



www.first5mendocino.org

FY 2026-2031

Strategic Plan

Strengthening early childhood systems for
Mendocino County's children and families





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Executive Summary

This Fiscal Year (FY) 2026–2031 Strategic Plan sets **First 5 Mendocino’s focused path to strengthen early childhood systems so children and families can thrive from birth and beyond.**

It defines four strategic priorities, the agency’s role in the system, and a more clear approach to accountability by measuring what we directly deliver and influence—then using that data to learn and improve in real time.

WHAT WILL BE DIFFERENT IN THIS PLAN

- **A tighter focus** on the services, pathways, and partnerships First 5 Mendocino can control—so results are attributable and actionable.
- **A shared measurement framework** that tracks both deep impact (family journeys across coordinated supports) and horizontal reach (system reach, capacity, and collaboration).
- **A commitment to transparent reporting** to the Commission, partners, and the public through routine dashboards and learning cycles.

HOW WE WILL MEASURE PROGRESS

- **Year 1 baselines:** Measures marked “Year 1 baseline set in FY 2026–27” will be defined in FY 2026–27 and paired with Year 2 targets for Commission review.
- **Reporting cadence:** A public annual update aligned to the Strategic Plan and budget/advocacy cycle.
- **Governance:** Each priority’s indicators will have documented sources to ensure consistency and transparency.



Letter From Our Executive Director

Dear Mendocino County Families and Partners,

For more than two decades, California has demonstrated a commitment to investing in its youngest and most vulnerable children through the voter-approved passage of Proposition 10. We pay tribute to the leadership and legacy of Rob Reiner, whose foresight helped establish a permanent funding structure dedicated to children ages 0-5 and their families.

Rob Reiner understood that lasting change requires public policy. His efforts led to the creation of First 5 California and a statewide network of county commissions dedicated to ensuring that every child has the opportunity to thrive.

First 5 Mendocino proudly dedicates this strategic plan to Rob Reiner and carries that commitment forward. This plan reflects how we responsibly invest public resources and strengthen community partnerships to improve outcomes for children and families from birth and beyond.

When working with parents, we often encourage them to focus on what they can directly influence in their child's life; the actions, relationships, and opportunities that create meaningful growth over time. This strategic plan embraces that same philosophy. We will measure the programs, services, and partnerships we directly support, allowing us to better understand our impact, strengthen our work, and improve outcomes for families throughout Mendocino County.

Our approach is transparent, actionable, and grounded in accountability. We hope you will follow our progress, engage in our efforts, and celebrate our collective successes as we continue working together to support children and families in Mendocino County.

Looking forward,

Townley Saye

Townley Saye, MSW
Executive Director



Letter From Our Commission Chair

Dear Mendocino County Community,

As Commissioners of First 5 Mendocino, we are honored to help guide investments that support young children and families throughout our county.

This strategic plan reflects both hope and responsibility. It recognizes the strengths within our communities while acknowledging the challenges many families continue to face.

We know that strong families and healthy child development are deeply connected. This plan helps guide how First 5 Mendocino prioritizes resources, strengthens partnerships, and responds to community needs.

As Commissioners, we believe public trust is built through transparency, thoughtful decision-making, and accountability. This plan creates a clearer way to understand how resources are invested and how progress will be measured over time.

We are grateful to the staff, partners, providers, families, and community members whose voices and experiences continue to shape this work. Their insight and dedication are essential to building a future where every child in Mendocino County has the opportunity to grow, thrive, and feel connected and supported.

We look forward to the work ahead and to continuing this effort together.

With gratitude,

A handwritten signature in black ink, appearing to read "Erica D'Anis".

Erica D'Anis
Commission Chair



Acknowledgments

First 5 Mendocino extends sincere appreciation to the many individuals and partners who contributed to the development of this strategic plan.

We are grateful to our Commission for their leadership, guidance, and steady commitment to improving outcomes for young children and families in Mendocino County.

We also acknowledge our staff and managerial team, whose thoughtful participation, honest reflection, and deep knowledge of our programs helped shape the direction

and clarity of this work. Their commitment to continuous learning and improvement is reflected throughout this plan.

Finally, we recognize the families, service providers, and community partners whose experiences and collaboration continue to ground our work in real needs and real lives. Their voices remain central to our mission and our ongoing efforts to strengthen systems of support for all families.

This plan reflects a shared effort, and we are grateful to everyone who contributed their time, insight, and care.

SECTION 1



Vision, Approach & Theory of Action

Our Vision, Mission, and Values

OUR VISION

Mendocino County will have cohesive and resilient communities where all children have equitable access to quality services, support, and opportunities that they need in order to reach their full potential.

OUR MISSION

In partnership with our community, we strengthen and nurture early childhood systems that promote optimal health and development, address systemic inequalities, and improve the lives of children through education, support, and advocacy.

OUR CORE VALUES

INTEGRITY

Creating spaces where children and families are a priority.

TRANSPARENCY

Building trust through open and honest communication.

EQUITY

Creating social and systemic changes to build inclusive environments.

EMPOWERMENT

Supporting growth and development of individuals and families.

COLLABORATION

Amplifying efforts through shared values and combined goals.

ACCOUNTABILITY

Providing high-quality, data-informed content and services.

