

Sutter County Children & Families Commission

Strategic Plan 2020-2025



TABLE OF CONTENTS

ACKNOWLEDGMENTS..... 4

 SCCFC COMMISSION 4

 SCCFC STAFF 4

 STRATEGIC PLAN DESIGN TEAM MEMBERS 4

STRATEGIC PLAN 2020-2025 AT A GLANCE..... 5

 INTRODUCTION AND PURPOSE..... 5

 STRATEGIC GOALS AND RESULTS..... 5

 NEXT STEPS: IMPLEMENTATION AND EVALUATION PLAN 6

INTRODUCTION AND PURPOSE..... 7

 ABOUT SUTTER COUNTY CHILDREN & FAMILIES COMMISSION 7

 VISION, MISSION, AND STRATEGIC PRINCIPLES..... 7

 RATIONALE FOR STRATEGIC PLAN UPDATE 8

 STRATEGIC PLANNING PROCESS..... 9

SUTTER COUNTY CHILDREN & FAMILIES COMMISSION 2020-2025 STRATEGIC FRAMEWORK... 11

IMPROVED FAMILY FUNCTIONING 12

 DESIRED RESULTS 12

 COMMUNITY NEEDS..... 12

 SCCFC PROGRAM AND SYSTEMS STRATEGIES AND OPPORTUNITIES 14

HEALTHY CHILDREN AND FAMILIES 16

 DESIRED RESULTS 16

 COMMUNITY NEEDS..... 16

 SCCFC PROGRAM AND SYSTEMS STRATEGIES AND OPPORTUNITIES 20

IMPROVED CHILD DEVELOPMENT..... 22

 DESIRED RESULTS 22

COMMUNITY NEEDS.....22

SCCFC PROGRAM AND SYSTEMS STRATEGIES AND OPPORTUNITIES25

IMPROVED SYSTEMS OF CARE27

DESIRED RESULTS27

COMMUNITY NEEDS.....27

SCCFC STRATEGIES AND OPPORTUNITIES27

NEXT STEPS: IMPLEMENTATION AND EVALUATION PLAN.....29

ACKNOWLEDGMENTS

SCCFC COMMISSION

- Jim Whiteaker, Sutter County Supervisor, District 4, *Commission Chair*
- Tonya Byers, Coordinator, Child Care Planning Council
- Donna Garcia, Chief Probation Officer, Sutter County
- Mat Gulbrandsen, Superintendent, Live Oak Unified School District
- Brad McIntire, Community Services Director, Yuba City
- Nancy O'Hara, Director, Sutter County Health and Human Services
- Doreen Osumi, Superintendent, Yuba City Unified School District
- Dr. Carolyn Patton, Assistant Superintendent, Sutter County Office of Education SELPA

SCCFC STAFF

- Michele Blake, Executive Director
- Julie Price, Executive Secretary

STRATEGIC PLAN DESIGN TEAM MEMBERS

- Tonya Byers, Coordinator, Child Care Planning Council
- Chalese Eggleston, Children's Services Coordinator, Sutter County Library
- Mil Elliott, Coordinator of Instructional Programs, Yuba City Unified School District
- Darin Gale, Deputy City Manager, Yuba City Economic Growth & Public Affairs
- Mat Gulbrandsen, Superintendent, Live Oak Unified School District
- Kristi Johnson, Educational Services Coordinator, Sutter County Superintendent of Schools
- Nancy O'Hara, Director, Sutter County Health and Human Services
- Fawn Ueberschaer, Coordinator of EL services, Yuba City Unified School District

SCCFC would also like to thank the members of the provider community and public at-large who gave their time, attention and insights by attending focus groups and completing surveys.

STRATEGIC PLAN 2020-2025 AT A GLANCE

INTRODUCTION AND PURPOSE

Sutter County Children & Families Commission (SCCFC) was formed following California’s passage of Proposition 10 in 1998, which imposed taxes on cigarette sales to go towards programs that promote the health, development, and well-being of young children. SCCFC focuses its efforts on achieving four goals for Sutter County children 0-5, their families, and the early childhood system: Improved Family Functioning, Healthy Children and Families, Improved Child Development, and Improved Systems of Care.

With declining tobacco tax revenue and reserves, SCCFC must make difficult decisions to reduce its expenditures over the 2020-2025 period. The purpose of this Strategic Plan is to guide investment to make the greatest impact in the county with SCCFC’s limited and diminishing resources. To this end, SCCFC’s focus will continue to shift toward efforts that strengthen and sustain the early childhood service system, such as promoting increased collaboration and integration among early childhood service partners, as well as legislation and policy changes that benefit young children and their families.

The 2020-2025 Strategic Plan is the culmination of efforts of a Design Team of key stakeholders, who reviewed community indicator data, findings from two focus groups, and community survey data regarding the conditions in the county for young children and families. Following the review of these data, the Design Team prioritized strategies to achieve the SCCFC’s desired results and goals in the areas of family functioning, health, child development, and improved systems of care. Design Team members were asked to consider the following criteria when selecting prioritized strategies:

- The current conditions in Sutter County for young children and their families, prioritizing strategies that will address the most pressing needs.
- The landscape of other services available in the community, prioritizing strategies that do not duplicate services.
- The SCCFC’s financial outlook, prioritizing strategies that provide high return on investment and that are sustainable.

STRATEGIC GOALS AND RESULTS

Based on these criteria, the Commission’s new Strategic Plan will use a blend of programmatic and system-strengthening approaches to impact the following goals and desired results:

Improved Family Functioning

- Parents have the knowledge and resources to meet their child’s health and developmental needs.
- Families’ social networks of support and sense of community are strengthened.

Healthy Children and Families

- Families of children with behavioral and other special needs are supported.
- Children’s health and developmental needs are identified and addressed with early intervention.
- Children’s oral health needs are identified and addressed.
- Children and families have access to safe, healthy recreational activities in the community.
- Children are kept safe and injury free.
- Babies are born healthy and mothers are provided breastfeeding support.

Improved Child Development

- Parents facilitate their child’s learning and readiness for school.
- Children enter school with the skills and resources needed to be ready to learn.
- Children have access to high quality early care and education.

Improved Systems of Care

- Families have the information and support they need to access the early childhood system of care.
- Early childhood systems are strengthened, integrated, and sustained.
- Early childhood resources, services, and supports are sustained with legislation and policy.

NEXT STEPS: IMPLEMENTATION AND EVALUATION PLAN

Using this Strategic Plan, SCCFC will implement the most effective, evidence-informed approaches to meet the desired results and goals. The approaches will be aligned with the SCCFC’s strategic principles, including that the services will make a significant impact on young children and families, be delivered at the earliest possible point of intervention, and not duplicate existing community efforts. Additionally, programs and services will be integrated and rigorously evaluated. In support of the evaluation efforts, SCCFC will update its evaluation plan, which will outline the indicators and tools used to measure the performance of each funded strategy.

The efforts SCCFC engages in over the next five years will help SCCFC achieve its mission to partner with the community and coordinate services to support families and ensure that each child enters school healthy and ready to learn.

