

County of Monterey
Template for Boards, Committees and Commissions (BCC) Annual Report
to the Board of Supervisors
FY 22-23

The purposes of an Annual Report are to:

- 1) Bridge the gaps between the organizations who are doing work on behalf of the residents of our County and the Board of Supervisors (BoS) who are responsible for making the policy decisions. These reports will serve as an annual opportunity for organizations to advise and inform the BoS, and a chance for the BoS to provide direction to the organizations.
- 2) Increase the transparency and accountability of County Government. These reports will provide organizations with an annual opportunity for self-reflection, celebration of accomplishments, and planning for the future. Sharing this annual self-report with the public will increase awareness and understanding about the different functions of County Government.

This form is intended to be used as a template to help provide the priority categories of information to be reviewed by the Board of Supervisors. The annual report is considered a collective overview through the Boards, Committees and Commissions (BCC) group consensus prior to identifying goals and accomplishments achieved. This annual report template serves as a guide to assist with synthesizing the annual update within approximately five to ten (5-10) pages. Please indicate whether another format and/or supplemental supporting documents are necessary.

ORGANIZATION INFORMATION

Name of Organization (and any AKA): Monterey County Children and Families Commission dba First 5 Monterey County

Mailing address: 1125 Baldwin Street, Salinas, CA 93906

Officers (Name and Title): Commissioners

Executive Committee:

1. Chris Lopez (Chair), Supervisor, Monterey County Board of Supervisors, District 3
2. Caryn Lewis (Vice-Chair), Assistant Superintendent of Educational Services, Monterey County Office of Education (At Large Member)
3. Cristina Sotelo (Secretary), Therapist, (At Large Member)

Additional Commission Members in alpha order:

4. Katy Eckert, Director of Behavioral Health, Monterey County Behavioral Health
5. Lori Medina, Director, Monterey County Department of Social Services
6. Julia Pederson, MD, Pediatrician, Pediatric Group of Monterey – Stanford Children’s Center (At Large Member) - until May 2023
7. Julie Drezner, Retired, Community Foundation for Monterey County (At Large Member)

Type of Organization:

- | | |
|--|--|
| <input type="checkbox"/> Board | <input type="checkbox"/> Collaborative |
| <input checked="" type="checkbox"/> Commission | <input type="checkbox"/> Subject to Maddy Act |
| <input type="checkbox"/> Council | <input checked="" type="checkbox"/> Subject to Brown Act |

Staff Contact:

Name: Francine Rodd (Executive Director)

Phone/Email: 831-444-8549 Francine@First5Monterey.org

Department: Not part of a County Department, An Independent Public Agency

ORGANIZATION HISTORY and PURPOSE (In this section please summarize [within one page or less] answers to some or all of the following as it relates to the BCC);

8. Describe your organization’s history. When/how/why was your organization formed?

First 5 Monterey County (F5MC) was established by the Monterey County Board of Supervisors on December 8, 1998, as a result of California voters passing Proposition 10 on November 3, 1998. Prop 10: The *California Children and Families First Act*, levied a 50-cent per pack tax on tobacco products. Twenty percent of the revenue is distributed to the State Commission and 80 percent of the revenue is distributed to County commissions based upon birth rates in the County. The F5MC Commission is charged with ensuring that Proposition 10 revenues are directed toward programs that will make a difference in the lives of children, from the prenatal stage through age 5, and their families/caregivers. Funding priorities are decided locally with community organizations and community members.

9. Summarize the mission and/or purpose of your organization.

Attachment 1 at the end of this document provides an overview of the 2017-2023 Strategic Plan Framework. The components are outlined below:

VISION

All children reach their unique potential in a family and community that values, respects, and invests in early childhood.

MISSION

We enrich the lives of children, prenatal through age five, and their families by strengthening connections and advancing quality within a whole system of care and support.

IMPACT AREAS AND GOALS

1. Well-being: Goal: Children are physically, mentally, socially, and emotionally healthy.
2. Strong Families: Goal: Parents and primary caregivers are well-informed and capable of supporting their children.
3. Quality Early Childhood Services: Goal: Families have access to quality early childhood services that meet a variety of needs.
4. Integrated Systems: Goals: The early childhood development system is comprehensive, cohesive, and navigable.