ADAPTABILITY

Being flexible and responsive to community needs.

CULTURE

Adapting to the needs and wants of diverse communities.





Systems Change Approach

Transformative change requires effective and equitable systems

First 5 Mendocino builds better systems for children, systems that result in safe, stable, and nurturing relationships and environments. Transformative change demands a coordinated, collaborative approach across policies and systems.

That means we focus on what we can control.

We measure what we directly deliver, because we can only be accountable for the families we serve — not for every shift in countywide data. This keeps our work honest, learnable, and grounded in local reality.

FIRST 5 MENDOCINO STRENGTHENS THE EARLY CHILDHOOD SYSTEM BY:

TRAINING THE WORKFORCE

Building provider capacity so families receive high-quality support wherever they turn.

CONNECTING THE NETWORK

Facilitating coalitions and referrals so families navigate seamlessly from screening to services.

USING DATA TO IMPROVE

Measuring what matters, learning what works, and refining based on evidence, not assumptions..

SECURING RESOURCES

Demonstrating impact to decision-makers to sustain and expand what works.

Our Roles



CONVENE

Bring people together to share ideas and work on shared goals



COMMUNICATE

Share best practices, empower success, and catalyze knowledge exchange



EMPOWER

Build skills and confidence to families, providers, and communities



ADVOCATE

Speak up for policies and funding that help children and families



CATALYZE

Spark systems change through strong partnerships and new ideas

Theory of Action–Overview

The Logic

IF

First 5 Mendocino leverages its **five roles** and its **resources...**

AND

we successfully execute our priorities **through four Key Activities...**

THEN

by 2031 we will directly produce **Agency outputs and outcomes.**

The Impact

WHICH LEADS TO

our Agency's contribution to **larger change.**

ULTIMATELY ANCHORING

our continued role, funding, and leadership in the county's early childhood landscape.

Because of First 5 Mendocino's direct work, children, families, providers, and systems are stronger.

THEORY OF ACTION

The Logic: Details

IF

FIRST 5 MENDOCINO LEVERAGES ITS FIVE ROLES:

1. Convene
2. Communicate
3. Empower
4. Advocate
5. Catalyze

AND ITS RESOURCES:

- Funding
- Staff Expertise
- Partnerships
- Data Systems
- Reputation

AND

WE SUCCESSFULLY EXECUTE OUR PRIORITIES THROUGH THESE KEY ACTIVITIES:

1. Early Intervention
Access Points
2. Early Learning Engagement
3. Evidence-based programs
4. Professional development &
trauma-informed training

THEN

BY 2031 WE WILL DIRECTLY PRODUCE THE FOLLOWING AGENCY OUTPUTS & OUTCOMES:



Direct Service Outputs:

Expanded reach, screenings,
programs, training



Partnership & System

Outputs: Increased
collaborations and coalitions



Agency Influence Outcomes:

Successful multi-service
navigation, provider skill
change, advocacy impact

THEORY OF ACTION (continued)

The Logic: Details—2031 Results

DIRECT SERVICE OUTPUTS



- **4,100–4,200 children reached annually** through direct family support programs
- **Developmental screenings administered** (Year 1 baseline set in FY 2026–27)
- **1,594 children enrolled in Imagination Library** (FY 24–25 baseline)
- **185 caregivers completed Triple P** parenting programs (FY 24–25 baseline)
- **1,700 families in need received diapers and wipes** (FY 24–25 baseline)
- **1,159 providers trained across 1,000+ training hours in 8 key topic areas** (FY 24–25 baseline)

PARTNERSHIP & SYSTEM OUTPUTS



- **Number of community collaborations** (Year 1 baseline set in FY 2026–27)
- **Number of agencies actively participating** in quarterly coalition meetings (Year 1 baseline set in FY 2026–27)

AGENCY INFLUENCE OUTCOMES



- **60–65% of families** navigating multiple F5 coordinated services
- **40–65% of trained providers** demonstrating skill application (3–6 month follow-up)
- **Enhanced public & policymaker awareness** due to advocacy (BOS presentations, media; Year 1 baseline set in FY 2026–27)
- **Number of pro-family policies** advanced or passed (Year 1 baseline set in FY 2026–27)
- **Increased alignment** of partner agencies around shared goals (annual partner alignment survey; Year 1 baseline set in FY 2026–27)

The Impact

OUR AGENCY'S CONTRIBUTION TO CHANGE WILL BE LARGER...

- **We will have directly strengthened the ecosystem** by building the capacity of specific partners and filling identified service gaps.
- **We will have proven models** (such as the implementation of evidence-based programs (Triple P, CRM, and the integrated FRC network) that can be adopted and scaled by others.
- **We will have generated and disseminated credible data** on our direct work to inform community decisions.

BY 2031 WE WILL HAVE EVIDENCE THAT BECAUSE OF FIRST 5 MENDOCINO'S DIRECT WORK...



Families are engaged (4,100–4,200 children reached annually; 60–65% navigating multiple services)



Providers are well-informed (1,159 trained annually across 8 topic areas; 40–65% demonstrating practice change)



Partnerships are collaborative (annual partner alignment survey; Year 1 baseline set in FY 2026–27)



County leaders are well-informed on early childhood priorities (regular BOS presentations; increased budget allocations).



