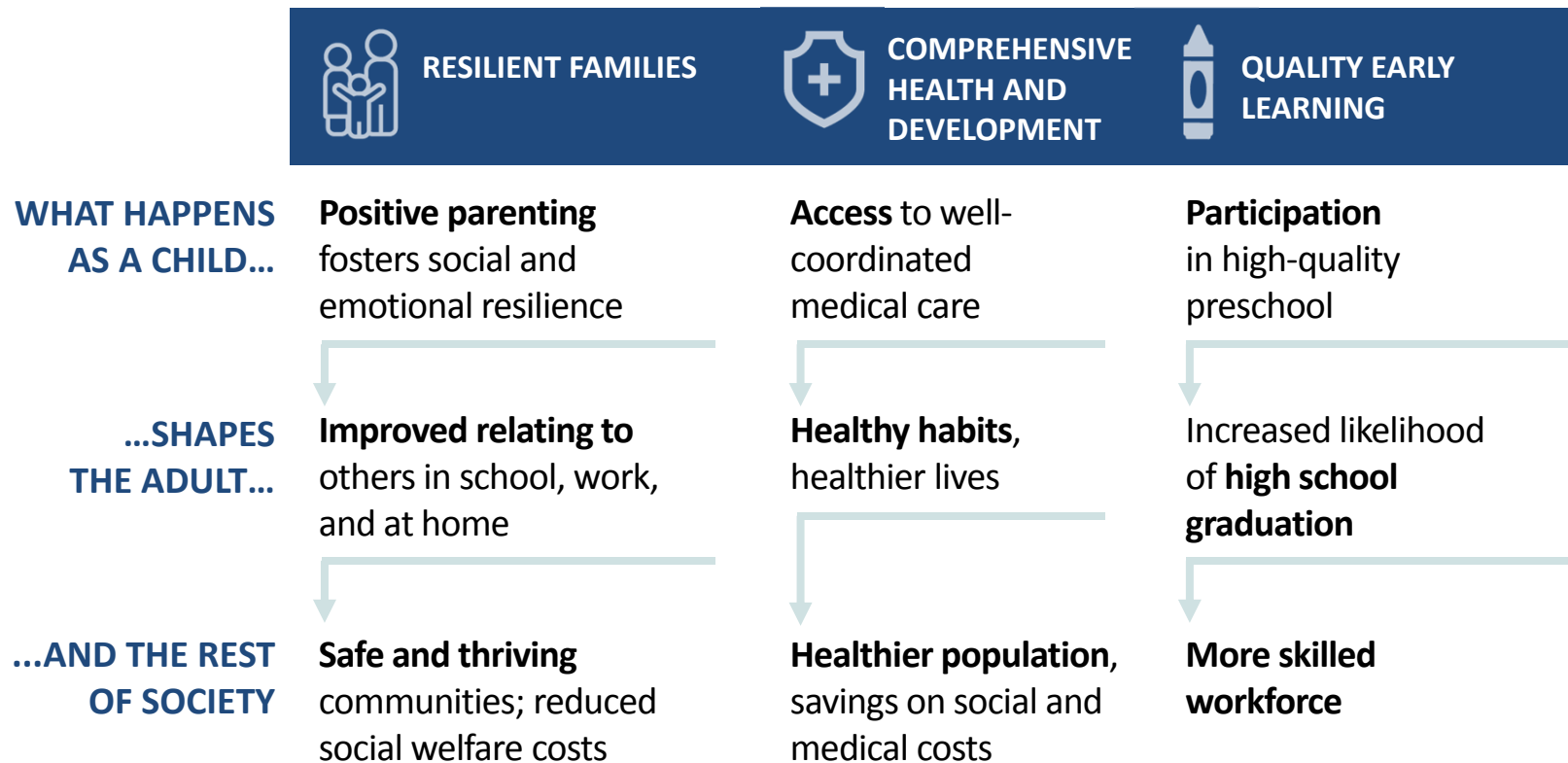
“Early experiences affect how the brain develops, shaping how children learn, behave, and grow.”

- - The Center for the Developing Child at Harvard University



What Happens in the First 5 Years Affects Us All

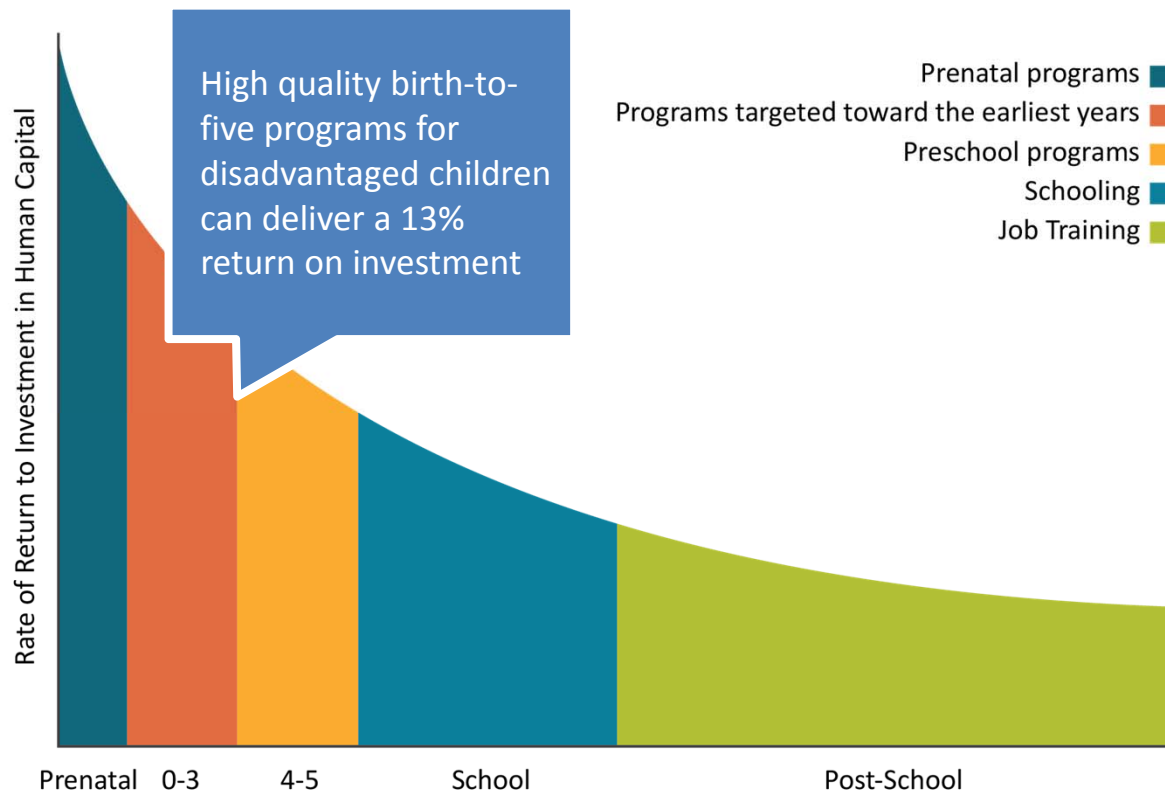
Attention to supporting the early years can change the trajectory of a whole lifetime



The Earlier the Investment, the Higher the Return

Investments in early childhood are most impactful, relative to those later in life