GUIDING PRINCIPLES

Equity Focused • Systems Innovators • Relationship Based • Reflective • Good Stewards

10. What problems, needs or issues does your organization address? How does your work address and/or change the underlying or root causes of the problem?

During the initial five years of a child's life, pivotal neural connections form, influencing lifelong learning. By the age of five, a child's brain has reached 90 percent of an adult's size. Research indicates that investing in high-quality early childhood education yields a substantial 14% return on investment, contributing to the creation of safer communities, improved healthcare, and enhanced educational outcomes. The manner in which we nurture and support children today will shape their future success in both school and life.

Recent crises have underscored the significance of supporting employees who are also parents, necessitating access to quality child care for workforce continuity. According to the U.S. Chamber of Commerce Foundation, evidence suggests that the impact of child care on workforce participation, productivity, and overall business performance is more substantial than previously acknowledged. Prioritizing the healthy development of children, therefore, represents an investment not only in the current and future workforce of the county but also in societal well-being and economic prosperity.

In Monterey County, the available child care slots number only 9,200, a glaring shortfall for the 36,000 children under the age of 5. Additionally, the average annual cost of preschool child care exceeds \$10,000 and for an infant the annual cost of child care is over \$14,000.

The efforts of F5MC extend across various societal layers: the child and their parents, the caregivers, the service provision system, policymakers, and the community at large.

11. Describe your current programs and activities.

In FY 2022.23, F5MC invested more than \$7.3 million overall and close to \$6.1 million specifically for local programs, training, and community events. With this investment, F5MC supported 20,038 young children, parents, caregivers, educators and child care providers. F5MC's funding was invested in areas that were identified by the community during the 2017-2023 Strategic Planning process.

F5MC's work was focused in five Core Roles to make a difference in the lives of young children and their families:

- **Champion Early Childhood:** Raising awareness and advocating for child-friendly policies and practices.
- **Make Connections:** Mobilizing people and resources.
- **Build Capacity:** Developing common understanding and effective services.
- **Fund the Work:** Investing in quality, coordinated services.
- **Evaluate Impact:** Tracking progress and supporting strategic decision-making.

F5MC's multiple roles recognize the interwoven relationships that exist between a child and their environment. Below is a list of the specific programs/strategies that fall under each core role.

CHAMPION EARLY CHILDHOOD

- **Central Coast Early Childhood Advocacy Network:** A partnership with Santa Cruz, San Benito, and Monterey Counties to support individuals and organizations that advocate for policies and systems supportive of thriving families
- **Advocacy Training and Assistance for Community Partners**
- **Monterey County Community Outreach:** Free books, emergency supplies including diapers, clothes, cribs and other supplies
- **Kit for New Parents:** resource of tips and educational materials for parents with children ages 0-5.

MAKE CONNECTIONS

- **Bright Beginnings:** Monterey County Children's Council's collective impact initiative that aims to maximize community efforts to improve early childhood development outcomes through effective coordination, capacity building, empowerment, and strategic action for children and their families. F5MC serves as the fiscal sponsor for Bright Beginnings.

BUILD CAPACITY

- **CARES:** provides educational counseling to early childhood education students and Hartnell College and Monterey Peninsula College
- **Infant-Family and Early Childhood Mental Health Training Series:** builds connections and common understanding among providers working in mental health, health care, early care and education, and other systems
- **Quality Matters:** provides coaching and support for child care programs and educators in providing high quality early care and education to children and families in partnership with the Monterey County Office of Education
- **Technical Assistance to Child Care Centers:** provides Mental Health Consultation to child care center
 - Greenfield Union School District – Oak, Mary Chapa, and Vista Verde Preschool Programs
 - Community Action Partnership (CAPSLO) - Little Angels Child Development Center
 - Catalyst Kids - King City Migrant Child Development Center

- Hartnell College Child Development Center
- Capacity Building Trainings and Seminars for community partners and F5MC Funded Partners