INTRODUCTION AND PURPOSE

ABOUT SUTTER COUNTY CHILDREN & FAMILIES COMMISSION

Sutter County Children & Families Commission (SCCFC) was established in 1998, following passage of California Proposition 10. Proposition 10 established a statewide tax on cigarette sales to fund programs for children 0-5 and their families. A portion of these funds go to SCCFC to help them provide health and development, education, and family support services to the county's young children and families.

The investments made by SCCFC are guided by a local county commission comprised of leaders from public agencies, nonprofits, and the community. In 2018-19, the Commission directed dollars towards a range of strategies, including Parent Cafés, support for families of children with special needs, health and developmental screenings, intervention for children with behavioral issues, summer pre-K programs, education and training for early childhood education providers, and playgroups.

VISION, MISSION, AND STRATEGIC PRINCIPLES

The work of the SCCFC is guided by its Vision, Mission, and Strategic Principles, presented below. SCCFC's vision statement describes the desired end state or conditions for young children in Sutter County, while its mission statement describes the way in which SCCFC will work toward this vision. SCCFC's strategic principles describe the ways in which SCCFC commits to implementing its work.

Vision

All children in Sutter County will have optimal health, be nurtured and prepared to succeed.

Mission

In partnership with the community, Sutter County Children & Families Commission coordinates services that support families to ensure that each child enters school healthy and ready to learn.

Strategic Principles

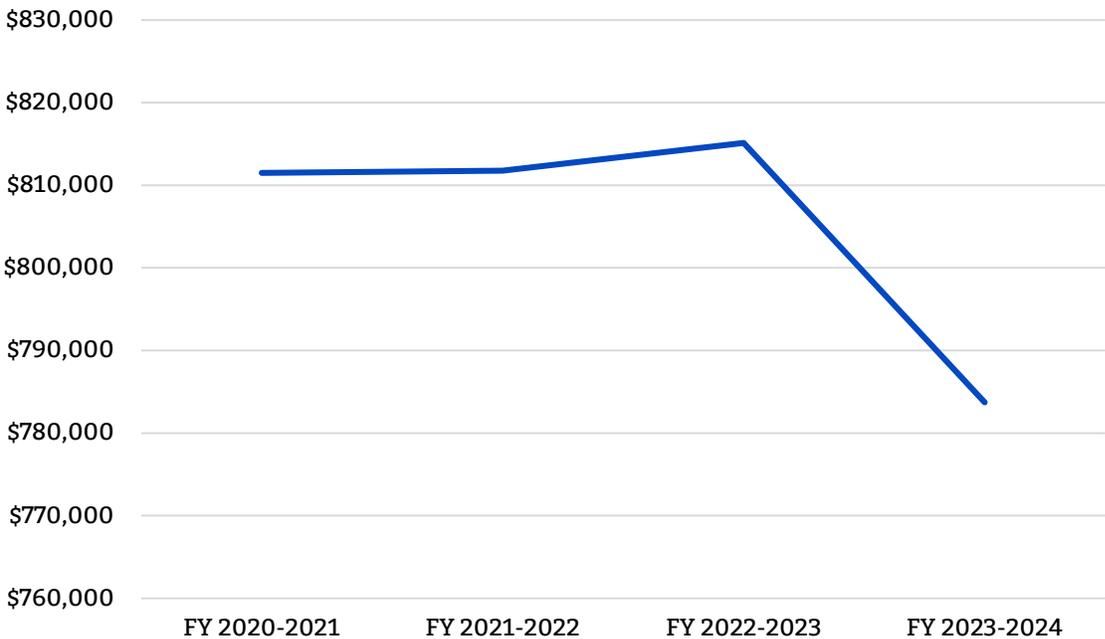
- All programs and services should be designed to benefit all Sutter County children, ages 0-5 and their families.
- The proposed programs and services should avoid duplicating existing community efforts.
- All services should provide for the maximum amount of integration possible between existing programs and newly established community services.
- All services should focus on delivery at the earliest possible point of intervention.
- All services should provide a significant impact on the lives of children and families served.
- All services will be rigorously evaluated to measure the outcomes of the services that Sutter County children and families receive.

RATIONALE FOR STRATEGIC PLAN UPDATE

The specific investments SCCFC makes in the community are shaped by its Strategic Plan, which describes the strategies the Commission will undertake to address the greatest needs for children 0-5 and their families. Changes that have taken place in the county in the last five years necessitate an update to the SCCFC’s 2015-2020 Strategic Plan. This 2020-2025 Strategic Plan considers the Commission’s current financial projections, conditions for children and families in the community, and services provided by other entities, to identify investments that will produce the greatest return, are most needed in the community, and do not duplicate existing services.

Prioritizing cost-effective strategies to address the greatest needs in Sutter County for young children and families is essential in the context of the Commission’s declining resources. As shown below, revenue from Proposition 10 taxes is projected to decline. With a budget of \$1.4 million in Fiscal Year 2019-20, SCCFC’s current expenses far exceed their tax revenue (with the difference made up by funding from local, state, and federal funds and the Commission’s declining reserves).

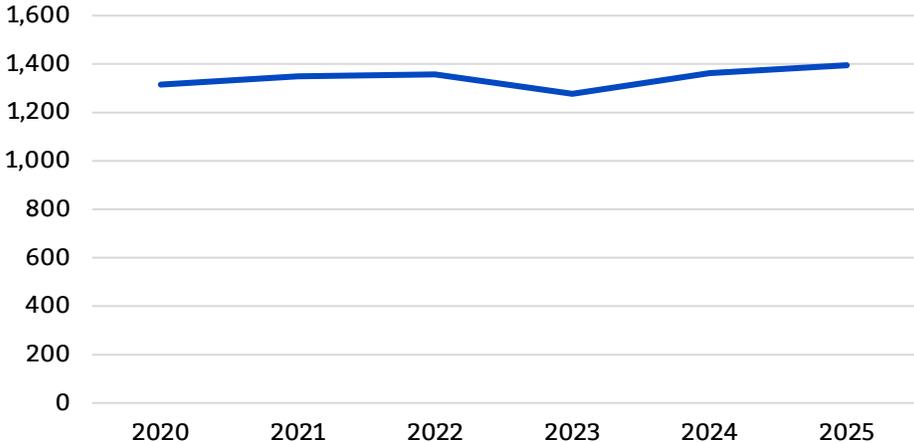
Figure 1. PROJECTED PROPOSITION 10 TAX REVENUE



Source: Sutter County Children & Families Commission.

Furthermore, while Proposition 10 revenue is projected to decline, the number of births in Sutter County is expected to grow by 6% between 2020 and 2025. Thus, SCCFC must identify and utilize strategies that can create a significant impact on its young children and families with limited and declining resources.

Figure 2. PROJECTED NUMBER OF BIRTHS IN SUTTER COUNTY



Source: California Department of Finance Population Projections

It is in this fiscal context that the SCCFC, like many other agencies across the state receiving Proposition 10 funding, has shifted its efforts and focus toward improving early childhood systems of care. By investing in system integration and coordination and advocating for legislation and policies that sustain resources, services, and supports, the Commission is able to make an effective and lasting impact on young children and families.