Return on Investment in Human Capital by Age

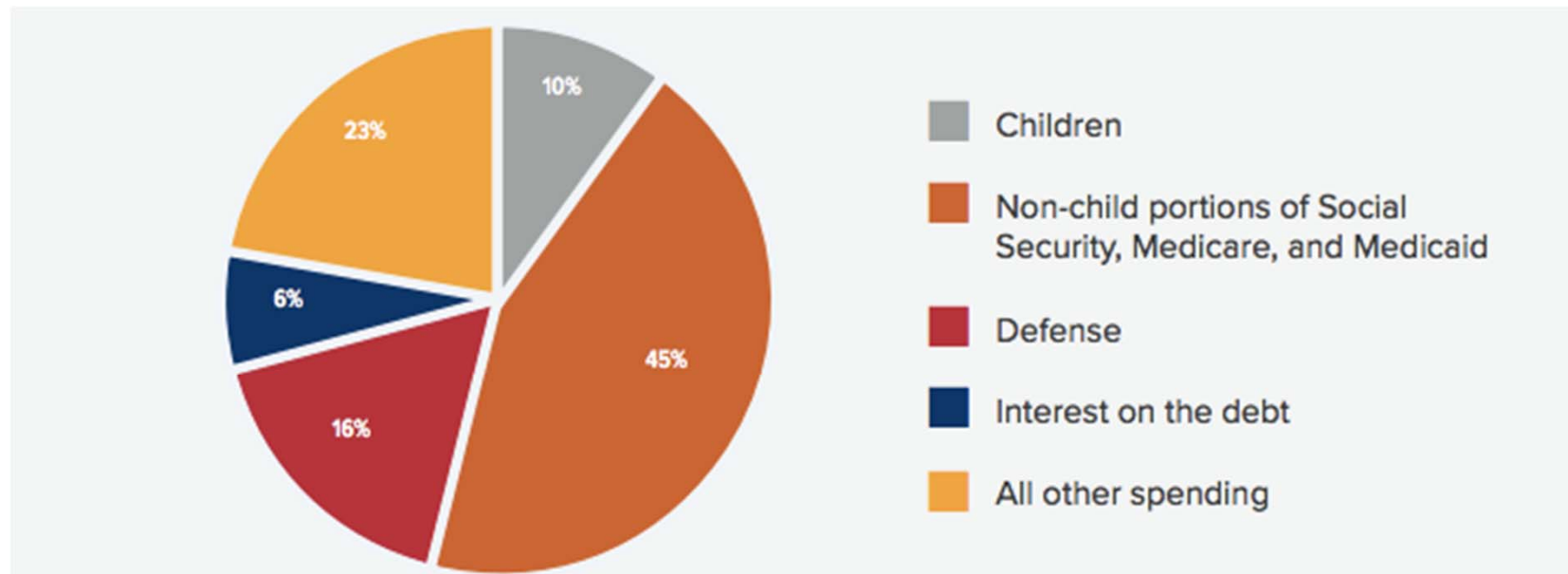


Source: James Heckman, Nobel Laureate in Economics

U.S. Spends on Symptoms, not Prevention

Of the total public spending on kids, only a small percentage goes to children ages 0-5 relative to those above the age of 6

Share of Federal Budget Outlays Spent on Children and Other Items, 2015



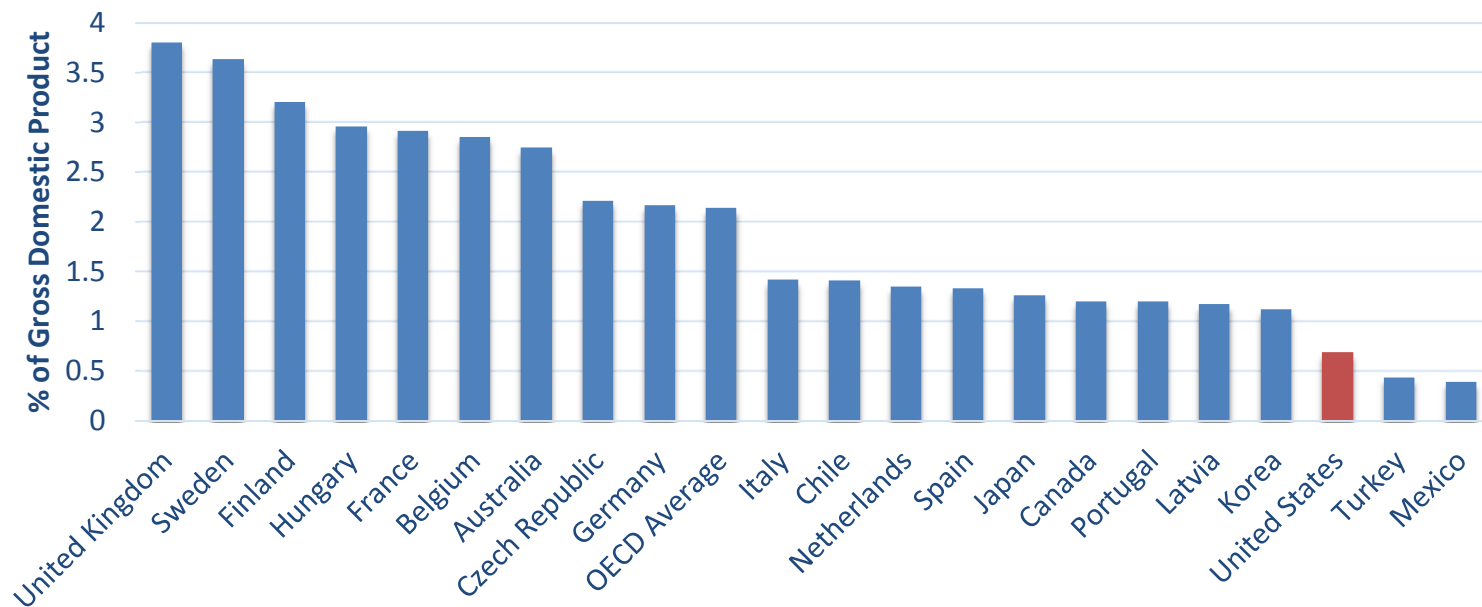
SOURCE: Urban Institute, 2016. Authors' estimates based on the *Budget of the U.S. Government Fiscal Year 2017*.

NOTE: The Social Security, Medicare, and Medicaid category excludes spending already captured as children's spending.

Other Countries Invest in Families, The US Lags

And the US lags behind its global peers in spending on young families

**Public Spending on Young Families as a % of GDP
[Child Tax Credits, Childcare, Paid Family Leave, and Single
Parent Support]**



OECD (Advanced Industrial Countries) 2013

Inequalities Exist Across the State

The magnitude of need in CA is enormous. In every community there are those who are born facing greater challenges



47% of CA's children live in or near poverty



Life expectancy varies dramatically from one neighborhood to the next:

- In the Bay Area, life expectancies across ZIP codes vary by as much as **13 years**
 - *The life expectancy in West Oakland is **67**, similar to countries such as Turkmenistan, Kazakhstan, and North Korea*
- In West Fresno, life expectancy is **>20 years lower** than in other parts of the city
- In Los Angeles, there's a **12-year gap** in life expectancy across neighborhoods

We Are Not Meeting the Needs of CA's Children

Those that benefit the most from early childhood supports are not getting what they need



RESILIENT FAMILIES

- Only 11% of CA families receive a home visit for their newborn
- 1 in 7 children reported for abuse or neglect before age 5
- 1 in 4 young children in CA experience housing instability



