



MEMO

TO: Commissioners

FROM: Kathi Walker, Assistant Director

DATE: October 3, 2011

RE: 2012-17 Strategic Planning Process

BACKGROUND:

At the June 2011 Meeting, Commissioners approved a calendar to convene contractors and community partners to discuss the 2012 -17 Strategic Plan. To date, three meetings have been held with contractors to identify key elements and best practices used in existing Commission Initiatives. A total of six presentations have been made to community strengthening groups to provide an update and opportunity for feedback on the planning process. The results of these meetings were shared with Commissioners at Committee meetings in August and September.

DISCUSSION:

Contractors Meetings:

Commission staff convened contractors on July 21, August 21, and September 21, 2011 to discuss evaluation objectives, strengths and opportunities, current strategies, key elements, and best practices. From these discussions, it is clear that Commission Initiatives use similar key elements in delivering services to families:

- Assess a child's development.
- Develop relationships with parents and providers.
- Provide parent support as their child's first teacher.
- Offer flexible service delivery in location and frequency.
- Provide opportunities for parents and children to interact.
- Improve access to community resources and information.
- Meet families where they are geographically.








Based upon these strategies, staff identified five best practices currently implemented through Commission Initiatives.


- Conduct developmental screens.
- Partner caregivers with facilitators.
- Facilitate positive caregiver and child Interactions.
- Offer place based visiting in mutually agreed upon locations.
- Facilitate connection to community resources.

Staff reviewed the Commission Initiatives to identify the presence of key elements and best practices. The results demonstrated that with the exception of developmental screens, each Initiative had the same key elements and best practices.

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Growing Children, One by One...

Key Elements	Commission Initiative	Research Based Strategies
Assess a child's development		Conduct Developmental Screens
Develop relationships with parents and providers		Partner families with facilitators
Provide parent support as their child's first teacher		Parent Child Interactions
Provide opportunities for parents and children to interact		Parent Child Interactions
Offer flexible service delivery		Place-Based Visiting
Improve access to community resources		Community Resources
Meet families where they are geographically		Place-based Visiting

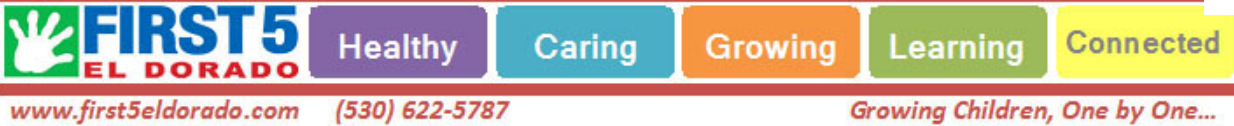


In the 2008-13 Strategic Plan, the Initiatives were developed to address researched based elements essential for developing a comprehensive early childhood system. Through the implementation process, each Initiative has identified the same key elements and used the same strategies. This consistency across Initiatives indicates an opportunity to strengthen Initiatives with the same curriculum, professional development and training strategies. This consistency will result in systematic improvements with strong evaluation outcomes.

At the September 21 planning meeting, Staff reviewed the five research based, best practices with contractors identifying strengths and opportunities (Attachment). At the end of the session, contractors unanimously agreed upon three recommendations:

1. The Family Place library should be implemented at all branches in the county.
2. Parents as Teachers is the first choice in meeting family needs.
3. Early Steps to School Success is the second choice in meeting family needs.

Community Strengthening Meetings:



Staff presented the results of the Contractors meetings at the Community Strengthening meetings (Attached) and asked for feedback. Presentations were made at the Divide Ready by 5 and Western Slope Ready by 5 meetings. The powerpoint was shared electronically with the Lake Tahoe Collaborative due to scheduling conflicts.

The only feedback to date was whether or not the Commission would be funding intensive services through this strategic planning process. Staff indicated that if intensive services were identified as a need, they would first look to their partners to provide services before developing new services. Both groups expressed an interest in having planning materials available on the web-site.

A request was made to have 5-10 minutes on future agendas to continue sharing information and receiving feedback. Staff indicated a draft plan should be available by December 2011.

Committee Meetings:

Staff shared outcomes from the Contractors and Community Strengthening meetings at Commission Committee meetings on September 26, 2011. Commissioners requested additional information on Parents as Teachers and Early Steps to School Success; specifically, curriculum, evaluation, costs, and ongoing professional development. A request was made to assess the inclusion of early care and education providers in both program models.