STRATEGIC PLANNING PROCESS

The 2020-2025 Strategic Plan is the culmination of a series of planning meetings with a Design Team comprised of county stakeholders and the collection of data on the needs of children 0-5 and their families. The Design Team included representatives from the Local Child Care Planning Council, the Sutter County Library, school districts, Yuba City Economic Growth and Public Affairs Department, and Sutter County Health and Human Services. The Design Team met three times during the summer of 2019 to discuss the purpose and goals of the planning process, review data on conditions in the county for young children and families, and decide on the best strategies to meet community needs.

The data the Design Team reviewed to inform this Strategic Plan came from multiple sources, including:

- Community indicator data;
- A community survey; and
- Focus groups with key stakeholders.

Community indicator data were collected from various sources, including the California Department of Public Health, Centers for Disease Control and Prevention, California Department of Education, California Child Welfare Indicators Project, US Census, Local Child Care Planning Council, Sutter County Behavioral Health, and the Sutter County School Readiness Assessment. The data reflect the status of children and families in the county and the state in the areas of

family functioning, mental and physical health, and early education and development. Data on the highest needs are reported in the main body of the plan (i.e., where outcomes are worsening for Sutter County or are worse compared to those of the state), and full data can be found in a separate document entitled *Sutter County Children & Families Commission Strategic Plan 2020-2025 Appendices, Appendix 1*.

In July 2019, a community survey was administered to gather community input on the highest priority needs for young children and families in Sutter County. The survey was distributed in paper forms to community members in local public places, including grocery stores, as well as to clients of SCCFC partner agencies, and online to members of County and SCCFC listservs. The survey was translated into Spanish and Punjabi. A total of 377 surveys were collected. Respondents rated 25 services on a three-point priority scale from 1 = Low Priority to 3 = High Priority. Full data can be found in *Sutter County Children & Families Commission Strategic Plan 2020-2025 Appendices, Appendix 2*.

In addition to the quantitative data gathered, a focus group was held with three parent participants in SCCFC Parent Cafés, and a second focus group was held with five providers from local agencies, including Child Development Behavioral Services, Maternal Child Adolescent Health, Sutter County Probation Department, Family SOUP, and Harmony Health. Focus group participants discussed the top needs in the county for children and families, where SCCFC has been successful, and how services could be expanded or improved. Full results from the focus groups can be found in *Sutter County Children & Families Commission Strategic Plan 2020-2025 Appendices, Appendix 3*.

Following the review of these data, the Design Team prioritized strategies to achieve the SCCFC's desired results and goals in the areas of family functioning, health, child development, and improved systems of care. Design Team members were asked to consider the following criteria when selecting prioritize strategies:

- The current conditions in Sutter County for young children and their families, prioritizing strategies that will address the most pressing needs.
- The landscape of other services available in the community, prioritizing strategies that do not duplicate services.
- The SCCFC's financial outlook, prioritizing strategies that provide high return on investment and that are sustainable.

The Strategic Framework on the following page illustrates the strategies selected and their contribution to the SCCFC's desired results and goals.

SUTTER COUNTY CHILDREN & FAMILIES COMMISSION 2020-2025 STRATEGIC FRAMEWORK



IMPROVED FAMILY FUNCTIONING

DESIRED RESULTS

- Parents have the knowledge and resources to meet their child’s health and developmental needs.
- Families’ social networks of support and sense of community are strengthened.



COMMUNITY NEEDS

The top needs in the Improved Family Functioning goal area according to the three data sources are summarized in the table below (homelessness and affordable housing services and services to help families access basic needs). Only needs identified as a priority according to the majority of available sources are listed.¹ Additional information on these needs is provided in the sections that follow.

Figure 3. HIGHEST PRIORITY FAMILY FUNCTIONING NEEDS

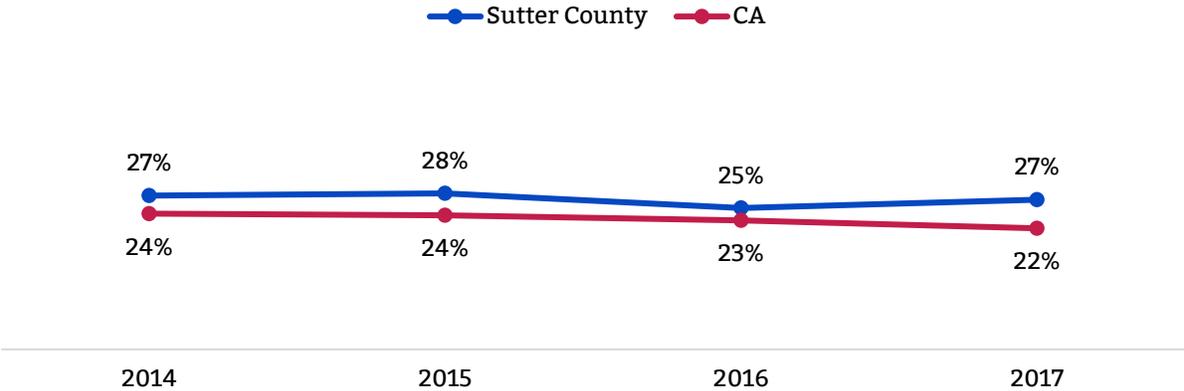
	Indicator data	Comm. survey	Focus groups	Number of sources
Homelessness/housing services		X	X	2/3
Poverty/basic needs (e.g., food) support	X	X		2/3

Community Indicator Data

The greatest family support needs in Sutter County according to the community indicator data related to meeting children’s basic needs. For example, children under 5 in Sutter County are more likely to be in poverty than children in California overall, and the poverty rate has remained relatively unchanged since 2014.

¹ An “X” in the corresponding column denotes that the need was prioritized by community survey respondents, that it is a high need according to community indicator data (worsening in Sutter County or worse than the state), or that it was prioritized by focus group participants. The final column tallies the number of sources prioritizing the need out of the total possible (for some indicators, data were not available across all three sources).

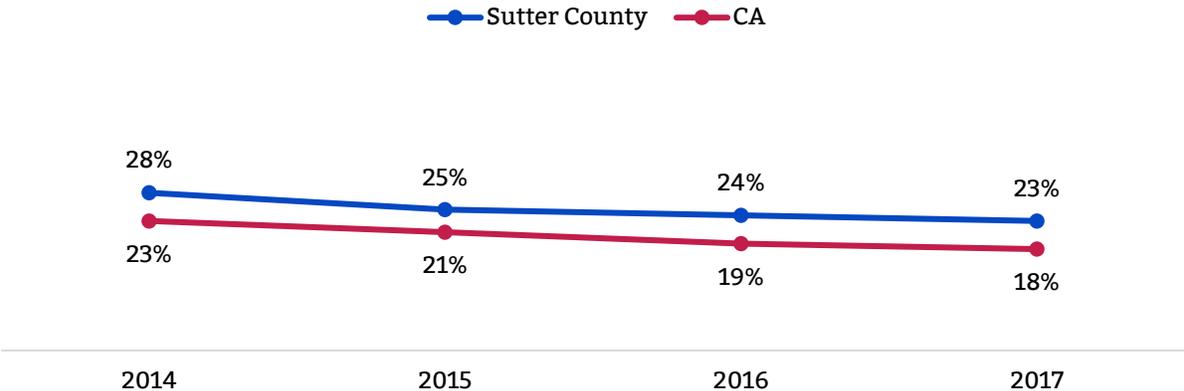
Figure 4. POVERTY RATE FOR CHILDREN UNDER 5



Source: US Census, American Community Survey

Likewise, compared to children statewide, a greater proportion of children in Sutter County live in food insecure households, meaning they do not have consistent, dependable access to enough food for active, healthy living.