COMPREHENSIVE HEALTH AND DEVELOPMENT

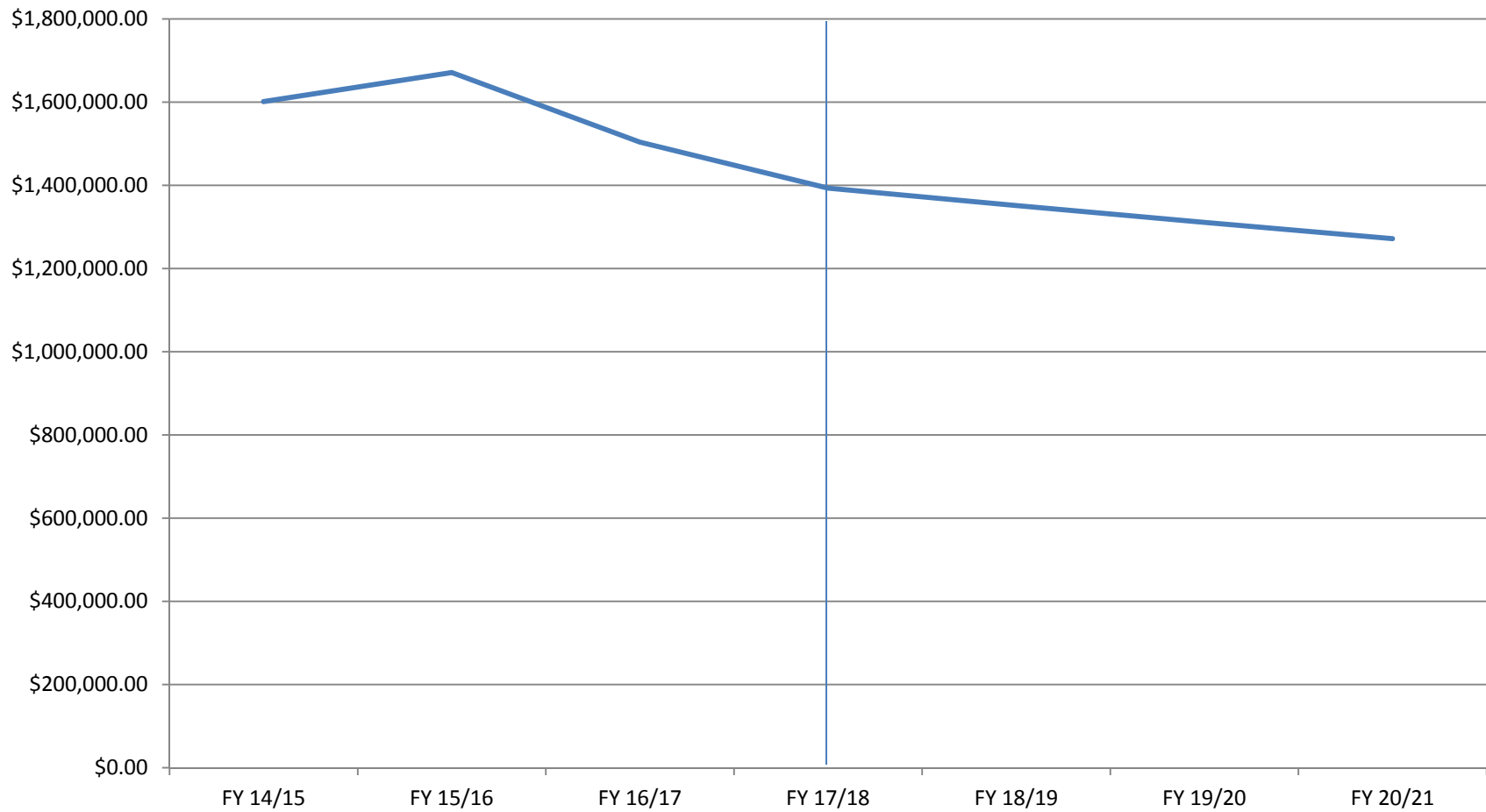
- **Fewer than 1 in 3** children receive developmental screening
- Only **35%** receive a preventative dental visit
- Only **45%** of children have a coordinated "health home", which hurts care quality and raises costs



QUALITY EARLY LEARNING

- **6 out of 7** income-eligible children are waiting for child care
- Only **45%** of 3rd graders read at grade-level
- Child care costs are too high - 1 year of infant = 1 year of college

Revenue Projections FY 14/15 to FY 20/21



Current Fiscal Plan

First 5 Kings County Fiscal Plan FY15/16 through FY19/20

	FY14/15	FY15/16	FY16/17	FY17/18	FY18/19	FY19/20
	Actual	Actual	Actual	Budgeted	Projected	Projected
Revenue						
General Allocation Revenues	\$1,602,540	\$1,670,554	\$1,504,259	\$1,393,393	\$1,351,591	\$1,311,043
Other	\$108,499	\$2,444	\$363,103	\$403,252	\$453,003	\$454,760
Interest (0.5% annually)	\$13,393	\$15,291	\$7,034	\$14,100	\$14,100	\$14,100
Total Revenue	\$1,724,432	\$1,688,289	\$1,874,396	\$1,810,745	\$1,818,694	\$1,779,903
Expenditures						
Salaries & Benefits	\$153,104	\$171,257	\$184,061	\$181,483	\$181,483	\$181,483
Services & Supplies	\$114,922	\$122,210	\$162,254	\$147,175	\$147,175	\$147,175
Contributions to Agents	\$1,600,901	\$1,458,985	\$1,727,457	\$1,862,271	\$1,930,285	\$1,932,393
FRC Initiative	\$704,726	\$721,868	\$720,948	\$726,012	\$726,012	\$726,012
Avenal	\$76,656	\$88,381	\$90,000	\$90,000	\$90,000	\$90,000
Corcoran	\$116,000	\$116,000	\$115,936	\$116,000	\$116,000	\$116,000
Kettleman City	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000
Hanford & Lemoore	\$417,456	\$425,012	\$425,012	\$425,012	\$425,012	\$425,012
FRC Support	\$4,614	\$2,475	\$0	\$5,000	\$5,000	\$5,000
School Readiness Initiative	\$621,671	\$577,689	\$602,447	\$612,522	\$620,834	\$620,834
Parent & Me	\$349,800	\$349,800	\$349,800	\$349,800	\$349,800	\$349,800
Special Needs	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000
Linkages 2 Learning	\$181,871	\$137,889	\$162,647	\$172,722	\$181,034	\$181,034
E3 Initiative	\$274,504	\$159,428	\$404,062	\$483,902	\$543,604	\$545,712
CARES	\$274,504	\$159,428	\$404,062	\$483,902	\$543,604	\$545,712
New Projects	\$0	\$0	\$0	\$39,835	\$39,835	\$39,835
TBD	\$0	\$0	\$0	\$39,835	\$39,835	\$39,835
Total Expenditures	\$1,868,927	\$1,752,452	\$2,073,772	\$2,190,929	\$2,258,943	\$2,261,051
Excess of Revenues or Expenditures	-\$144,495	-\$64,163	-\$199,376	-\$380,184	-\$440,248	-\$481,148
Fund Balance	\$2,493,354.00	\$2,348,859	\$2,284,696	\$2,085,320	\$1,705,136	\$1,264,887
Fund Balance % of Revenue (25% floor)	125.68%	130.37%	100.56%	77.83%	55.99%	34.66%