Systems Strengthened (we will see effective systems and equitable supports in place for every family)



ULTIMATELY, THIS ANCHORS

our continued role,
funding, and leadership
in the county's early
childhood landscape.

Community Context Indicators

Conditions we watch alongside our partners

These four indicators describe county-wide conditions for young children and families. Many factors influence them, economic trends, state and federal policy, healthcare access, and the work of dozens of partners. First 5 Mendocino is one contributor among many. We do not measure our agency's performance against these indicators. Our accountability lives in our Theory of Action and in the data indicators on each priority page.

We track these because they give Commissioners, partners, and the public a shared view of how Mendocino County's youngest children are doing over time, and because they are the same indicators tracked by First 5 California, keeping our local picture aligned with the statewide lens.



EXPERIENCE OF ACES

Percentage of children experiencing two or more Adverse Childhood Experiences



EARLY CHILDHOOD EDUCATION

Percentage of children in high-quality early learning environments



HEALTHY CHILD DEVELOPMENT

Percentage of children receiving developmental screenings



CHILDHOOD POVERTY

Percentage of children in households above 2x the federal poverty line

SECTION 2



Strategic Priorities and Milestones

METRICS FRAMEWORK

How to Read the Framework

DEEP IMPACT

Deep Impact tracks whether families move successfully through coordinated pathways (quality, timelines, and outcomes of service journeys).

USE THIS LENS FOR EVERY PRIORITY:

Deep Impact shows whether families complete effective service pathways.

HORIZONTAL REACH

Horizontal Reach tracks how broadly and equitably services and supports extend across geography and priority populations (scale and access).

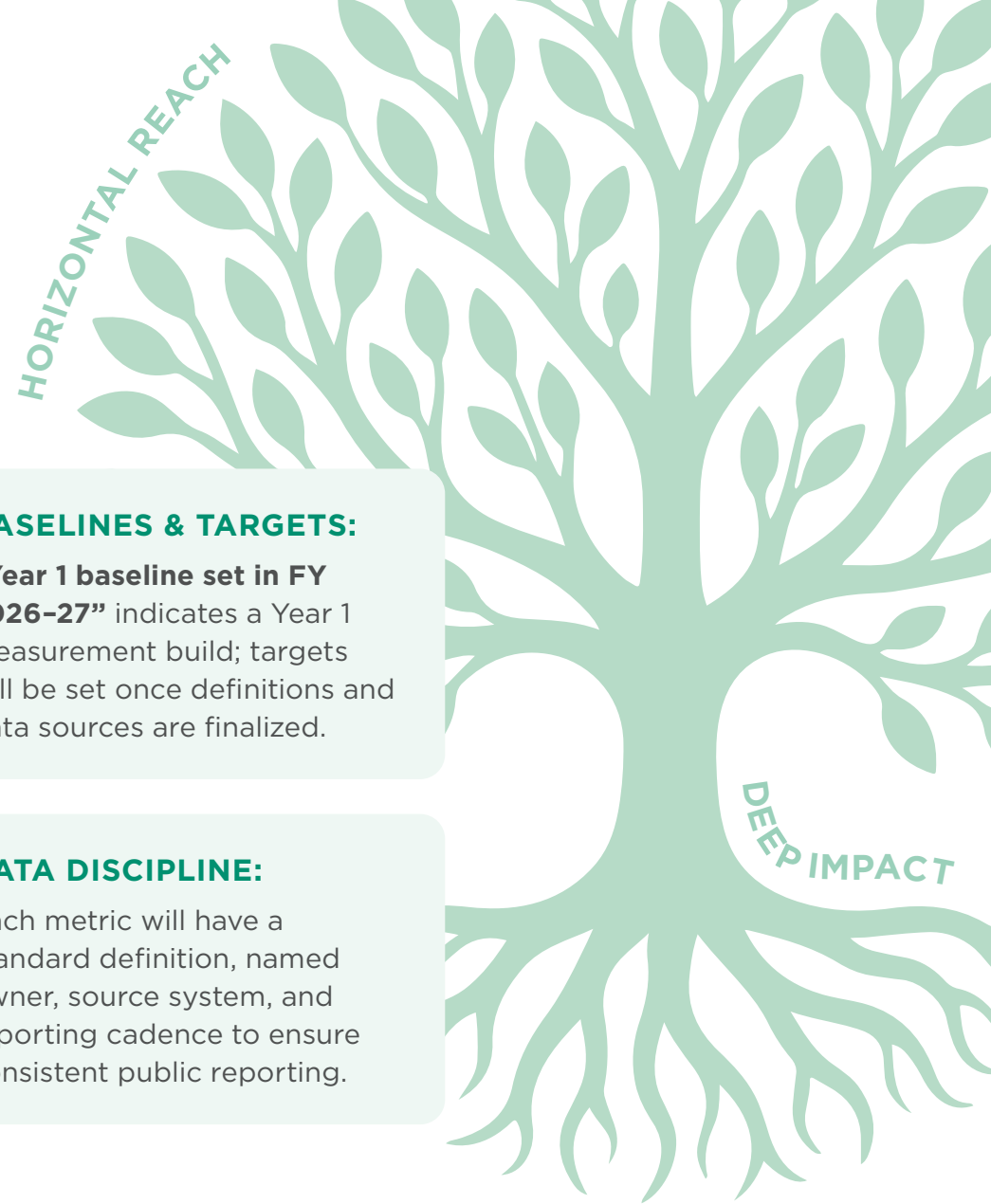
Horizontal Reach shows whether those pathways are accessible and equitable at scale.