CONCLUSIONS:

The next steps in the strategic planning process are to compare strengths and opportunities of program models, assess fiscal impacts and select a program model. Once a program model is selected, staff will develop complete a draft strategic plan including fiscal recommendations for Commission review. The approved draft document will be shared with Contractors and Community Strengthening Groups for feedback. The final draft will be considered by Commissioners at the January 9, 2012 meeting.

Date	Objective
October 10, 2011	Commission Meeting
October 2011	Community Strengthening Meetings: Update and feedback
October 31, 2011	Commission Committees: Program Recommendations
November 2011	Community Strengthening Meetings: Update and feedback
November 28, 2011	Commission Committees: Draft 2012-17 Strategic Plan with fiscal recommendations
December 2011	Community Strengthening Meetings: Update and feedback
December 19, 2011	Commission Committees: Revised Draft 2012-17 Strategic Plan
January 9, 2012	Commission Meeting: Consider: Draft 2012-17 Strategic Plan

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Strategic Planning Meeting
September 21, 2011 11 – 2 PM

Attendees: Carolyn Brooks Library, Kimberly Phillips TWG-EDCOE, Kristin Torres TWG-EDCOE, Penny Smart CHI Health Services, Liz Ferry-Perata TWG-EDCOE, Randy Austin CHI Health Services, Kim Stadlander TWG-EDCOE, Christine Miquelgorry BB, Peggy Wright Barton Memorial Hospital, Nancy Owen-Hazard Library, Geneva Paulson Library, Kristen Rogers Health Services, Nancy Hyzer Health Services, Liz Dower DRB5, Lynn Snusser EDC Public Health Nursing.

1. Welcome/Introductions

Five planning meetings had been scheduled but due to progress made to date, this third meeting will be last. The Commission will work to draft the 2012-17 Strategic Plan by December 2011 and will discuss at the January 9, 2012 Meeting. Staff have been asked to attend all community strengthening meetings between now and January to gather community feedback. The Commission approved funding for the Communication Plan to support updating and maintaining the Website, Facebook and Twitter. The website will reflect all updated Strategic Plan information.

2. Review 2012-17 Strategic Plan Memo

Key elements were presented and staff asked if they are correct and representative. All agreed. Some improvements discussed: adding verbiage so early care and education providers feel included, conduct developmental screenings as early as possible, place based visits to reflect flexibility to offer services at mutually agreed upon locations, parent child interaction to reflect facilitating positive parent child interactions, remove the word center from “community resource center”, partner “caregivers” with providers, facilitate connection to community resources. Wording will be cleaned up and presented at next Community Strengthening meeting. Staff will provide monthly updates and is encouraging community feedback.

3. Review Research Based Best Practices

Strengths and opportunities of each Best Practice have been identified. Funding availability is not a criterion for developing strategies. Refer to grid.

General Discussion: There will be no name a change for the Initiatives regardless of which model is selected. Do we select a model with curriculum that we must adhere to or select a model where we develop curriculum? Selecting any curriculum in no way negates prior initiatives, goals and directives.

4. Alignment with First 5 El Dorado Initiatives

Strategies are consistent across the spectrum of our initiatives. Developing curriculum will not negate this.

5. Develop Recommendations

Parents as Teachers (PAT) is first choice and Early Steps to School Success (Save the Children) is second. PAT must include Ages and Stages Questionnaire, training, professional development and evaluations. More research needed to determine. All agreed to combine Family Place Library with any model.

Goal and objectives for all strategies:

- Ongoing professional development,
- Comprehensive curriculum,
- Universal access
- Training for staff to ensure consistency
- Inclusion of ECE
- Specific Outreach for target population (dads, teen pregnancy, language)
- Ongoing case coordination with other early childhood partners.

Recommendations to improve strategies should include

- Bridge gap between parent and provider communication
- Relationship support = parents/providers (child focused)
- Services to follow children so parents/providers on same page
- Visits in home and in care
- Facilitating connection to community resource
- Development (early and ongoing) develop screening
- Personal based visiting, screen, flexibility to offer services in mutually agreed upon location
- Partner caregivers with facilitators, primary care and education of child may include parents, family members, ECE providers, guardians, etc.
- Develop ECE appropriate educational activities

6. Next steps

Committees meet monthly on last Monday of month. Summary of meetings will be on web site. Draft of Strategic Plan will be ready by Dec 20, 2011.