Fiscal Plan including 5% COLA

First 5 Kings County Fiscal Plan FY15/16 through FY19/20

	FY14/15	FY15/16	FY16/17	FY17/18	FY18/19	FY19/20
	Actual	Actual	Actual	Budgeted	Projected	Projected
Revenue						
General Allocation Revenues	\$1,602,540	\$1,670,554	\$1,504,259	\$1,393,393	\$1,351,591	\$1,311,043
Other	\$108,499	\$2,444	\$363,103	\$403,252	\$453,003	\$454,760
Interest (0.5% annually)	\$13,393	\$15,291	\$7,034	\$14,100	\$14,100	\$14,100
Total Revenue	\$1,724,432	\$1,688,289	\$1,874,396	\$1,810,745	\$1,818,694	\$1,779,903
Expenditures						
Salaries & Benefits	\$153,104	\$171,257	\$184,061	\$181,483	\$181,483	\$181,483
Services & Supplies	\$114,922	\$122,210	\$162,254	\$147,175	\$147,175	\$147,175
Contributions to Agents	\$1,600,901	\$1,458,985	\$1,727,457	\$1,862,271	\$1,988,325	\$1,990,434
FRC Initiative	\$704,726	\$721,868	\$720,948	\$726,012	\$762,063	\$762,063
Avenal	\$76,656	\$88,381	\$90,000	\$90,000	\$94,500	\$94,500
Corcoran	\$116,000	\$116,000	\$115,936	\$116,000	\$121,800	\$121,800
Kettleman City	\$90,000	\$90,000	\$90,000	\$90,000	\$94,500	\$94,500
Hanford & Lemoore	\$417,456	\$425,012	\$425,012	\$425,012	\$446,263	\$446,263
FRC Support	\$4,614	\$2,475	\$0	\$5,000	\$5,000	\$5,000
School Readiness Initiative	\$621,671	\$577,689	\$602,447	\$612,522	\$642,824	\$642,824
Parent & Me	\$349,800	\$349,800	\$349,800	\$349,800	\$367,290	\$367,290
Special Needs	\$90,000	\$90,000	\$90,000	\$90,000	\$94,500	\$94,500
Linkages 2 Learning	\$181,871	\$137,889	\$162,647	\$172,722	\$181,034	\$181,034
E3 Initiative	\$274,504	\$159,428	\$404,062	\$483,902	\$543,604	\$545,712
CARES	\$274,504	\$159,428	\$404,062	\$483,902	\$543,604	\$545,712
New Projects	\$0	\$0	\$0	\$39,835	\$39,835	\$39,835
TBD	\$0	\$0	\$0	\$39,835	\$39,835	\$39,835
Total Expenditures	\$1,868,927	\$1,752,452	\$2,073,772	\$2,190,929	\$2,316,983	\$2,319,092
Excess of Revenues or Expenditures	-\$144,495	-\$64,163	-\$199,376	-\$380,184	-\$498,289	-\$539,188
Fund Balance	\$2,493,354.00	\$2,348,859	\$2,284,696	\$2,085,320	\$1,705,136	\$667,658
Fund Balance % of Revenue (25% floor)	125.68%	130.37%	100.56%	77.83%	52.09%	28.79%

Fiscal Plan Including 10% COLA

First 5 Kings County Fiscal Plan FY15/16 through FY19/20

	FY14/15	FY15/16	FY16/17	FY17/18	FY18/19	FY19/20
	Actual	Actual	Actual	Budgeted	Projected	Projected
Revenue						
General Allocation Revenues	\$1,602,540	\$1,670,554	\$1,504,259	\$1,393,393	\$1,351,591	\$1,311,043
Other	\$108,499	\$2,444	\$363,103	\$403,252	\$453,003	\$454,760
Interest (0.5% annually)	\$13,393	\$15,291	\$7,034	\$14,100	\$14,100	\$14,100
Total Revenue	\$1,724,432	\$1,688,289	\$1,874,396	\$1,810,745	\$1,818,694	\$1,779,903
Expenditures						
Salaries & Benefits	\$153,104	\$171,257	\$184,061	\$181,483	\$181,483	\$181,483
Services & Supplies	\$114,922	\$122,210	\$162,254	\$147,175	\$147,175	\$147,175
Contributions to Agents	\$1,600,901	\$1,458,985	\$1,727,457	\$1,862,271	\$2,046,366	\$2,048,474
FRC Initiative	\$704,726	\$721,868	\$720,948	\$726,012	\$798,113	\$798,113
Avenal	\$76,656	\$88,381	\$90,000	\$90,000	\$99,000	\$99,000
Corcoran	\$116,000	\$116,000	\$115,936	\$116,000	\$127,600	\$127,600
Kettleman City	\$90,000	\$90,000	\$90,000	\$90,000	\$99,000	\$99,000
Hanford & Lemoore	\$417,456	\$425,012	\$425,012	\$425,012	\$467,513	\$467,513
FRC Support	\$4,614	\$2,475	\$0	\$5,000	\$5,000	\$5,000
School Readiness Initiative	\$621,671	\$577,689	\$602,447	\$612,522	\$664,814	\$664,814
Parent & Me	\$349,800	\$349,800	\$349,800	\$349,800	\$384,780	\$384,780
Special Needs	\$90,000	\$90,000	\$90,000	\$90,000	\$99,000	\$99,000
Linkages 2 Learning	\$181,871	\$137,889	\$162,647	\$172,722	\$181,034	\$181,034
E3 Initiative	\$274,504	\$159,428	\$404,062	\$483,902	\$543,604	\$545,712
CARES	\$274,504	\$159,428	\$404,062	\$483,902	\$543,604	\$545,712
New Projects	\$0	\$0	\$0	\$39,835	\$39,835	\$39,835
TBD	\$0	\$0	\$0	\$39,835	\$39,835	\$39,835
Total Expenditures	\$1,868,927	\$1,752,452	\$2,073,772	\$2,190,929	\$2,375,024	\$2,377,132
Excess of Revenues or Expenditures	-\$144,495	-\$64,163	-\$199,376	-\$380,184	-\$556,330	-\$597,229
Fund Balance	\$2,493,354.00	\$2,348,859	\$2,284,696	\$2,085,320	\$1,705,136	\$551,577
Fund Balance % of Revenue (25% floor)	125.68%	130.37%	100.56%	77.83%	48.37%	23.20%

Current Fiscal Plan + Additional Year

First 5 Kings County Fiscal Plan FY15/16 through FY19/20							
	FY14/15	FY15/16	FY16/17	FY17/18	FY18/19	FY19/20	FY20/21
	Actual	Actual	Actual	Budgeted	Projected	Projected	Projected
Revenue							
General Allocation Revenues	\$1,602,540	\$1,670,554	\$1,504,259	\$1,393,393	\$1,351,591	\$1,311,043	\$1,271,712
Other	\$108,499	\$2,444	\$363,103	\$403,252	\$453,003	\$454,760	\$0
Interest (0.5% annually)	\$13,393	\$15,291	\$7,034	\$14,100	\$14,100	\$14,100	\$14,100
Total Revenue	\$1,724,432	\$1,688,289	\$1,874,396	\$1,810,745	\$1,818,694	\$1,779,903	\$1,285,812
Expenditures							
Salaries & Benefits	\$153,104	\$171,257	\$184,061	\$181,483	\$181,483	\$181,483	\$181,483
Services & Supplies	\$114,922	\$122,210	\$162,254	\$147,175	\$147,175	\$147,175	\$147,175
Contributions to Agents	\$1,600,901	\$1,458,985	\$1,727,457	\$1,862,271	\$1,930,285	\$1,932,393	\$1,536,681
FRC Initiative	\$704,726	\$721,868	\$720,948	\$726,012	\$726,012	\$726,012	\$726,012
Avenal	\$76,656	\$88,381	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000
Corcoran	\$116,000	\$116,000	\$115,936	\$116,000	\$116,000	\$116,000	\$116,000
Kettleman City	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000
Hanford & Lemoore	\$417,456	\$425,012	\$425,012	\$425,012	\$425,012	\$425,012	\$425,012
FRC Support	\$4,614	\$2,475	\$0	\$5,000	\$5,000	\$5,000	\$5,000
School Readiness Initiative	\$621,671	\$577,689	\$602,447	\$612,522	\$620,834	\$620,834	\$620,834
Parent & Me	\$349,800	\$349,800	\$349,800	\$349,800	\$349,800	\$349,800	\$349,800
Special Needs	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000
Linkages 2 Learning	\$181,871	\$137,889	\$162,647	\$172,722	\$181,034	\$181,034	\$181,034
E3 Initiative	\$274,504	\$159,428	\$404,062	\$483,902	\$543,604	\$545,712	\$150,000
CARES	\$274,504	\$159,428	\$404,062	\$483,902	\$543,604	\$545,712	\$150,000
New Projects	\$0	\$0	\$0	\$39,835	\$39,835	\$39,835	\$39,835
TBD	\$0	\$0	\$0	\$39,835	\$39,835	\$39,835	\$39,835
Total Expenditures	\$1,868,927	\$1,752,452	\$2,073,772	\$2,190,929	\$2,258,943	\$2,261,051	\$1,865,339
Excess of Revenues or Expenditures	-\$144,495	-\$64,163	-\$199,376	-\$380,184	-\$440,248	-\$481,148	-\$579,527
Fund Balance	\$2,493,354.00	\$2,348,859	\$2,284,696	\$2,085,320	\$1,705,136	\$1,264,887	\$783,740
Fund Balance % of Revenue (25% floor)	125.68%	130.37%	100.56%	77.83%	55.99%	34.66%	10.95%