Figure 5. PERCENT OF CHILDREN LIVING IN FOOD INSECURE HOUSEHOLDS

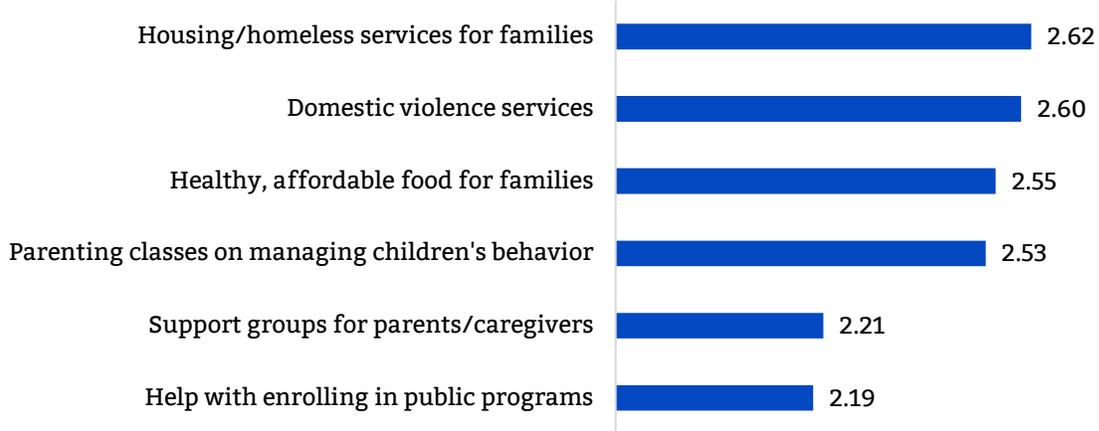


Source: Feeding America

Community Survey Data

The highest rated family support service needs according to community survey respondents included housing/homeless services for families, domestic violence services, access to healthy and affordable food, and parenting classes to help manage children’s behavior.

Figure 6. OVERALL PRIORITY RATINGS: FAMILY FUNCTIONING SERVICE NEEDS



Source: Sutter County Community Survey 2019

N = 301-307

Focus Group Data

In the family functioning goal area, one high priority need emerged from the focus groups:

- **Access to affordable housing.** Participants in the provider focus group felt that there is not enough affordable housing in Sutter County, but also that the public is not aware of the available housing services. They recommended increasing outreach about housing services and connecting families to resources that build self-sufficiency.

SCCFC PROGRAM AND SYSTEMS STRATEGIES AND OPPORTUNITIES

The SCCFC’s strategies planned for 2020-2025 to achieve desired results in the area of Improved Family Functioning include New Parent Kits, parenting classes, and Parent Cafés and other strategies to improve family resiliency.

New Parent Kits

- Partner with First 5 California to distribute kits with parenting information, advice, and resources for new and expectant parents.

Parenting Classes

- Offer parenting classes to help parents, including teen parents, better understand child development, learn how to respond to their children’s cues, and use positive discipline strategies.
- Coordinate with First 5 Yuba to match the funding and service model for parenting classes for Yuba and Sutter County parents.

Parent Cafés/Family Resiliency Services

- Provide a structured, facilitated forum (i.e., Parent Cafés) for parents to network with one another and learn parenting strategies.
- Consider partnering with other agencies to offer additional opportunities for parents to network with and support one another.
- Encourage parents in the community to support one another through informal networks and support groups.
- Refer parents to parent liaisons and Family Resource Centers at local schools, which can offer workshops, support groups, and information and referral to needed services and resources.
- Add a family strengthening component to health and developmental screening services (described in the next section) to assess and address other needs in the family, including housing and food access. Build the capacity of providers to identify these needs and connect families to services and resources available in the community.
- Build the capacity of providers to offer trauma-informed care.
- Through a partnership with Sutter County Maternal, Child and Adolescent Health, provide tools and resources to support an evidence-based home visiting program designed to improve participants' parental resiliency, family functioning, support networks, and protective factors.

HEALTHY CHILDREN AND FAMILIES

DESIRED RESULTS

- Families of children with behavioral and other special needs are supported.
- Children’s health and developmental needs are identified and addressed with early intervention.
- Children’s oral health needs are identified and addressed.
- Children and families have access to safe, healthy recreational activities in the community.
- Children are kept safe and injury free.
- Babies are born healthy and mothers are provided breastfeeding support.



COMMUNITY NEEDS

In the Healthy Children and Families goal area, the highest priority needs according to the majority of sources included mental health services for parents and children, prenatal and breastfeeding support, developmental screenings and early intervention services, and recreational activities.

Figure 7. HIGHEST PRIORITY HEALTH NEEDS

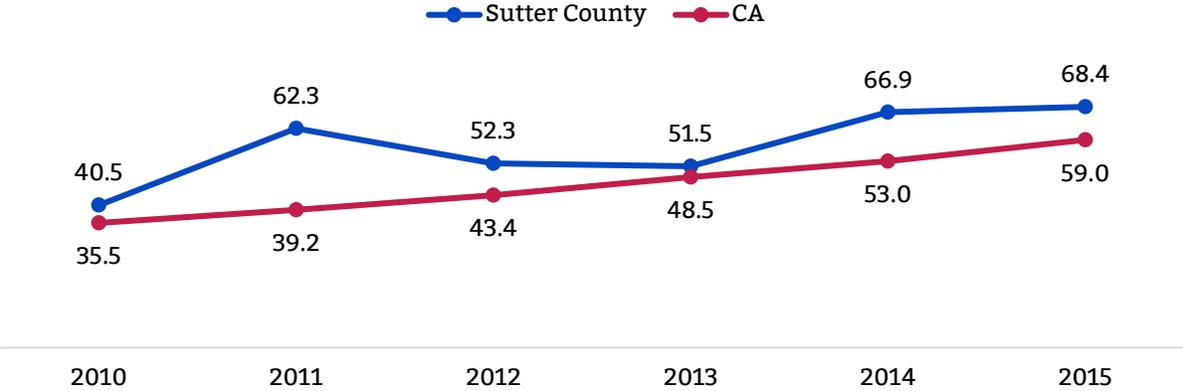
	Indicator data	Comm. survey	Focus groups	Number of sources
Mental health (parent and child)	X	X	X	3/3
Prenatal/breastfeeding support	X	X	X	3/3
Screenings/early intervention	N/A	X	X	2/2
Recreational activities	N/A	N/A	X	1/1

Community Indicator Data

According to community indicator data, the following health outcomes are worsening or are worse in Sutter County compared to those of the state: mental health and substance use disorders among pregnant women, timely prenatal care, and breastfeeding.