BASELINES & TARGETS:

“Year 1 baseline set in FY 2026–27” indicates a Year 1 measurement build; targets will be set once definitions and data sources are finalized.

DATA DISCIPLINE:

Each metric will have a standard definition, named owner, source system, and reporting cadence to ensure consistent public reporting.



Strategic Plan at a Glance

FOUR PRIORITIES, ONE INTEGRATED APPROACH to strengthening systems for children and families.

PRIORITY	TITLE	STRATEGY	ROLES	KEY MILESTONES	TARGET (BY 2031)
1	Optimal Child Health & Development	Improve, amplify, and promote optimal pre- and perinatal supports.	• Empower • Convene • Communicate	• Early Intervention • Access Points • Trauma-informed provider training	70–75% of ASQ referrals to Early Start within 90 days
2	Quality Early Learning & Care	Strengthen the resources, supports, and development of the Early Learning and Care network.	• Empower • Convene • Advocate	• Increased transitions from Early Start to school supports • Expanded early literacy access	1,750–1,850 children in Imagination Library (5–10% growth)
3	Resilient Families	Increase the efficacy, connection, and celebration of families to provide stable, nurturing relationships	• Empower • Catalyze • Communicate	• Inclusive playgroups across regions • Multi-language parenting education	40–60% of families demonstrating improved parenting skills
4	Integrated & Equitable Systems	Amplify impact through collaboration, advocacy, and capacity building	• Convene • Catalyze • Advocate	• Multi-service engagement • Twice-yearly Board of Supervisors reporting	60–65% of families engaged in 2+ coordinated services

PRIORITY 1

Optimal Child Health & Development

Improve, amplify, and promote optimal pre- and perinatal supports.



**ROLE IN
SYSTEM**

Owns the early childhood health and developmental pipeline:
Prenatal > Screening > Referral > Early Intervention Access

First 5 Mendocino leads coordination of perinatal services across the County. We connect families to the right support at the right time, from prenatal care through developmental screening and early intervention.

DATA INDICATORS



DEEP IMPACT

- **Perinatal Service Coordination:** 40–50% of families with coordinated perinatal supports
- **Early Intervention Access:** children served connected to Early Start
- **Developmental Screening related to Referral Timelines:** 70–75% of ASQ referred to Early Start within 90 days

HORIZONTAL REACH

- **Service provided** in all 5 supervisorial districts
- **305 Kits for New Parents** distributed annually

KEY ACTIVITIES



- **Provide** service navigation support to increase service access.
- **Provide** one-on-one support to improve birth outcomes across all county districts
- **Provide** training to healthcare and community providers trauma-informed, resiliency-focused care
- **Support** partners with tools and resources

MILESTONES TO TRACK OUR PROGRESS (BY 2031)



- **A coordinated perinatal system** with cross-referrals and inclusive supports
- **Expanded service access** across all county districts
- **Healthcare and community providers trained** in trauma-informed and resiliency-focused care
- **Improved support systems** for families experiencing pregnancy or infant loss

PRIORITY 2

Quality Early Learning & Care

Strengthen the resources, supports, and development of the early learning and care network



**ROLE IN
SYSTEM**

Owens early learning access, participation, and enrichment experiences

First 5 Mendocino supports children's access to quality early learning environments through early literacy, playgroups, connections to Early Start, and professional development for providers.

DATA INDICATORS



DEEP IMPACT

- **Early learning participation** (Year 1 baseline set in FY 2026-27)
- **Developmentally Appropriate Services** (% of families served)
- **Sustained Engagement in early learning** (% of children in Early Start successfully transferring to school-based services)

HORIZONTAL REACH

- **Early Literacy Access:** Imagination Library: 1,750-1,850 children enrolled (5-10% growth)
- **Equity in Learning Access:** Participation by geography and priority zip codes (Year 1 baseline set in FY 2026-27)
- **Early Learning Access Point:** % of caregivers participating in playgroups and parent child activities by location

KEY ACTIVITIES



- **Strengthen** provider connections to Early Start services and transition to educational supports
- **Expand** early literacy programs (Imagination Library, especially in underserved zip codes: 95454, 95460, 95470, 95482)
- **Provide** tools and technical assistance to help partners connect families to resources and benefits
- **Provide** parenting support and direct delivery of nervous system regulation and resiliency skills to parents, caregivers, and children

MILESTONES TO TRACK OUR PROGRESS (BY 2031)



- **Establish** a baseline and show annual increase in transitions from Early Start to school-based services
- **Monitor** engagement and sustained early learning activities
- **Expand** early literacy access (5-10% more children enrolled in Imagination Library)
- **Parent participation** in playgroups, parenting supports, and nervous system regulation activities.

PRIORITY 3

Resilient Families

Increase the efficacy, connection, and celebration of families to provide stable, nurturing relationships.



ROLE IN SYSTEM

Owns family strengthening outcomes, including parenting skills, stability, and access to supports

First 5 Mendocino builds family resilience through parenting education, Family Resource Center (FRC) partnerships, community-based family support, and concrete assistance like diapers and resource navigation.