Other Concerns and Factors

- First 5 CA Strategic Plan also ends in FY19/20
 - It is unknown what direction they will take at that time.
- There are ongoing efforts by First 5 CA, the First 5 Association and County Commission to address the declining revenue.

Questions, Comments or Concerns





330 Campus Drive • Hanford • CA • 93230 • (559) 585-0814

Date of Meeting: December 5, 2017

Study Session

1st Quarter Grantee Achievement Report



330 Campus Drive • Hanford • CA • 93230 • (559) 585-0814

Date of Meeting:
Agenda Item Type:

December 5, 2017
Informational Item

AGENDA ITEM: 2017-2018 First Quarter Achievement Report for First 5 Funded Projects

A. Background/History:

The Commission has transitioned from a formative evaluation framework into a summative evaluation framework; therefore the reporting of program status reports and evaluation results are now two separate items for the Commission to consider. Staff is providing the Commission, on a quarterly basis, a progress report regarding the status of programs attaining contracted goals and deliverables.

B. Summary of Request, Description of Project and/or Primary Goals of Agenda Item:

Staff is requesting the Commission review and discusses the program status report representing activities and number of clients served through December of FY 2017-2018.

C. Timeframe:

Reports will be provided to the Commission on a quarterly basis, on the following schedule:

- 1st Quarter Report: December 2017
- 2nd Quarter Report: February 2018
- 3rd Quarter Report: June 2018
- Year End Report: August 2018

D. Costs:

No costs associated with this item.


E. Staff Recommendation:

Staff recommends the commission review and discuss the program reports as provided.

F. Attachments:

- FY 2017-2018 Final Project Achievement Report

FY 2017-2018 Final Achievement Report for First 5 Kings Funded Programs

	Unduplicated Count of Clients Served			Objectives to be Achieved	Objectives that were Achieved	Objectives that did not meet Target	Objectives that are Inactive	Percentage of Budget Expended Goal 100%	Timely Progress Report Submission
	Children 0 to 2	Children 3 to 5	Significant Others						
Family Resource Center Initiative									
Avenal Family Connection	14	18	26	24	6	0	18	27%	Yes
Corcoran FRC	63	91	253	23	17	0	5	24%	Yes
KCOE – HFC & LFC	213	127	283	56	49	0	7	23%	Yes
Kettleman City FRC	10	9	10	11	7	1	4	22%	Yes
School Readiness Initiative									
UCP Parent & Me	141	48	164	20	20	0	0	23%	Yes
UCP Special Need Program	39	7	6	7	5	0	2	24%	Yes
Linkages to Learning	0	0	0	10	3	0	7	23%	Yes
E3 Initiative									
KCOE – CARES	N/A	N/A	297	15	8	0	7	16%	Yes
New Project Initiative									
United Way 211	N/A	N/A	N/A	4	4	0	0	20%	Yes



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Date of Meeting: December 5, 2017

Study Session

Spotlight on Service:
Corcoran Family Resource
Center



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Date of Meeting:
Agenda Item Type:

December 5, 2017
Study Session

AGENDA ITEM: Spotlight on Service: Recreation Association of Corcoran – Corcoran Family Resource Center

A. Background/History:

The First 5 Commission has scheduled annual program presentations by funded programs. This offers grantees the opportunity to share their successes, achievements, and progress from the last year.

B. Summary of Request, Description of Project and/or Primary Goals of Agenda Item:

The Corcoran Family Resource Center (CFRC) is a community based family resource center that is providing school readiness services to families residing in Corcoran and surrounding communities. The services offered at the CFRC are developmentally appropriate, and specifically engineered to the age of the child.

C. Timeframe:

The Corcoran Family Resource Center has been a component of the First 5 Kings County strategic plan since FY 2003/2004.

D. Costs:

There is no cost associated with this agenda item.

E. Staff Recommendation:

Staff recommends that the commission review the information provided by Recreation Association of Corcoran regarding the Corcoran Family Resource Center.

F. Attachments:

- Recreation Association of Corcoran – Corcoran Family Resource Center – PowerPoint Presentation

CORCORAN FAMILY RESOURCE CENTER



CFRC STAFF

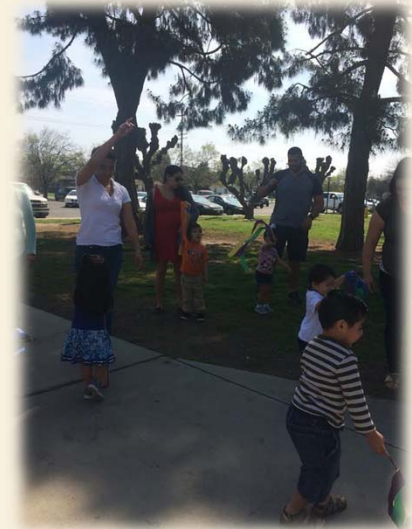
STEVE BROWN: EXECUTIVE DIRECTOR

ANA HERNANDEZ: PROGRAM COORDINATOR

MARIA RIOS: CHILD ENRICHMENT TEACHER

GOALS

- Overview of direct, resources and referrals and coordinated services that are currently offered at the Corcoran Family Resource Center.



EARLY CHILDHOOD ACTIVITIES

0-6 Months:

Tummy Play Time: This class provides families a special place for learning and connecting. Parents and babies are able to connect through music, movement and play gyms.



6-24 Months:

Time To Finger Paint: This class provides great activities for curious toddlers to express their own creativity using a variety of foods, paints and crafts



EARLY CHILDHOOD ACTIVITIES

2-5 Years of Age:

- **Lets Move and Play:** The objective of this program is to develop a healthier lifestyle, by integrating fitness as a normal part of a kid's life. .
- **Lets Get Creative :** This class provides ways to enhance your child's creativity and development of their motor and social skills.
- **Little Chef's Kitchen:** Allows children and parents the opportunity to learn how to prepare healthy and nutritional snacks in a creative and simple way.