The hospitalization rate of pregnant women with a mental health disorder has risen in Sutter County since 2010 and is higher than the statewide rate.

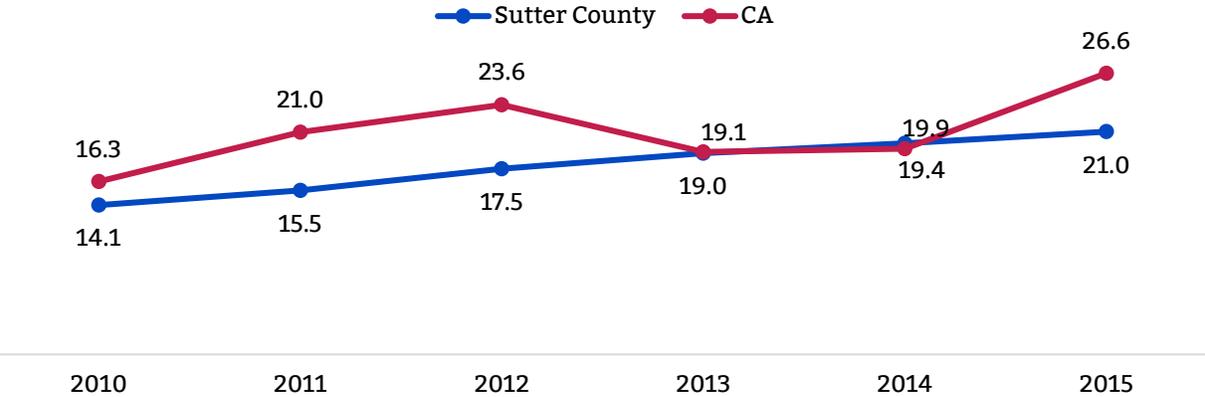
Figure 8. HOSPITALIZATION OF PREGNANT WOMEN WITH A MENTAL HEALTH DISORDER PER 1,000 FEMALES



Source: Office of Statewide Health Planning and Development (OSHPD)

Likewise, the hospitalization rate of pregnant women with a substance use disorder has increased in Sutter County over the last six years. However, the rate for Sutter County has remained lower than the statewide rate for this indicator.

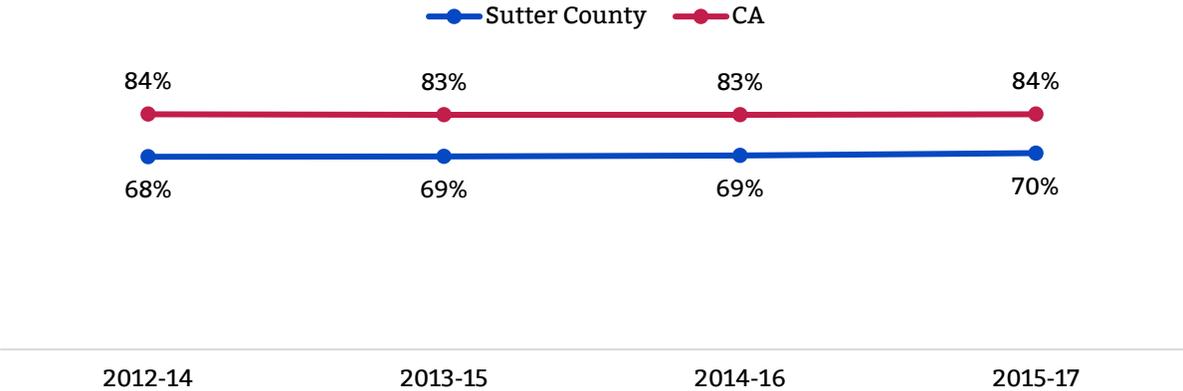
Figure 9. HOSPITALIZATION OF PREGNANT WOMEN WITH A SUBSTANCE USE DISORDER PER 1,000 FEMALES



Source: Office of Statewide Health Planning and Development (OSHPD)

The percent of mothers in the county who enter prenatal care by the first trimester, as is recommended, has remained at about 70% in recent years, significantly below the percent of mothers in California overall who access timely prenatal care.

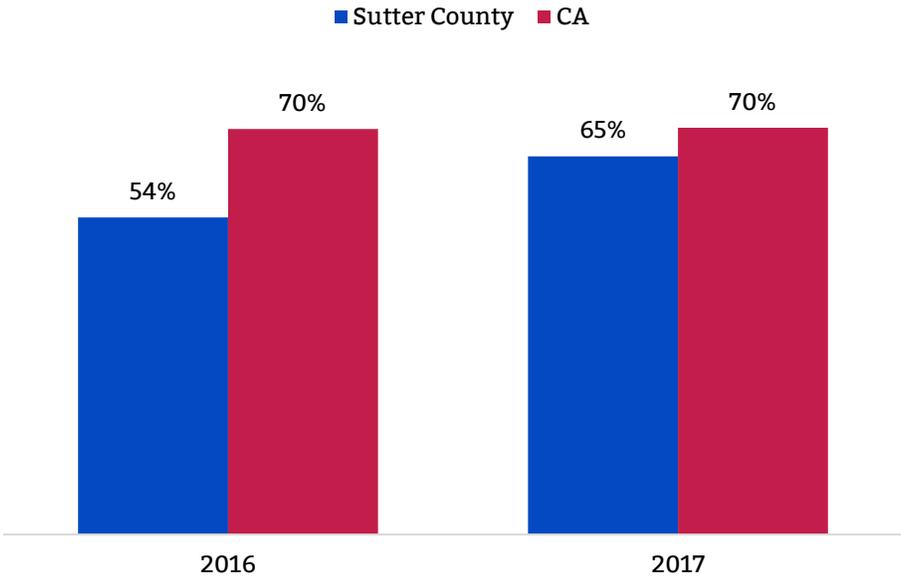
Figure 10. PERCENT OF MOTHERS ENTERING PRENATAL CARE BY FIRST TRIMESTER



Source: California Department of Public Health, County Health Status Profiles

Although the proportion of Sutter County mothers breastfeeding in hospital increased in the most recent year, fewer mothers in the county exclusively breastfeed compared to mothers in the state overall.