FUND THE WORK – Early Childhood Collaboratives

- Early Childhood Collaboratives: connected families to resources through a network of local agencies serving young children and their families. Each of the five Collaboratives welcomed any family with a child from the prenatal stage to age 5 living in the County. When parents come to a Collaborative location, staff listen and get to know a family first – they learn about the unique needs of each child and family. Once their needs are understood, specially trained staff support the family in finding, navigating and following up with community services and referrals. Collaboratives also offer services that may include parent-child playgroups, parenting classes, mental health counseling, and home visiting. Collaboratives were managed by:
 - Alisal Union School District
 - Castro Plaza Family Resource Center
 - MCSTART - Door to Hope in collaboration with:
 - Centro Binacional para el Desarrollo Indígena Oaxaqueño
 - Monterey County Probation Department: Child Advocate Program (CAP)
 - New Possibilities/Nuevas Posibilidades - GoKids, Inc. in collaboration with:
 - City of Salinas – Salinas Public Library
 - Pajaro Valley Prevention and Student Assistance in collaboration with:
 - Pajaro Valley Unified School District
 - Positive Discipline Community Resources
 - Door to Hope

EVALUATE IMPACT

First 5 Monterey County's impact on the community is measured through evaluation and data collection efforts as a way to learn what is going well, including how lives are changing. F5MC evaluation staff work with other F5MC staff and partners funded through each core role to identify program outcomes and methods for measuring them. Data collection helps our Funded Partners tell the story of their work and regularly reflect on how their services impact families. Examples of outcomes measured for specific programs are included in section 12. F5MC also identifies and monitors county-level indicators to understand how local early childhood systems are supporting families with young children. F5MC is also responsible for coordinating data collection and reporting county-level progress on how educational systems support children for a life of learning.

NEW STRATEGIC PLAN

The Commission adopted a new strategic plan that began its implementation in July 2023 and will go through June 2029. Due to a reduction in funding from Prop 10, many of the supports/services that were provided previously are no longer able to be provided. The areas that are no longer being funded beginning in FY 2023.24 are listed below:

BUILD CAPACITY

- CARES: provides educational counseling to early childhood education students and Hartnell College and Monterey Peninsula College to increase the early childhood workforce
- Technical Assistance to Child Care Centers: provides Mental Health Consultation to child care center
 - Greenfield Union School District – Oak, Mary Chapa, and Vista Verde Preschool Programs
 - Community Action Partnership (CAPSLO) - Little Angels Child Development Center

- Catalyst Kids - King City Migrant Child Development Center
- Hartnell College Child Development Center

FUND THE WORK – Early Childhood Collaboratives

- Specific activities including parent-child playgroups, parenting classes, mental health counseling
- First 5 Monterey County was also unable to continue funding the following Collaboratives managed by:
 - Alisal Union School District
 - Castro Plaza Family Resource Center*
 - Pajaro Valley Prevention and Student Assistance in collaboration with:
 - Pajaro Valley Unified School District
 - Positive Discipline Community Resources
 - Door to Hope

*Castro Plaza Family Resource Center does continue to receive funding for its Parents as Teachers Home Visiting program, but the other services are no longer supported via First 5 dollars.

12. Who is your constituency (be specific about demographics such as race, gender, ethnicity, age, sexual orientation and people with disabilities)? How are they actively involved in your work, and how do they benefit from your organization?

Constituency

As per data from Kidsdata.com, Monterey County is home to approximately 34,970 children aged 5 and under. Our primary programs are strategically implemented in areas prioritized by the Commission, guided by various community indicators, including Median Family Income, School Academic Performance Index (API) Rank, Medi-Cal Funded Births, Birth Rate, 0-5 Population, Teen Births, Low Birth Weight, Late or Inadequate Prenatal Care, Children Under 5 on the Central Eligibility List, Substantiated Child Abuse, Existing Child Care Spaces, Mother’s Education Level, Women, Infant, Children Enrollment, and Children Under 5 Medi-Cal Enrollment.

Specifically, the identified priority areas within each region of Monterey County include North County (Pajaro & Castroville), Peninsula (Seaside & Marina), Salinas (Salinas), and South County (Chualar, Gonzales, Soledad, Greenfield, King City, San Ardo, & San Lucas). In FY 22.23, 92% of all children served by the Early Childhood Collaboratives resided in one of these priority areas. The majority (88%) of children served were supported by Medi-Cal. Similar to children overall in Monterey County, the majority of children (81%) supported were Latino/a and are on their way to being bilingual by speaking Spanish (53%) or an indigenous language (22%) such as Triqui, Mixteco or Zapotec. While F5MC-funded service centers and programs were concentrated in priority areas, families with children aged 0-5 from across the county had access to these services. Moreover, community-wide outreach was facilitated through programs and initiatives funded within the Champion Early Childhood role, where coordination of policy, advocacy, and community events takes place.