3-5 Years of Age:

- **Time for Art:** This class encourages children to experiment a variety of textures, colors and ceramics. It allows them to explore their creativity in a unique way



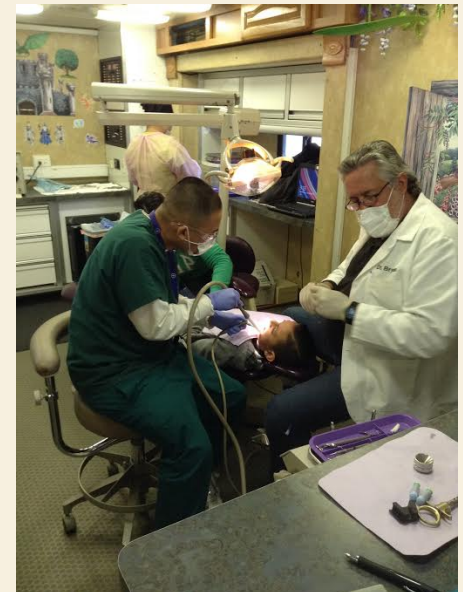
COORDINATED SERVICES

- Community Baby Shower
 - Provides expecting mothers with the resources needed during and after their pregnancy while celebrating their upcoming baby.
- CAPCC
 - Provides child abuse prevention education to parents of children 0-5.
- UCP – Parent & Me
 - This program offers children 0-5 and their parents the ability to strengthen the parent and child's hands-on growth experiences and also demonstrates their child's intellectual development.
- Car Seat Installation
 - This workshop provides parents the appropriate and adequate demonstration on how to properly install their child's car seat.



COORDINATED SERVICES CONTINUED...

- **Community Food Bank**
 - Food distribution to the Corcoran community and its surroundings every third Wednesday of each month.
- **Healthy Smiles Mobile Unit**
 - Provides dental screenings and some dental work to children with Medi-Cal, Healthy Families and the uninsured.
- **Dr. Jeffery Garcia Optometrist Services**
 - Provides eyes exams, lens and frames to low-income families with or without Medi-Cal.
- **Kings View**
 - Individual Counseling
 - Group Counseling
 - Parent Topic Workshops



COORDINATED SERVICES CONTINUED...

Health And Nutrition Awareness

- This workshop provides parents and children with adequate information on health related topics.

– Immigration Workshops

- This workshop educates parents interested in learning about the U.S. immigration laws and policies.

Parent Education Workshops (Parent Café)

- Provides educational workshops about the various services offered to the community

ESL - English as a Second Language

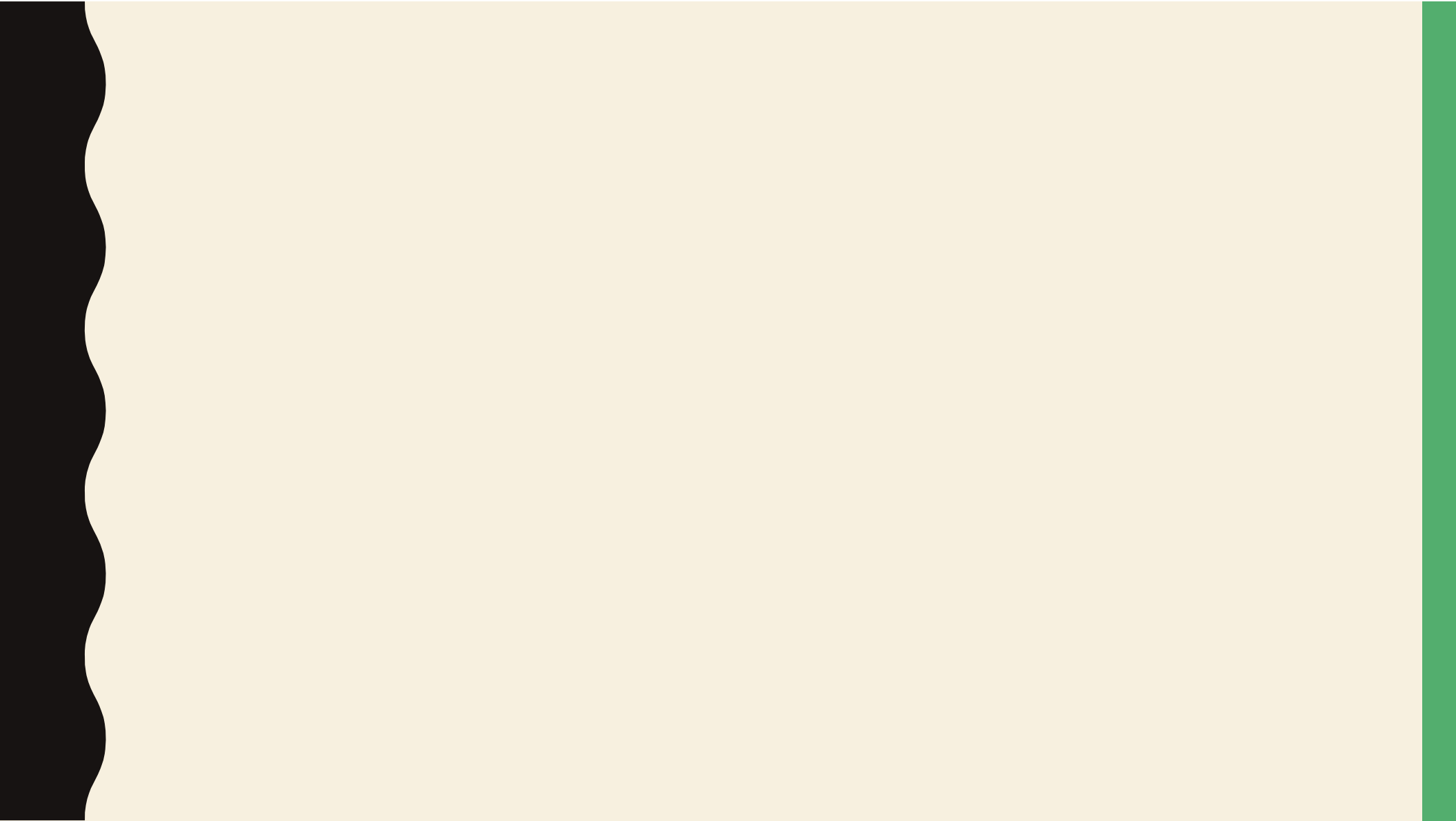
-Provides classes to parents wanting to learn the basic English language, it boosts their confidence and allows them to participate more fully with their children and their community.



OUTREACH ACTIVITIES

- RAC Family Pool Nights
- National Night Out
- Cotton Festival
- J.G. Boswell Health Fair
- Community Oktoberfest Event
- Kiwanis Healthy Soles Event
- Corcoran State Prison
- Corcoran Apartment Complexes
- Provide ongoing mailing to FRC members to include calendars, brochures and upcoming events.
- Provide information, FRC highlights to local newspaper to promote FRC services.





QUESTIONS/COMMENTS?



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Date of Meeting: December 5, 2017

Study Session

Spotlight on Service:
Kettleman City Family
Resource Center



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Date of Meeting:
Agenda Item Type:

December 5, 2016
Study Session

AGENDA ITEM: Spotlight on Service: Kings Community Action Organization – Kettleman City Family Resource Center

A. Background/History:

The First 5 Commission has scheduled annual program presentations by funded programs. This offers grantees the opportunity to share their successes, achievements, and progress from the last year.

B. Summary of Request, Description of Project and/or Primary Goals of Agenda Item:

The Kettleman City Family Resource Center (KCFRC) is a community based family resource center that is providing school readiness services to families residing in Kettleman City and surrounding communities. The services offered at the KCFRC are developmentally appropriate, and specifically engineered to the age of the child.