DATA INDICATORS



DEEP IMPACT

- **40-60% of families** demonstrating improved parenting skills
- **% advancing through multiple levels of parent support** (Year 1 baseline set in FY 2026-27)

HORIZONTAL REACH

- **185+ caregivers** in parenting education programs annually
- **FRC Network:** 4,976 children, 6,842 caregivers served

KEY ACTIVITIES



- **Expanding** outreach with enhanced focus on paternal engagement
- **Offering** multiple-format and culturally responsive programs for families. (all Triple P levels, Positive Indian Parenting, Fatherhood/Motherhood is Sacred)
- **Host** parent groups, playgroups, father support, and family leadership activities
- **Provide** concrete supports and navigation to families (resource assistance, diaper distribution, closed-loop referrals)
- **Apply** a whole-family, whole-systems approach, integrating additional resources to meet community need

MILESTONES TO TRACK OUR PROGRESS (BY 2031)



- **Expand** inclusive playgroups at multiple locations, supported by Raise & Shine FREC and Community Health Workers in prioritized regions
- **Provide** multi-language, culturally responsive parenting education to families annually
- **Provide** robust support to the Family Resource Center network

PRIORITY 4

Integrated & Equitable Systems

Amplify impact through collaboration, advocacy, and capacity building.



**ROLE IN
SYSTEM**

Owens system integration, shared outcomes, workforce capacity, and policy impact

First 5 Mendocino convenes, catalyzes, and advocates for an integrated early childhood system across Mendocino County, training the workforce, formalizing cross-sector partnerships, and representing early childhood priorities to county leadership.

DATA INDICATORS



DEEP IMPACT

- **Multi-service engagement:** 60–65% of families engaged in 2+ coordinated services
- **Cross-sector referral effectiveness** (Year 1 baseline set in FY 2026–27)

HORIZONTAL REACH

- **Geographic and priority population access:** 80% of children 0–5 served (4,100–4,200 annually)
- **Workforce training and effectiveness:** 1,000+ Title IV-E training hours; 1,200 providers in trauma-informed trainings. 40–65% rate of improved skills.
- **Cross-sector collaboration:** Increased meetings, coalitions, and state policy groups.

KEY ACTIVITIES



- **Increased** coordination of services for families
- **Share** data and community maps openly to support informed decision-making
- **Present** data to the Board of Supervisors twice annually
- **Provide** coalition leadership and coordination (Perinatal Coalition)
- **Participate** in regional (e.g., Tribal and Latino Coalitions) and state advocacy (e.g., Child Abuse Prevention Council (CAPC))
- **Provide** training across the system of care (Title IV-E trainings across core topics)

MILESTONES TO TRACK OUR PROGRESS (BY 2031)



- **Geographic and priority** areas accessed
- **Training effectiveness** and improved skill application
- **Report data** to the Board of Supervisors twice a year to increase support for families

SECTION 3



Data Dashboard Framework



DATA DASHBOARD FRAMEWORK

Measuring Impact Across Four Priority Areas

The following section provides data indicators and 2031 targets for each strategic priority area, showing both deep impact (child and family journeys) and horizontal reach (systems-level reach). Metrics align with the Theory of Action and leverage existing data collection systems.

Note: These metrics are still under consideration and revision. Baselines are from FY 24-25 Annual Report and data collection. Targets marked “Year 1 baseline set in FY 2026-27” will be established during Year 1. Quarterly dashboard aggregation.



PRIORITY 1

Optimal Child Health & Development



**ROLE IN
SYSTEM**

Owns the early childhood health and developmental pipeline:
Prenatal > Screening > Referral > Early Intervention Access

DEEP IMPACT INDICATORS (Family-Level Outcomes)		
PRIMARY METRICS	2031 TARGET	DATA SOURCES
Perinatal Service Coordination: % of families served receiving coordinated perinatal supports (prenatal care + Partnership HealthPlan services + Perinatal Mood Screening)	Primary target: 40-50%; Secondary: Approximately 60 families annually	Program and grant deliverables/data tracking
Early Intervention Access: % of children served who successfully connect to Early Start Services	Year 1 baseline set in FY 2026-27	Agency program enrollment data
Developmental Screening related to Referral Timelines: % of ASQ completed and referred to Early Start within 90 days when concerns are identified	70-75%	• Agency program enrollment data • Referral tracking
Service Intensity (Prenatal Period): Average number of service encounters per family	Year 1 baseline set in FY 2026-27	Program and grant deliverables/data tracking



PRIORITY 1 (continued)

Optimal Child Health & Development



**ROLE IN
SYSTEM**

Owns the early childhood health and developmental pipeline:
Prenatal > Screening > Referral > Early Intervention Access

HORIZONTAL REACH INDICATORS (Reach & Access)		
METRIC	2031 TARGET	DATA SOURCES
Developmental Screening Coverage: Total children screened with ASQ	Year 1 baseline set in FY 2026-27	Program and grant deliverables/data tracking
Geographic Coverage: Program enrollment by supervisorial district and zip code	All 5 districts served	Program and grant deliverables/data tracking
Perinatal Resource Access: BreastStart Line calls received	Year 1 baseline set in FY 2026-27 Maintain call volume $\pm 10\%$ of FY 24-25 base-line (81.6% surge noted)	Program and grant deliverables/data tracking
Early Entry Points: Kits for New Parents distributed	305 caregivers annually (Baseline: 125 in FY 24-25)	Annual Report