How are constituents actively involved in F5MC’s work?

Local funding decisions actively involve community participation, with open access to all F5MC Commission and Committee meetings for the public. Funded Partners played a crucial role in shaping the programs provided and necessary adjustments were made by the staff. Furthermore, F5MC remained dedicated to parent and resident power, fostering self-determination within the community.

Through the Central Coast Early Childhood Advocacy Network (CCECAN), F5MC supports parents in building their advocacy skills through workshops and learning groups held throughout the year and in organizing meetings with local legislators. Parent advocates and other members of CCECAN also

decide together on what topics to advocate for every year. Through these activities, parent advocates report that they strengthened their relationships with other parents, increased their understanding of the importance of using their own knowledge and experiences to improve services in their community, increased their understanding of the legislative process and gained confidence in sharing their story with a representative.

How do they benefit from F5MC's work?

F5MC plays a unique role at the intersection of the systems that affect early childhood development and community voice. Although families' needs are holistic, the way systems often serve them are siloed. Through the 2017-2023 Strategic Plan, F5MC established the Early Childhood Collaboratives—a new model for providing services to families in a holistic way. Through this initiative and implementing the broader Strategic Plan, F5MC built relationships across systems and organizations. In reflecting on the past 6 years, funded partners shared that this initiative: allowed them the flexibility to provide services guided by the family's specific strengths and challenges; and to develop and maintain families' trust which was integral to connecting them to services they otherwise would not have accessed. The support of F5MC helped partners feel valued, prepared and motivated to provide essential services to families. Families have indicated that as a result, they felt seen, respected and supported in reaching their goals.

The Collaboratives served families through providing developmental screenings, playgroups, care coordination, home visiting, parent education and mental health counseling. In FY 22. 23, 954 children 0-5 were provided with developmental screenings—allowing staff to support families in understanding developmental milestones and connecting families to early intervention services for those that needed it. Families also reported that through participating in F5MC funded services, they created community with other parents, they were better able to recognize signs of growth in their child, and deepened their understanding of the importance of interactions with their children—such as play and reading—for their child's development. Moreover, parents who participated in Parents as Teachers home visiting showed measurable increases in parent-child interactions behaviors linked to positive developmental outcomes.

F5MC also serves as a capacity builder for the early care and education workforce, further expanding its reach to children and families in the county. In FY 22.23, F5MC supported providers across the sectors and organizations serving families with young children, including staff working in: early childhood education, family support, behavioral health, early intervention, medical/public health, social services and legal services. In FY 22.23, F5MC implemented its 12th year of the Infant Family Early Childhood Mental Health (IFECMH) training program. As a result of these past 12 years of investment in IFECMH, Monterey County has more IFECMH endorsed practitioners than other counties of similar child populations. In addition to deepening their knowledge of how to support young children and their families, IFECMH participants learn from each other and form relationships that directly benefit families—for example, two-thirds of participants reported learning new information from other participants and sharing it with a family and nearly one-half made a referral on behalf of a family as result of a connection made during the program.

GOALS (In this section, please summarize [within one page or less] answers to some or all of the following as it relates to the BCC):

13. What goals were set by the BCC for the previous year?

The goals and strategic vision were set forth by the F5MC Commission in the Strategic Plan for 2017-2023. Key components of this plan are outlined below.

1. Secure sustainable funding to supplement steadily decreasing resources for the children and families supported by F5MC.
2. Focus on building systems connections through strong community relationships that center race, equity, diversity and inclusion.

3. Develop community centered strategic planning process for children and families of Monterey County for the next funding cycle scheduled to begin FY23.24.

14. What is the long-term strategic vision for your BCC?

Through the development of our new strategic plan, the community helped define an updated long-term vision. First 5 Monterey County envisions that the wellbeing of all young children and families is nurtured by responsive services, just and equitable systems, and safe and welcoming environments.