C. Timeframe:

The Kettleman City Family Resource Center has been a component of the First 5 Kings County strategic plan since FY 2006/2007.

D. Costs:

There is no cost associated with this agenda item.

E. Staff Recommendation:

Staff recommends that the commission review the information provided by Kings Community Action Organization regarding the Kettleman City Family Resource Center.

F. Attachments:

- Kings Community Action Organization – Kettleman City Family Resource Center – PowerPoint Presentation



Kettleman City Family Resource Center

Kettleman City, California



Overview

- Program structure for 2017-18
- Direct and Coordinated services
 - First 5 Home Visitation Model
 - Community Partners
- Outreach events to promote the First 5 Home Visitation Program and Kettleman City Family Resource Center.



Family Resource Center - FRC

- The purpose of the FRC is to connect children and families with services by making them available in their own community.
- FRC staff serves the needs of individuals or families in the community by providing resources and referrals, such as:
 - Translation and phone call assistance
 - Emergency food or clothing
 - Utility assistance
- The FRC promotes early childhood development with funds supported by First 5 Kings County.

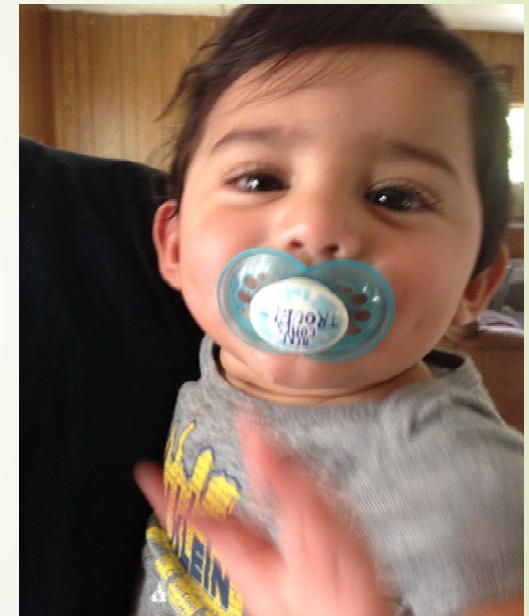
Program Staff

- The FRC has restructured it's hours of operation for the 2017-18 program year.
- The FRC is open to the community Tuesdays and Thursdays from 1:00pm to 3:00pm and Wednesdays 9:00am to 12:00pm.
- The FRC staff consists of 2 part-time employees
 - 1 Office assistant, assuming the daily operations of the FRC, and 1 home visitor which oversees visits with First 5 clients



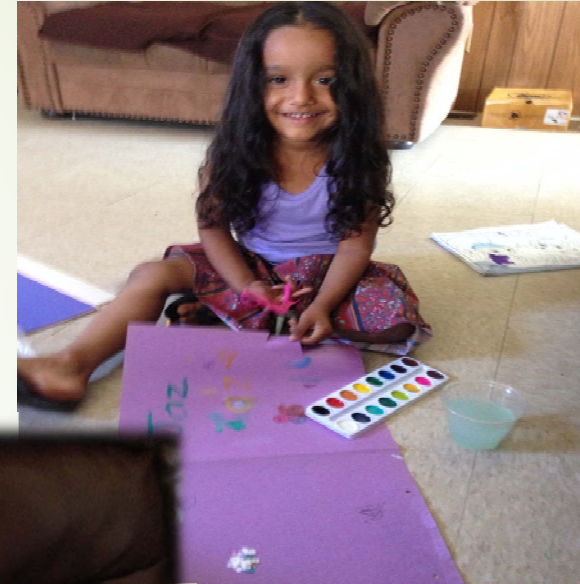
First 5 Home Visitation Program

- The program is home based, serving expectant mothers and children 0 to 2 years old.
- The program is designed to strengthen parent child bonding and to stimulate children's early language, cognitive and social development.
- Home visiting staff supports parents with suggestions and activities that promote their child's growth and development.
 - Program goal is to serve 10 clients for 2017-18 contract year, (10 children/7 adults)



First 5 Home Visitation Families

- Assess the needs of the family and set goals
- Age appropriate activities/learning games (component of the curriculum)
- Nipissing Developmental Screenings (age appropriate)
- Provide Resources and Referrals
- Health component:
 - Physicals
 - Immunizations





Partners for a Healthy Baby Curriculum

- A system for maintaining a clear focus and discussing the critical topics of pregnancy, parenting, and individual family needs during their visits.
- Parents being their child's first teacher.
- Learning Games Activities – designed for child's learning development.

Raising a Reader Literacy Program

- ▶ Serving children 0 to 5 years old enrolled in the home visitation program, socialization events and in home child care providers.
- ▶ The bags are rotated 1 to 2 times per month.
- ▶ The goal is to serve 10 unduplicated and 160 duplicated for the 2017-18 program year.



Family Socialization Events

- ▶ Families in the home visitation program are encouraged to participate in the monthly socialization events.
- ▶ The event is designed for families and their children to spend time together in order to expand their social development.
- ▶ Socialization events are open to all First 5 clients and other community members.

“Fall Harvest”

- ▶ Pumpkins donated by Assembly Member Rudy Salas



Family Socialization Event, continued...

Scarecrow Making



Kite Flying



Family Crafts



Coordinated Services & Community Partners

- Kings View Behavioral Health
- Mexican Consulate
- Employment Development Department
- Head Start Preschool Program
- Salvation Army
- Cal-Fresh
- Assembly Member Rudy Salas
- ARIA Community Health Center



Coordinated Services, continued...

- **Food Distributions-** are implemented by staff and volunteers 2-3 times a month.

- KCAO – USDA
- Community Food Bank
- Drought Food Assistance Program

Households served since July 2017:

- **676** Community families served
 - **119** First 5 families served
- Duplicated Households**



Coordinated Services, continued...

Kings County WIC Mobile Unit

- Mobile unit operates twice per month from 9:00am to 3:30pm
- Clients served: **284**, duplicated



Dr. Garcia, O.D. – Eye exams for adults & children

- Appointments were scheduled by FRC staff
- Clients served in 2016-17
- **22** Adults & children
- Participate in First 5
 - 11 adults
 - 5 children



Coordinated Services, continues...

4th Annual Coat/Jacket Give-Away

- Slightly used coats, jackets & sweatshirts were donated to the FRC.
- October 24, 2017
 - Served **50** clients, adults & children



Coordinated Services, continued...

Salvation Army

- Assisted 23 families and 70 children ages 0-17 years old, for the upcoming Christmas holiday with food and gifts.
- Families provided the required documents to be eligible for the assistance.
- Families will pick up their items at the Salvation Army in Hanford

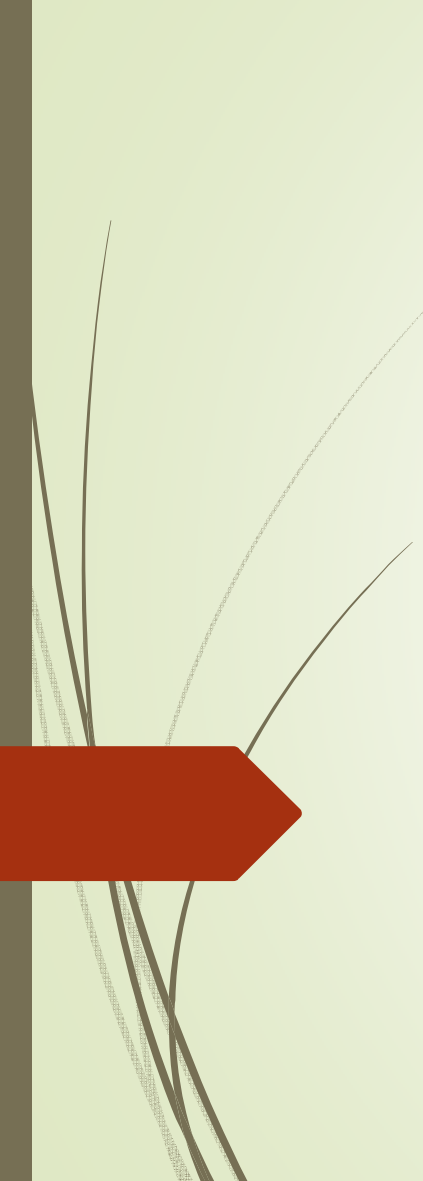


Community Outreach

Provide FRC information to local businesses: flyers, monthly calendars, (i.e. post office, local markets, utility district, Kettleman City Elementary School, UCP Parent & Me.