Figure 11. PERCENT OF MOTHERS EXCLUSIVELY BREASTFEEDING IN HOSPITAL

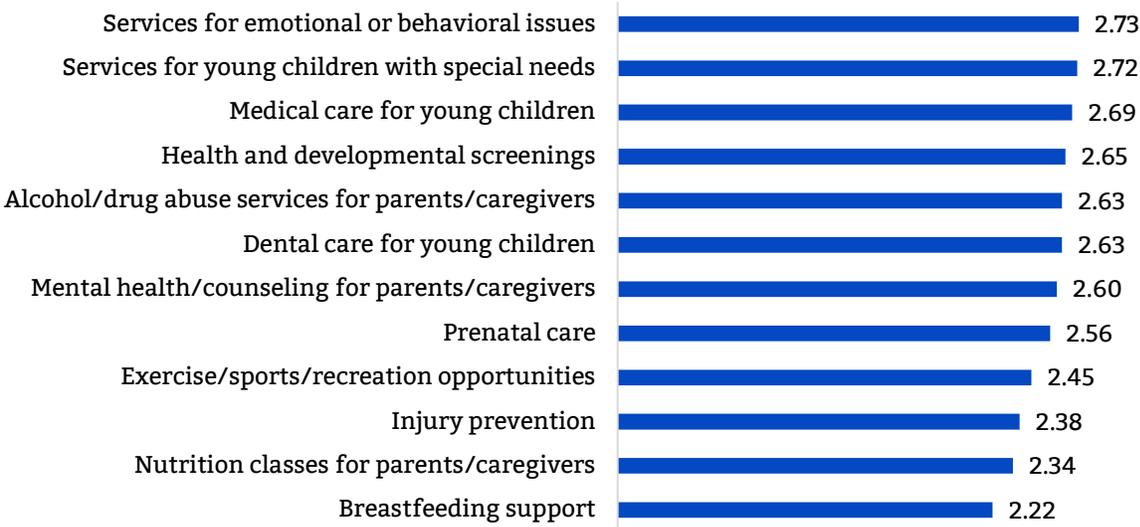


Source: California Department of Public Health

Community Survey Data

Community survey respondents rated the following health-related service needs as the most pressing: mental health and substance use services, medical and dental care, services for children with special needs, and prenatal care.

Figure 12. OVERALL PRIORITY RATINGS: HEALTH SERVICE NEEDS



Source: Sutter County Community Survey 2019

N = 301-307

Focus Group Data

Focus group participants prioritized the following health needs for Sutter County children and families:

- Mental health.** Both parents and providers in the focus groups desired more mental health services for children and parents, particularly for those with conditions that are low or moderate in severity (and may not meet eligibility criteria for some treatment services) and for residents who do not qualify for Medi-Cal (and therefore may have to pay out-of-pocket for treatment). In addition, participants noted the lack of specialty mental health services for pregnant and postpartum women. Furthermore, there is a lack of culturally and linguistically competent mental health services, particularly for the Latino, Hmong, Indian, and Afghani populations, and perceived stigma prevents and discourages individuals from all backgrounds from accessing services. Finally, a lack of transportation and inflexible appointment schedules make it difficult for some residents to receive in-office treatment.
- Breastfeeding support.** The participants in the parent focus group were particularly interested in seeing more breastfeeding support in the county. They suggested adding information about breastfeeding services and resources to the New Parent Kits, supporting more in-home lactation consultants, and helping working moms maintain their supply of breastmilk. They noted that in some cases, linguistic and cultural barriers prevent women from receiving breastfeeding services, and there is perceived stigma associated with utilizing WIC, which offers breastfeeding support for low-income women.

- **Early intervention.** Provider focus group participants stated that children with developmental issues are usually not identified early enough and some children are not screened at all. If they are screened, but do not meet diagnostic criteria for treatment, there are limited services in the county to support their developmental needs. Providers also mentioned a lack of local pediatric specialists to serve children with special needs and that it is challenging for families to navigate the special needs intervention system. They recommended an expansion of Help Me Grow (a comprehensive, countywide screening and referral system), educating more providers about the importance of screenings and encouraging additional screenings, as well as expanding and supporting existing home visiting programs.
- **Recreational activities for children and their families.** Parents in the focus groups were concerned about the lack of healthy, safe, and affordable recreational activities in the community for children and their families. Some places that offer recreation in the community are expensive, inconveniently located, and/or do not allow for drop-ins.

SCCFC PROGRAM AND SYSTEMS STRATEGIES AND OPPORTUNITIES

The SCCFC’s strategies planned for 2020-2025 to achieve desired results in the area of Healthy Children and Families include its Special Needs Project, Child Development Behavioral Services, health and developmental assessments and early intervention services, oral health services, recreational opportunities for young children and families, the safety and injury prevention program, and perinatal and breastfeeding support.

Special Needs Project

- Provide families of children with special needs education, information, and facilitated referrals to help them navigate the intervention system for their child, as well as support their child’s school readiness.
- Coordinate with First 5 Yuba to match the funding and service model for special needs services for Yuba and Sutter County children and families.

Child Development Behavioral Services

- Offer early screening and intervention for children with severe behavioral issues, including education for parents on how they can help appropriately modify their child’s behavior.

Health and Developmental Assessments/Early Intervention

- Provide health and developmental screenings (e.g., dental, developmental, general health, hearing, speech, and vision) to children 0-5, and referrals to services for children with health or developmental issues.
- Hire staff to complete screenings for more children.

- Expand the provision of health and developmental screenings to more pediatric offices.
- Partner with Sutter-Yuba Behavioral Health to provide appropriate trauma informed early intervention services for children with significant behavioral health issues.

Oral Health Services

- Partner with local school districts to improve Kindergarten Oral Health Assessment completion rates.
- Offer oral health screenings to all children receiving health and developmental screenings (see previous strategy).
- Expand the number of children receiving oral health screenings (e.g., to children in state and federally funded early learning programs).
- Consider offering fluoride varnish to children receiving oral health screenings through a partnership with Sutter County Public Health.

Recreational Opportunities for Young Children and Families

- Partner with other agencies (e.g., Yuba City Parks and Recreation, the Playzeum, and the Sutter County Library) to provide safe recreational activities for children and their families, such as yoga, mommy-and-me classes, and music and movement classes.

Safety and Injury Prevention Program

- Continue to partner with the Sutter County Sheriff’s Office and Parks and Recreation to offer a lifejacket borrowing program for young children.
- Offer free car seat checks and refer families who need low-cost car seats to agencies in the county that provide them.

Perinatal and Breastfeeding Support

- Encourage breastfeeding-friendly policies throughout the county and require SCCFC grantees to adopt such policies.
- Distribute breastfeeding cooler bags to new moms.
- Refer breastfeeding moms to Rideout breastfeeding classes, WIC, and the Tri-County Breastfeeding Alliance.
- In collaboration with domestic violence and child abuse prevention agencies in the county, encourage pediatricians and OB/GYNs to screen for perinatal depression and refer for treatment services if indicated.
- Support the implementation of postpartum depression support groups.
- Use social media to reduce the stigma around postpartum depression.

IMPROVED CHILD DEVELOPMENT

DESIRED RESULTS

- Parents facilitate their child’s learning and readiness for school.
- Children enter school with the skills and resources needed to be ready to learn.
- Children have access to high quality early care and education.

COMMUNITY NEEDS

In the area of Improved Child Development, the greatest need according to community indicator data, community survey respondents and focus group participants, was access to affordable child care.