ACCOMPLISHMENTS (In this section, please summarize [within two pages or less] answers to some or all of the following as it relates to the BCC):

15. Describe three major accomplishments of your organization (specifically from the previous year).

Listed below are accomplishments for FY 22.23 based on the goals identified in the F5MC Annual Presentation to the Board of Supervisors FY 21.22:

1. Secure sustainable funding to supplement steadily decreasing resources for the children and families supported by F5MC.
 - a. While long-term sustainable funding is still a challenge, F5MC did seek and was successful in receiving additional grants to supplement declining resources for Prop 10 programs. Grant funds, for FY 22.23 totaled more than \$2.43 million and were received from: Sunlight Giving, Monterey Peninsula Foundation, Monterey County Health Department, Monterey County Department of Social Services, Community Foundation of Monterey County, First 5 California IMPACT (for the Quality Rating Improvement System), First 5 California HV (for the Home Visiting Pilot), First 5 California DLL (for the Dual Language Learning Pilot), the Packard Foundation, Futures without Violence, East Bay Community Foundation/Kaiser, California Health and Human Services Agency, and Central California Alliance for Health (the Alliance).

In addition, F5MC is actively working with the Alliance to be able to bill for Community Health Work (CHW) services which are aligned with the work of the Care Coordinators at our Funded Partners. Once implemented this will help support long-term sustainability of some of the services.

2. Focus on building systems connections through strong community relationships centering race, equity, diversity and inclusion. F5MC focused on cross-cutting Strategic Priorities that include the following:
 - a. Enhance access to resources, programs, and services through coordination, collaboration, and integration.
 - i. 3,636 of children and parents received personalized connections to services, for example, speech therapy, mental health therapy, etc.
 - ii. Screened 954 children to improve children's health and prevent learning delays
 - iii. Over 600 free books in the community
 - iv. Over 7,000 children and parents affected by flooding received emergency supplies including diapers, clothes, cribs, and other supplies
 - v. Over 3,000 Kits for New Parents distributed to parents
 - vi. Supported 604 Hartnell and MPC students to complete their early childhood education degree to address the teacher shortage
 - vii. Trainings for 874 early childhood educators, child care providers and social service partners to ensure high quality service delivery to an estimated 7,000 children

- b. Inform, inspire, and facilitate the adoption of practices and policies that support early childhood development.
 - i. 500+ advocates supported through workshops, information sharing, and meetings with legislators
 - ii. Approximately 150 parents were trained on advocacy skills
 - iii. Hosted over 100 advocates for state and federal legislative visits
 - iv. 4 policy areas advocated by F5MC were enacted into legislation, including funding for paid sick days, child care fee rate reform and higher wages for the child care workforce
- 3. Develop community centered strategic planning process for children and families of Monterey County for the next funding cycle scheduled to begin FY23.24.
 - a. For two years, F5MC actively participated in Building Healthy Communities' COLIBRI cohort, using the continuous learning model as a platform to shape the new F5MC July 2023-June 2029 Strategic Plan. Collaborative partners from the community, regularly convened to host focus groups, conduct interviews, review existing reports, and co-create strategies to identify the community's needs for children aged 0-5 and their families. F5MC takes pride in remaining true to the community voice, ensuring that Race, Equity, Diversity, and Inclusion (REDI) efforts play a pivotal role in shaping both policies and programming.

16. What accomplishment is your organization most proud of?

F5MC is most proud of the organization's commitment to authenticity and adherence to its core principles—equity-focused, systems innovators, relationship-based, reflective, and good stewards—while maintaining a strong focus on children and families. We have actively participated in projects that center race, equity, diversity, and inclusion including local initiatives including Collaboratively Organizing for Liberation, Inclusion and Breaking Inequities (COLIBRI) and Salinas Inclusive Economic Development Initiative (SIEDI). F5MC is widely recognized across the state as an example of a First 5 that provides support to meet immediate needs while working towards long-term systems change, as seen through our immediate diaper distribution in flood affected areas in Pajaro while also advocating for systems/administrator mental model shifts through IFECMH and Children's Council efforts. Although equity has always been a guiding principle, F5MC has purposefully intensified its efforts to adapt its work to this principle and to focus on cultivating community power and voice. The emphasis on addressing systemic issues that perpetuate problems has been a key priority, requiring a deliberate and intentional approach.

17. Describe three primary goals (specifically for the upcoming year).

- 1. Implement the new Strategic Plan (see Attachment 2 for the framework)
- 2. Identify additional funding and leveraging opportunities to supplement decreasing resources for the children and families supported by F5MC.
- 3. Focus on building systems connections and systems change through strong community relationships and a centering race, equity, diversity and inclusion.