PRIORITY 2

Quality Early Learning & Care

 **ROLE IN SYSTEM**

Owns early learning access, participation, and enrichment experiences

DEEP IMPACT INDICATORS (Child & Family Outcomes)		
PRIMARY METRICS	2031 TARGET	DATA SOURCES
Early Learning Participation: % of children served consistently participating in early learning or enrichment opportunities (e.g., playgroups, IL program)	Year 1 baseline set in FY 2026-27	Program and grant deliverables/ data tracking
Developmentally Appropriate Services: % of families served with developmental concerns are receiving coordinated supports and Early Start services	Year 1 baseline set in FY 2026-27	Program and grant deliverables/ data tracking
Sustained Engagement in Early Learning: % of children served supported in transferring from Early Start services to school-based IEP services.	Year 1 baseline set in FY 2026-27	Program and grant deliverables/ data tracking



PRIORITY 2 (continued)

Quality Early Learning & Care



**ROLE IN
SYSTEM**

Owns early learning access, participation,
and enrichment experiences

HORIZONTAL REACH INDICATORS		
METRIC	2031 TARGET	DATA SOURCES
Early Literacy Access: Imagination Library enrollment (total and by zip code)	1,750-1,850 children (5-10% growth from FY 24-25: 1,594)	Program and grant deliverables/data tracking Annual report
Equity in Early Learning Access: Participation rates by geography and priority populations. (95454, 95460, 95470, 95482)	Year 1 baseline set in FY 2026-27	Program and grant deliverables/data tracking
Early Learning Access Points: % of caregivers participating in playgroups and parent-child activities by location	Year 1 baseline set in FY 2026-27	Program and grant deliverables/data tracking



PRIORITY 3

Resilient Families



**ROLE IN
SYSTEM**

Owens family strengthening outcomes, including parenting skills, stability, and access to supports

DEEP IMPACT INDICATORS (Family Outcomes)		
PRIMARY METRICS	2031 TARGET	DATA SOURCES
Parenting Skill Progression: % of families served advancing through multiple Triple P levels or similar evidence-based parenting supports	Year 1 baseline set in FY 2026-27	Program and grant deliverables/data tracking
Family Relationships and Consistency: % of families demonstrating improved parenting relationship and/or consistency	Year 1 baseline set in FY 2026-27	Triple P validated assessment tool
Sustained Engagement in Family Supports: % of families served consistently participating in parenting education and support services over time	Year 1 baseline set in FY 2026-27	Cross-Referral Tracking Training type (e.g., Triple P, CRM, HOPE)



PRIORITY 3 (continued)

Resilient Families



**ROLE IN
SYSTEM**

Owns family strengthening outcomes, including parenting skills, stability, and access to supports

HORIZONTAL REACH INDICATORS (Reach & Support)		
METRIC	2031 TARGET	DATA SOURCES
Parenting Program Reach: Total families served participating in Triple P (all levels)	Maintain or exceed 185 caregivers (FY 24-25 baseline)	Annual Report Triple P Data
Family Resource Center Network reach: Number of children served through FRC network	4,976 children; 6,842 caregivers (FY 24-25 baseline)	Annual Report FRC Data
Concrete Supports Distribution: Number of families served receiving basic needs supports (diapers, housing, child care, etc.)	1,700 families (FY 24-25 baseline) *Funding dependent	Program and grant deliverables/data tracking
Services Accessibility: Participation by program type, language, and location	Year 1 baseline set in FY 2026-27 (to be extracted from Apricot System)	Program and grant deliverables/data tracking



PRIORITY 4 (continued)

Integrated & Equitable Systems



**ROLE IN
SYSTEM**

Owns system integration, shared outcomes, workforce capacity, and policy impact

DEEP IMPACT INDICATORS (System Outcomes Experienced by Families)		
PRIMARY METRICS	2031 TARGET	DATA SOURCES
Multi-Service Engagement (System-level): % of families served engaged in 2 or more coordinated services across programs	60-65%	Referral Tracking System
Cross-Sector Referral Effectiveness: % of referrals that result in successful service connection	Year 1 baseline set in FY 2026-27	Referral Tracking System



PRIORITY 4 (continued)

Integrated & Equitable Systems



**ROLE IN
SYSTEM**

Owns system integration, shared outcomes, workforce capacity, and policy impact

HORIZONTAL REACH INDICATORS (System Capacity & Infrastructure)		
SYSTEM REACH & EQUITY		
METRIC	2031 TARGET	DATA SOURCES
Total System Reach (0-5 Population) (Shared Metric Owner): % of children ages 0-5 served across all programs	80% (≈4,100-4,200 children annually)	Annual Report
Geographic and Priority Population Access: Participation in services and trainings by priority zip codes and supervisorial districts	Year 1 baseline set in FY 2026-27	Annual Report
Tribal and Community Engagement: Participation in tribal events and collaborative initiatives	Year 1 baseline set in FY 2026-27	Outreach tracker