Figure 13. HIGHEST PRIORITY CHILD DEVELOPMENT NEED

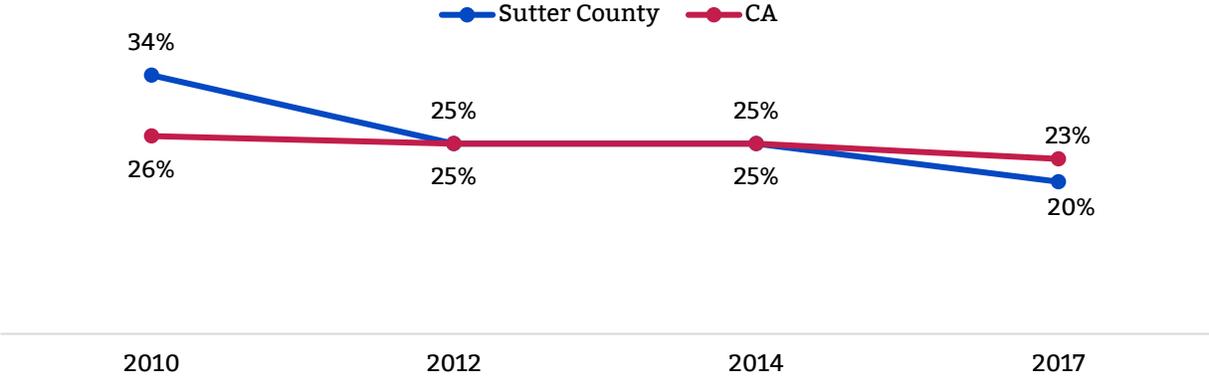
	Indicator data	Comm. survey	Focus groups	Number of sources
Affordable child care	X	X	X	3/3

Community Indicator Data

Community indicator data reveal rising child care costs and declining availability of care for working families in Sutter County.

Only one in five children with parents in the labor force have access to a licensed child care slot, down from one-third who had a slot in 2010. The availability of licensed care in Sutter County is slightly lower than the availability in the state overall.

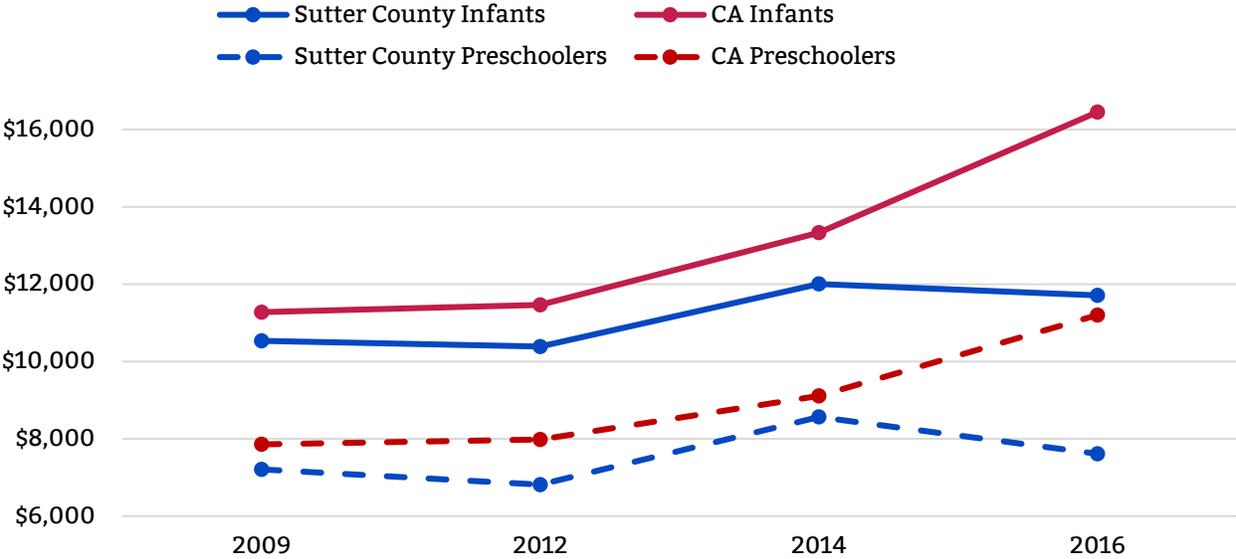
Figure 14. PERCENT OF CHILDREN 0-12 YEARS OLD WITH PARENTS IN LABOR FORCE FOR WHOM LICENSED CHILD CARE IS AVAILABLE



Source: CA Child Care Portfolio

The annual cost of center-based care for Sutter County infants and preschoolers actually declined between 2014 and 2016, but it remains higher than it was in 2009. However, the cost of center-based care in the county is still lower than the average cost statewide.

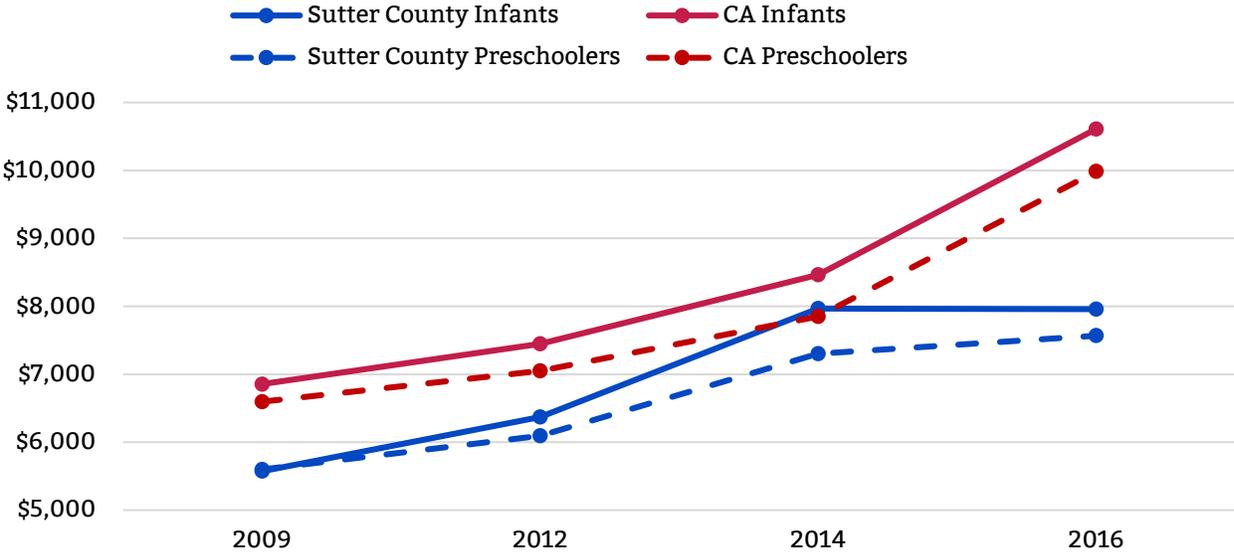
Figure 15. CHILD CARE COSTS FOR A CHILD CARE CENTER, BY AGE GROUP



Source: CA Child Care Portfolio

The annual cost of care in family child care homes has risen sharply since 2009, although it is still lower on average in Sutter County compared to that of the state overall.