- Head Start monthly meetings
- Senior Luncheons
- Fiestas Patrias
- Food Distributions
- Phone call solicitation





“ Alone we can do so little; together we can do so much.”

Helen Keller

Questions ?



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Date of Meeting: December 5, 2017

Staff Report: October & November 2017



Staff Report October & November 2017

Grants & Contracts Program Officer Report –

- **Grants & Contracts:**
 - FY 17/18 1st Quarter Progress Reports:
 - On 10/15/17 grantees delivered their 1st quarter progress and fiscal reports. Over the next month I reviewed these reports, ordered 2nd payments and sent feedback forms to each grantee. The information from these reports was used to complete the achievement report that is contained in the agenda packet.

- **Meetings and Conferences:**
 - IMPACT Hub Leadership Meeting Region 5
 - Budgeting Meeting with Fiscal Staff at Kings County Department of Public Health
 - California Child development Administrators Association Annual conference
 - First 5 Association Executive Director Retreat held at Asilomar, CA
 - First 5 State Commission meeting held in Glendale, CA
 - First 5 Summit held in Sacramento, CA

- **Evaluation:**
 - I have continued to work collaboratively with the Evaluation, Management & Training (EMT) to develop a comprehensive evaluation plan for the 2015/2020 strategic plan. We are currently working to send all data collect during the current fiscal year. Upon receiving the information EMT will process and complete the final draft of the annual evaluation report. This included sending the final data from FY 16/17 to EMT for the initial analysis.

- **IMPACT**
 - The First 5 Kings County IMPACT Application has been reviewed and approved by first 5 California. There is a annual requirement for a budget to be complete and sent to first 5 California. This budget includes plans for unspent unds from year 1 and year 2 of this grant.

- **New Opportunities**
 - Partnership with the Baby Box Company, Baby Boxes serve as a safe sleep space for infants. Each Baby Box includes the safe sleep certified Baby Box itself, a mattress, a mattress protector, a fitted sheet, and additional items. I have been exploring the possibility of the First 5 FRCs serving as distribution sites for these products.
 - Prop 56 funding for oral health – annually \$30,000,000 statewide, \$186,104 locally in kings, shall be used to provide funding to the State Department of Public Health state dental program for the purpose and goal of educating about,

preventing and treating dental disease, including dental disease caused by use of cigarettes and other tobacco products.

- **Fiscal Report: Final 2017**

	% of Fiscal Term Expended	Percent of Spending	Comments
First 5 Operations			
Personnel	33%	28%	N/A
Service & Supplies		18%	N/A
TOTAL		23%	N/A
Linkages to Learning			
Personnel	33%	27%	N/A
Service & Supplies		15%	N/A
TOTAL		23%	N/A
First 5 Total Budget		25%	FRC: 25% E3: 25% School Readiness: 25% New Project Initiative: 25%

Category	Expended	Percentage
Administration	\$33,738	6.26%
Program	\$453,221	84.11%
Evaluation	\$11,655	2.16%
Linkages 2 Learning	\$40,202	7.46%
Total	\$538,815	

School Readiness Coordinator/ October- November Linkages Report

School Transition teams: Roosevelt, Jefferson, Hamilton, Monroe, Washington, Armona, Kit Carson, Lakeside, Avenal, Tamarack, Kettleman City, Lemoore, Cinnamon, Meadow Lane and Engvall and Island Elementary

- All Linkages to learning school sites are in the process of scheduling a 2nd planning meeting. Schools will meet before the winter break to begin planning for spring activities such as kindergarten registration, spring orientation and preschool fieldtrips. Members of the ECE community will be invited to attend the meeting and help plan for preschool field trips. This often includes staff from KCAO, Edu kids and Wonderful preschool. In addition to inviting Head Start and state preschool staff I have extended an invitation to the Hanford Family Connection. Sandra Caudros the new FRC coordinator will join me at Island elementary. Island elementary is new to the linkages to learning program and this would be a great opportunity for them to meet Sandra and learn more about the FRC services being offered in both Hanford and Lemoore. Aside from planning activities with local preschools, teachers will plan a date for the spring orientation and kinder registration. A third and final meeting will be scheduled in the spring to finalize all details of these events.
- **Back Pack Project:** The back pack project has concluded for the 2016-17 school year and planning for the new school year is underway. In the next few weeks the leftover back packs will be counted and repackaged. Once the number of leftover back packs has been determined I will contact the back pack vendor to place a new order for the 2017-18 school year. The back pack vendor K to College will remain the same. Back packs will begin being distributed in spring 2018. An update will be provided later.

First 5 builds the early childhood systems and supports needed to ensure California's young children are healthy, safe, and ready to succeed in school. This is accomplished by:

RESILIENT FAMILIES



VISION:

Promote parental resilience, social connections, concrete support in times of crisis, and knowledge of parenting and child development.

POLICY GOALS:

- Expand access to evidence-based family strengthening programs, including home visiting and parent education, to optimize child development and reduce the risk of abuse and neglect.
- Strengthen the social safety net to build family resiliency and promote self-sufficiency.
- Support community hubs for integrated services and crisis supports for children and families.
- Support parent engagement on child brain development, including Talk. Read. Sing.

COMPREHENSIVE HEALTH AND DEVELOPMENT



VISION:

Build a family-centered health system that prioritizes prevention.

POLICY GOALS:

- Ensure all pregnant mothers and children ages 0–5 have affordable and comprehensive health insurance.
- Increase use of essential Medi-Cal services, especially dental, mental health, and vision services.
- Increase coordination across systems of care to connect young children to screening and early intervention, including through the expansion of Help Me Grow.
- Expand availability and geographic spread of health care providers and professionals.

QUALITY EARLY LEARNING



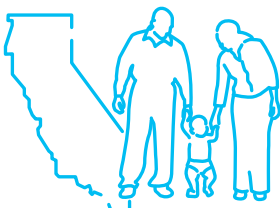
VISION:

Ensure children are healthy and have the social-emotional and cognitive skills to enter kindergarten ready to learn.

POLICY GOALS:

- Increase supply of high-quality early learning programs for children 0–5.
- Embed high-quality standards in all state-funded early learning programs and support state and local efforts to meet them.
- Promote affordability of early learning programs, while ensuring fair workforce compensation.

SUSTAINABILITY AND SCALE



VISION:

Fulfill the voter-approved Proposition 10 mandate: *“To create a comprehensive and integrated delivery system of information and services to promote early childhood development.”*

POLICY GOAL:

- Explore and advance alternative revenue sources for children's services.
- Improve and integrate county data systems to track and evaluate children's outcomes.
- Regulate tobacco products.
- Mitigate public health risks that widely affect children's health and wellbeing.