PRIORITY 4 (continued)

Integrated & Equitable Systems



**ROLE IN
SYSTEM**

Owns system integration, shared outcomes, workforce capacity, and policy impact

HORIZONTAL REACH INDICATORS (System Capacity & Infrastructure)		
WORKFORCE & PROVIDER CAPACITY		
METRIC	2031 TARGET	DATA SOURCES
Workforce Training Volume: Title IV-E training hours delivered	1,000+ hours annually (FY 24-25: 1,027 hours)	Title IV-E Data
Workforce Participation: Providers completing trauma-informed and related trainings	Maintain baseline and aim to serve 1,200 providers annually (FY 24-25: 1,159)	Title IV-E Training Records Tracked by: • Training type (e.g., trauma-informed, CRM, HOPE, Title IV-E) • Provider role and sector • Geography and priority populations
Training Effectiveness: % of participants demonstrating application of skills	40-65% demonstrating skill application • % of providers reporting increased confidence • % of organizations implementing practice changes	• Training Records • Post training survey



PRIORITY 4 (continued)

Integrated & Equitable Systems



**ROLE IN
SYSTEM**

Owns system integration, shared outcomes, workforce capacity, and policy impact

HORIZONTAL REACH INDICATORS (System Capacity & Infrastructure)		
COALITION & SYSTEM COORDINATION		
METRIC	2031 TARGET	DATA SOURCES
Coalition Participation and Functionality: Number of partner agencies and meeting participation levels.	15 agencies, 121+ participants (FY 24-25 baseline)	• Meeting Records • Attendance logs
Cross-Sector Collaboration: Number of cross-sector meetings and collaborative planning activities	Year 1 baseline set in FY 2026-27	• Local coalitions (e.g., Perinatal) • Regional collaboratives (e.g., CAPC, Tobacco Coalition, LPC, BHS) • State policy groups
Shared Protocols and Agreements: Cross-sector/coalition protocols established and actively used	Year 1 baseline set in FY 2026-27	• Coalition Records • Annual Report



PRIORITY 4 (continued)

Integrated & Equitable Systems



**ROLE IN
SYSTEM**

Owns system integration, shared outcomes, workforce capacity, and policy impact

HORIZONTAL REACH INDICATORS (System Capacity & Infrastructure)		
POLICY, ADVOCACY, & GOVERNANCE		
METRIC	2031 TARGET	DATA SOURCES
Government Engagement: Biannual presentations to BOS	2 annually	Activity tracking
Policy Influence: Number and impact of pro-family policies supported or advanced	Year 1 baseline set in FY 2026-27	Policy tracker

APPENDIX



Reference
Material





APPENDIX A: Programs, Services & Partnerships — FY 2026-2031

Master Services List

PRIORITY 1

OPTIMAL CHILD HEALTH & DEVELOPMENT

- **BreastStart Warmline** — Dedicated breastfeeding support line providing guidance and resources to families
- **Community Health Worker (CHW) Services** — Community-based navigation and family support, with an expansion focus on prioritized regions
- **Kits for New Parents** — Informational and resource kits distributed through provider partners and Family Resource Centers
- **Early Start Referrals** — Connecting families to California's early intervention system for children with or at risk of developmental delays or disabilities
- **The Positive Parenting Program (Triple P) Baby** — Evidence-based parenting support for new and expecting parents
- **Enhanced Care Management (ECM)** — Comprehensive care coordination and support to increase birth outcome equity across county districts through in-person and virtual visits, providing developmental screening, lactation support, perinatal mental health screening, and improved outcomes for children involved in child welfare

PRIORITY 2

QUALITY EARLY LEARNING & CARE

- **Early Start Coordination** — Strengthening provider connections to Early Start services and transition to educational supports
- **Eligibility Wizard / PDI Support** — Tools and technical assistance to help partners connect families to resources and benefits
- **Developmental Screening** — To track child development milestones and assist service coordination
- **Imagination Library** — Free monthly book delivery (Dolly Parton program) for children ages 0-5, with a focus on underserved zip codes
- **Triple P / Community Resilience Model (CRM)** — Triple P (Level 4 Group) parenting support and direct delivery of nervous system regulation and resiliency skills to parents, caregivers, and children



Master Services List

PRIORITY 3

RESILIENT FAMILIES

- **Community Navigation Program (CNP)** — Provides direct support to children and families seeking navigation support for regional center and generic services, with an expansion focus on prioritized regions
- **Community Resiliency Model (CRM) Skills Sessions** — Direct delivery of nervous system regulation and resiliency skills to educators, care providers, and partner agencies
- **Diaper & Wipes Distribution** — Concrete material support to families in need (~1,700 families served in FY 24-25)
- **Father Support Groups** — Dedicated engagement and leadership opportunities for fathers
- **Family Empowerment and Resource Center (FREC)** — Family empowerment hub providing information and referral services, supportive playgroups, education navigation, and parent advocacy throughout the county
- **Triple P** — Triple P (Levels 4 and 5, Teen, Lifestyles, Stepping Stones) provides a suite of levels to assist a multitude of family needs, delivered in English and Spanish in-person and online
- **Playgroups / Parent-Child Activities** — Inclusive playgroups at multiple locations
- **Resource Navigation / Closed-Loop Referrals** — Connecting families to housing, childcare, and other basic needs