Figure 16. CHILD CARE COSTS FOR A FAMILY CHILD CARE HOME, BY AGE GROUP

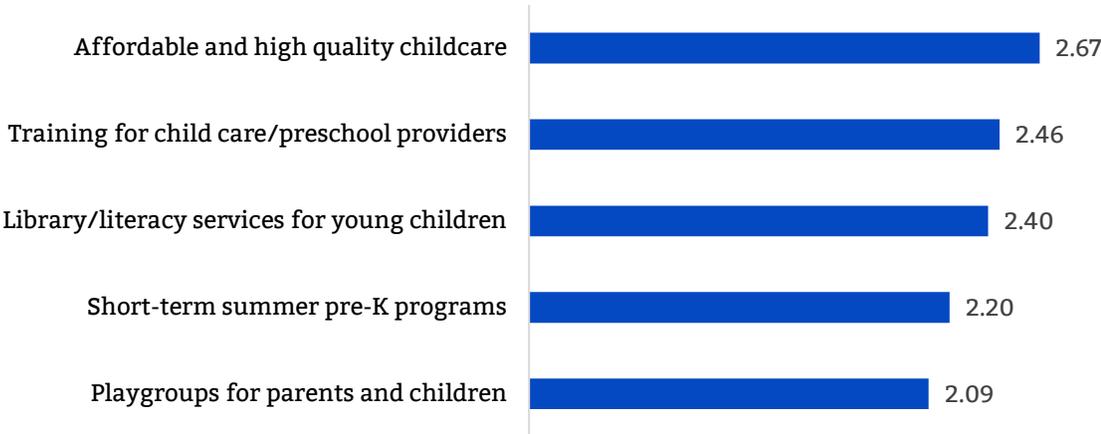


Source: CA Child Care Portfolio

Community Survey Data

In the Improved Child Development goal area, the only service need that received a higher than average rating in the community survey was affordable and high quality child care. However, it should be noted that parents/caregivers (but not providers) also gave relatively high ratings for training for child care and preschool providers, short-term summer pre-K programs, and playgroups (see *Sutter County Children & Families Commission Strategic Plan 2020-2025 Appendices, Appendix 2*).

Figure 17. OVERALL PRIORITY RATINGS: CHILD DEVELOPMENT SERVICE NEEDS



Source: Sutter County Community Survey 2019

N = 301-307

Focus Group Data

Consistent with the needs that emerged from community indicator and community survey data, affordable child care was prioritized by both parents and providers in the focus groups as a top need for the county:

- **Affordable child care.** Participants in the focus group noted that there is free and subsidized care for low-income families (e.g., through vouchers, General Child Care, Head Start, and State Preschool), but care can be costly for middle income families who don't qualify for a subsidy. There is also some drop-in care available in the county around the holidays, but parent participants felt there should be this type of care available year-round. Participants also said that there is a lack of early childhood education (ECE) providers in the county and that most care currently offered does not cover the full needs of working families, as many programs only run 3-6 hours a day. Finally, parent participants wanted to see more mixed-age care offered in the county, so they did not need to take young children and older siblings to different ECE sites.

SCCFC PROGRAM AND SYSTEMS STRATEGIES AND OPPORTUNITIES

The SCCFC's strategies planned for 2020-2025 to achieve desired results in the area of Improved Child Development include its early learning and development program, Ready for School backpacks, Summer Bridge prekindergarten program, ECE provider support, and the infant/toddler early care and learning program.

Early Learning and Development Program

- Provide parent-child, play-based early learning programs with activities designed to build school readiness skills.
- Coordinate with First 5 Yuba to match the funding and service model for parent-child early learning and development services for Yuba and Sutter County children and families.
- Partner with the Friends of the Sutter County Library Foundation to distribute free children's books to young children in the county (e.g., through Dolly Parton's Imagination Library program).



Ready for School Backpacks

- Distribute backpacks with information and resources to help build children's

school readiness skills across multiple domains, including motor, communication, problem solving, and social skills.

Summer Bridge Prekindergarten Program

- Partner with school districts and Migrant Education Program to offer short-term summer prekindergarten programs for children who had little or no preschool experience to help them develop school readiness skills. Consider expanding the program as available space and resources allow.

ECE Provider Support

- Continue to partner with the California Department of Education and Child Care Planning Council of Yuba and Sutter Counties to provide Early Care and Education (ECE) professional development opportunities, including trainings and conferences, to build ECE providers' knowledge and ability to offer effective, developmentally appropriate instruction to young learners.
- Offer educational tools and financial resources to help ECE providers offer high-quality care.

Infant/Toddler Early Care/Learning Program

- Offer a play-based parent-child interaction program for infants and toddlers to promote positive parent-child relationships and children's cognitive and social skills (e.g., curriculum-based classes/playgroups like Resources for Infant Educators).

IMPROVED SYSTEMS OF CARE

DESIRED RESULTS

- Families have the information and support they need to access the early childhood system of care.
- Early childhood systems are strengthened, integrated, and sustained.
- Early childhood resources, services, and supports are sustained with legislation and policy.



COMMUNITY NEEDS

Although there were no community survey or community indicator data on needs in this goal area, both parents and providers in the focus groups recommended improving outreach about the availability of services. In particular, participants suggested increased outreach to outlying communities and to the Latino and South Asian communities.

SCCFC STRATEGIES AND OPPORTUNITIES

The SCCFC’s strategies planned for 2020-2025 to achieve desired results in the area of Improved Systems of Care include community outreach, education, and engagement; partnerships, collaboration, and coordination; and policy and legislative advocacy.

Community Outreach, Education, and Engagement

- Increase awareness of services and resources in the county for young children and families, including those offered by SCCFC and its partners, through advertising and messaging in print media, social media, and community events.
- Offer mini grants to support innovative projects in the community that contribute towards the achievement of SCCFC’s goals to improve family functioning, child and family health, child development, and/or systems of care.

Partnerships, Collaboration, and Coordination

- Promote cross-referral between SCCFC programs, as well as referrals from SCCFC programs to other agencies in the county.
- Continue to encourage organizational policies that promote children’s health and well-being, including breastfeeding-friendly and tobacco-free policies.

- Continue investing in programs that draw in funding from other entities and/or that have matched funding from partners.
- Partner with other entities to sponsor services and resources to promote the health and development and well-being of young children and families.
- Fundraise with partners to offer services and resources for young children and families.

Policy and Legislative Advocacy

- Educate policymakers about important issues concerning young children and their families.
- Advocate for state and local policies that promote the health and development and well-being of young children and their families.

NEXT STEPS: IMPLEMENTATION AND EVALUATION PLAN

Using this Strategic Plan, SCCFC will implement the most effective, evidence-informed approaches within each selected strategy to meet the desired results and goals. The approaches will be aligned with the SCCFC’s strategic principles, including that the services will make a significant impact on young children and families, be delivered at the earliest possible point of intervention, and not duplicate existing community efforts. Additionally, programs and services will be integrated and rigorously evaluated. In support of the evaluation efforts, SCCFC will update its evaluation plan, which will outline the indicators and tools used to measure the performance of each funded strategy. Some possible indicators to measure in the evaluation are outlined in *Sutter County Children & Families Commission Strategic Plan 2020-2025 Appendices, Appendix 4*.

The efforts SCCFC engages in over the next five years will help SCCFC achieve its mission to partner with the community and coordinate services to support families and ensure that each child enters school healthy and ready to learn.