Randy Austin proposed providing mental health training for anyone interested, It is a 12 hr training, broken down into 3-4 sessions. He will e-mail those interested. Perhaps using October 19 meeting date as first training.

Next Commission meeting October 10, 2011 4-7 PM at First 5 offices.



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First 5 El Dorado 2012-2017 Strategic Planning

Research Based Best Practice	Alignment with First 5 Commission Initiatives	Strengths and Opportunities
Family Place Library Target Population: Universal	<input type="checkbox"/> Conduct Developmental Screens Description:	Strengths *Libraries are geographically spaced, centralized locations *Transportation services are available, easy access *Families are already there *Currently have workshops *Universal, home school and home birth families use them *Neutral, safe place for families to obtain information * Provide connection to professionals in the field *Families expect information from libraries *Strong reach to be built upon word of mouth *Provides opportunity for professional growth for providers offering children activities while training *Continued support for early care and education providers on site Opportunities * Does not reach families who are not accessing the libraries (isolation, language barrier, fear, day care) *How to reach non -traditional library patrons (can we use flexible outreach strategies?) *How to coordinate with early care and education providers
	XX Parent Child Interactions Description: Workshops and storytimes provide information and activities for families to interact with children.	
	<input type="checkbox"/> Partner Families with Facilitator Description:	
	<input type="checkbox"/> Place Based Visiting Description:	
	XX Community Resources Description: Workshops bring local professionals to families in a non-threatening environment and promotes connection and communication.	



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Research Based Best Practice	Alignment with First 5 Commission Initiatives	Strengths and Opportunities
Parent Child Home Target Population: Priority to families identified as at risk from birth with visits from 2-4 years of age.	XX Conduct Developmental Screens Description:	Strengths *Geared toward developing strong partner child interactions through explicit instruction *46 home visits per year *Group opportunities be held at library and can access facilitators in person parent initiated Opportunities *Can curriculum be expanded (ensure social/emotional/health)? *Intensive 46 visits year, can visits be place based or group based? *What is flexibility for case load/dosage? *Can service be delivered group based with option for one on one? *Coordinate with ECE?
	XX Parent Child Interactions Description:	
	XX Partner Families with Facilitator Description: Families are matched with a visitor.	
	XX Place Based Visiting Description: Need more information.	
	XX Community Resources Description: Offered through visits and groups socializations, and library programs.	

First 5 El Dorado 2012-2017 Strategic Planning

Research Based Best Practice	Alignment with First 5 Commission Initiatives	Strengths and Opportunities
<p>Parents As Teachers</p> <p>Target Population: Universal through age 5.</p>	<p>XX Conduct Developmental Screens Description: ASQ and ASQ-SE are recommended screening tools.</p>	<p>Strengths *Meets parents where they are geographically *Strong evidence based connection to Commission goals/outcomes *Logic model, strong *Focus on parents as child’s 1st teacher *Have group socializations that could be at library *Increased intensity based on family need, flexibility *Universal access *Personal visits, group meetings, screening, professional development *Parent educator delivers home visit</p> <p>Opportunities</p> <p>*Ensure facilitators have training to address of refer families to meet needs? *Flexibility to dosage/intensity?</p>
	<p>XX Parent Child Interactions Description: Group socializations including parent child interactions are a core service.</p>	
	<p>XX Partner Families with Facilitator Description: Families are matched with a facilitator.</p>	
	<p>XX Place Based Visiting Description: Flexible service delivery through personal visits.</p>	
	<p>XX Community Resources Description: Families are connected to community resources through Facilitator.</p>	

First 5 El Dorado 2012-2017 Strategic Planning

Research Based Best Practice	Alignment with First 5 Commission Initiatives	Strengths and Opportunities
Healthy Families America Target Population: Universal through age 5	XX Conduct Developmental Screens Description: Developmental screens are required as a best practice. Framework for selecting developmental screens is offered. ASQ and ASQ-SE would meet that criteria.	Strengths *Open framework with clear philosophies and guidelines *Prenatal *Broken into Birth-2 and 2-5 having different standards *Good philosophy Opportunities *Is there a self assessment tool to ensure we are meeting critical elements? *What are the measurable outcomes? *Need more structure
	XX Parent Child Interactions Description: Parent Child Interactions are required as a best practice. Framework for selecting curriculum for Parent Child Interactions is offered.	
	XX Partner Families with Facilitator Description: Home visiting is required as a best practice. Importance of developing a relationship with families is stressed.	
	XX Place Based Visiting Description: Home visiting is required as a best practice. Framework for selecting curriculum, frequency and duration of home visits is offered.	
	XX Community Resources Description: Connecting families with community resources is required as a best practice.	