PRIORITY 4

INTEGRATED & EQUITABLE SYSTEMS

- **Coalition Coordination and Leadership** — Including Perinatal Coalition and partner convenings at established cadences
- **Family Resource Center (FRC) Network Support** — Financial and professional development support to eight FRCs countywide; includes resource referral, parenting support, and material supports
- **HOPE Approach Training** — Staff trained in Healthy Outcomes from Positive Experiences; reframes how positive childhood experiences affect health outcomes
- **Policy Advocacy / Board of Supervisors Engagement** — Bi-annual data reporting and budget advocacy for early childhood investments
- **System Strengthening Through Title IV-E Professional Development Training** — Workforce training across core topics, including trauma- and resilience-informed care, CRM, HOPE, and Motivational Interviewing, and a variety of strength-based trainings (1,027+ hours delivered in FY 24-25)
- **Triple P & CRM Peer Support** — Ongoing peer learning and support networks for Triple P- and CRM-trained providers across sectors to reinforce and sustain skill application

A New Approach to Measurement and Accountability

HOW WE CREATED THIS PLAN

We created this plan through in-depth conversations with all managerial staff and our Executive Director, facilitated by a third-party consultant. We discussed our programs, the people we serve, the data we already collect, the current resource landscape, and our variety of funding sources. From these conversations, we identified the key roles, milestones, and activities that will guide our focused path forward.

WHAT'S CHANGED IN HOW WE MEASURE IMPACT

PREVIOUS APPROACH

We tracked broad population-level indicators (e.g., percentage of all children ages 0–5 in the county receiving developmental screening) that were influenced by many factors outside our control.

NEW APPROACH

We measure the programs and services we directly deliver e.g. number of children screened, number of referrals completed through our coordination) and the systems we directly strengthen (e.g., number of providers trained, number of agencies actively collaborating).

WHY THIS SHIFT?

Research on organizational accountability shows that agencies can only be genuinely responsible for the populations they serve, not community-wide outcomes shaped by numerous organizations and factors (Friedman, 2005). Our previous approach made it difficult to demonstrate our specific contribution and make data-driven program improvements.

This new approach creates: clear accountability for our work, actionable data that improves programs in real-time, meaningful transparency about our impact, and responsive service to the families we reach.

APPENDIX B: Methodology (continued)

A New Approach to Measurement and Accountability

TRACKING BOTH DEPTH AND BREADTH OF IMPACT

First 5 Mendocino already collects over 160 data points across all programs. Rather than adding new burden, we are organizing what we already track to tell two complementary stories:

DEEP IMPACT (Individual Journeys): How families move through multiple coordinated services.

EXAMPLE: A family receives a program referral > completes Triple P parenting education > child receives a developmental screening > gets connected to Early Start > successfully accesses ongoing support.

HORIZONTAL REACH (Systems Reach): How our work strengthens the broader ecosystem.

EXAMPLE: We train 50 providers in trauma-informed care > those providers serve 500+ families > county sees improved screening rates > Board of Supervisors increases early childhood funding.

DATA DEFINITIONS

Milestone: A significant achievement or progress point reached along the way to our long-term goal.

Baseline: The starting measurement collected in Year 1 (2026–27) that establishes where we are that year.

Performance Measure / Marker: The specific data point we track to see progress (e.g., number of families served, completion rates).

Year-over-Year Target: The specific number we aim to reach each year, building incrementally from our baseline.

APPENDIX C: Data Collection Framework

What We Track, By Domain

FAMILY & CHILD

Track:

- Unique child ID (de-identified)
- Unique caregiver ID
- Service type and date
- Program entry and exit
- Referral source and destination
- Completion of coordinated pathway

Purpose: Measure reach, duplication, and system navigation success.

EARLY IDENTIFICATION

Track:

- Screening date
- Child age at screening
- Screening result
- Referral made (Y/N)
- Referral completed (Y/N)
- Time: screening > referral > service

Purpose: Measure early detection and system responsiveness.

WORKFORCE

Track:

- Training attendance
- Provider role and agency
- Pre/post knowledge or confidence
- 3-6 month follow-up (practice use)
- Implementation barriers

Purpose: Measure behavior change, not just attendance.

SYSTEM COORDINATION

Track:

- Referral origin > destination
- Closed-loop completion
- Partner participation frequency
- Coalition attendance
- Cross-agency collaboration events

Purpose: Measure whether the system actually functions as a network.

INFLUENCE & IMPACT

Track:

- Funding leveraged
- Policy engagement and actions
- Data requests/use by partners
- Public engagement metrics
- Partner alignment survey (annual)

Purpose: Measure agency contribution to broader systems change.



APPENDIX C: Data Collection Framework

How We Collect Data

SYSTEMS

- Shared referral tracking log (simple CRM or spreadsheet to start)
- Unique ID system (non-identifiable)
- Training follow-up survey (3–6 months)
- Annual partner alignment survey
- Quarterly dashboard aggregation

FREQUENCY

- Operational data — monthly
- Dashboards — quarterly
- Outcomes — semi-annual
- Impact indicators — annual



first5mendocino.org

FY 2026-2031

Strategic Plan

Strengthening early childhood systems for
Mendocino County's children and families