First 5 El Dorado 2012-2017 Strategic Planning

Research Based Best Practice	Alignment with First 5 Commission Initiatives	Strengths and Opportunities
<p>Early Steps to School Success</p> <p>Target Population: Rural and Isolated families through age 3 for visits, group activities for ages 3-5.</p>	<p>XX Conduct Developmental Screens Description: ASQ and ASQ-SE are recommended screening tools.</p>	<p>Strengths</p> <ul style="list-style-type: none"> *Leveraged funding available *ASQ is core tool *Priority to serve isolated families *We can use the Library in place of Raising a Reader *Strong training component *Strong data collection *Standardized tools and curriculum *Individual child goals and plans *ESSS is the trainer *Flexible in matched training *Data, outcomes, future funding <p>Opportunities</p> <ul style="list-style-type: none"> *Home visits are limited to 3 years of age, is there flexibility? *What are paperwork demands? *Is there flexibility in dosage and duration? *Do we have to make ourselves fit into their box?
	<p>XX Parent Child Interactions Description: Group socializations including parent child interactions are a core service.</p>	
	<p>XX Partner Families with Facilitator Description: Families are matched with a facilitator.</p>	
	<p>XX Place Based Visiting Description: Flexible service delivery through personal visits.</p>	
	<p>XX Community Resource Center Description: Families are connected to community resources through Facilitator.</p>	

First 5 El Dorado Commission

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The first five-year, Strategic Plan established Commission Initiatives. The 2012-17 Strategic Plan will assess, improve and integrate Commission services. There are three reasons to improve Commission Initiatives:

- ✿ **Expand** Initiatives to meet family need.
- ✿ **Strengthen** by adopting research based best practices.
- ✿ **Integrate** Commission Initiatives with the existing early childhood services in the County.



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Goal is to strengthen Initiative services by incorporating research based strategies including curriculum, evaluation, professional development, training and technical assistance.

Steps to achieve Goal:

- ✿ Identify key elements of existing Commission Initiatives.
- ✿ Match key elements with research based strategies.
- ✿ Determine which Commission Initiatives currently utilize those strategies.
- ✿ Integrate the best practices into Commission Initiatives.
- ✿ Integrate Commission Initiatives into existing early childhood system.



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Key Elements (As reported by Initiative Contractors 8/11):

- ✿ Assess a child's development.
- ✿ Develop relationships with parents and providers.
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- ✿ Offer flexible service delivery in location and frequency.
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Research Based Strategies (As reported by Initiative Contractors 8/11):

- ✿ Conduct developmental screens.
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<u>Key Elements</u>	<u>Commission Initiative</u>	<u>Research Based Strategies</u>
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Provide parent support as their child's first teacher		Parent Child Interactions
Provide opportunities for parents and children to interact		Parent Child Interactions
Offer flexible service delivery		Place-Based Visiting
Improve access to community resources		Community Resources
Meet families where they are geographically		Place-based Visiting



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Review Best Practices to identify research based strategies that would best compliment the work of Commission Initiatives:

- Family Place Library
- Early Steps to School Success (ESSS)
- Parents as Teachers (PAT)
- Parent-Child Home Program
- Healthy Families America



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For more information or to provide input into the 2012-17 Strategic Planning Process:

Attend monthly Community Strengthening meetings:

COMMUNITY STRENGTHENING GROUPS			
Meeting	Location	Date	Time
Divide Ready by 5	Georgetown Library	September 22, 2011	4:00-6:00 pm
Western Slope Ready by 5	EDC Office of Education	September 19, 2011	8:30-9:30 am
Tahoe Collaborative	Al Tahoe	September 12, 2011	1:00-3:00 pm

Contact First 5 Staff:

Kathi Walker, 530-320-7137, kwalker@pacbell.net

Rick Alford, 530-409-8151, ralford@pacbell.net



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