POLICY ISSUES:

Are there policy issues that you would like the Board of Supervisors to consider and/or be aware of?

- 1. F5MC would like the Board of Supervisors to consider and be aware of the following:
 - a. **Child Care Advocacy:** There is a severe lack of child care in Monterey County. In the nation, the child care landscape is being referred to as a crisis as it is not a viable 'free market'

commodity. Quality child care costs too much to provide for the provider and too much to pay for the parents. The child care crisis has an impact on our community in three areas: 1) it affects our current workforce as parents can not go to work without quality care; 2) the child care workforce itself is underpaid and does not have a liveable wage; and 3) it prepares our children to be caring and productive members of our society and children need quality early care experiences to have better social and health outcomes. The BOS could highlight and support policies/legislation that:

- advocate for higher wages for child care educators;
- advocate for additional subsidies for low and middle-income parents for child care slots;
- advocate for an increase in child care spaces;
- advocate for additional facilities; and
- advocate for technical assistance, mental health training and capacity building for child care educators

2. **Support for federal and/or state ask for funding for First 5s:** There has never been enough funding to support needed early childhood services and supports. F5MC is prioritizing securing additional funding. F5MC has set up a stewardship fund at CFMC, partnered with state and county programming to secure more funding, and applied for grants from philanthropic organizations. Since its inception, F5MC’s major source of funding, Proposition 10, has declined by 46%. While the good news is that smoking has decreased, the challenge is that the decline in revenue has impacted F5MC’s ability to support children and families with First 5 funded services.

F5MC has developed a Strategic and Long Term Financial Plan that reflects the declining Proposition 10 funding. Under the plan, F5MC was able to continue the same levels of support and funding through FY 22.23. Unfortunately, this strategy has meant drawing from reserves and led to the cutting of beloved community programs including playgroups and capacity building for the early childhood workforce beginning in FY 23.24. As forecasted, F5MC had to cut FY 22.23 program services by \$1.85 million — a 28% reduction in services. This situation is not unique to Monterey County and, therefore although this is a difficult budget year, the First 5 Association is working with the administration and the legislature to identify possible sources of funding. The BOS could highlight and support those asks.

3. **Continued collaboration on Legislative Program:** F5MC annually works with the Legislative analyst Office to ensure inclusion of local, state, and national policy efforts affecting children from the prenatal stage through age 5 and their families in Monterey County's Legislative Program and continued collaboration in this area is important.

FISCAL SUMMARY:

18. What is the total budget for your organization (current year)? **\$6,038,470 (FY 23.24)**

19. Provide a summary of revenue.

REVENUE	Actuals FY 22.23	Budget FY 23.24
Prop 10 Allocation	\$3,545,791	\$3,191,397
Investment Income	124,122	87,602
Other Revenue	2,734,989	2,980,765
Total Revenue	\$6,404,902	\$6,259,764

Expenses for FY 22.23 are higher than revenue due to planned spending of reserves.

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20. Provide a summary of expenditures.

EXPENDITURES	Actuals FY 22.23	Budget FY 23.24
Programs & Services	\$6,069,265	\$4,749,790
Evaluation	567,774	527,680
Administration	723,599	761,000
Total Expenses	\$7,362,637	\$6,038,470

21. Provide a narrative of the cost benefit of your organization. Explain any financial benefits experienced by the County as a result of this organization, any general fund expenses incurred by this organization, etc.

1. The County's General Fund incurs no expenses as a result of F5MC activities.
2. The County manages F5MC's Proposition 10 funds in an interest bearing, pooled trust account. The County draws a management fee from interest earned.
3. F5MC investments ultimately save the County money in special education, health, social service, mental health, and crime related costs. According to Nobel Laureate Economist Professor James Heckman, return on investment in quality early childhood programs is approximately 14% per annum. Investing in young children is an essential component for the development of a thriving local and national economy. Without an investment in early prevention and intervention, for those who face socioeconomic disadvantage, early gaps widen to become costly problems in a sizable group of children who are:
 - o 40% more likely to become a teen parent
 - o 50% more likely to be placed in special education
 - o 70% more likely to be arrested for a violent crime



Strategic Plan Framework July 2017 – June 2023

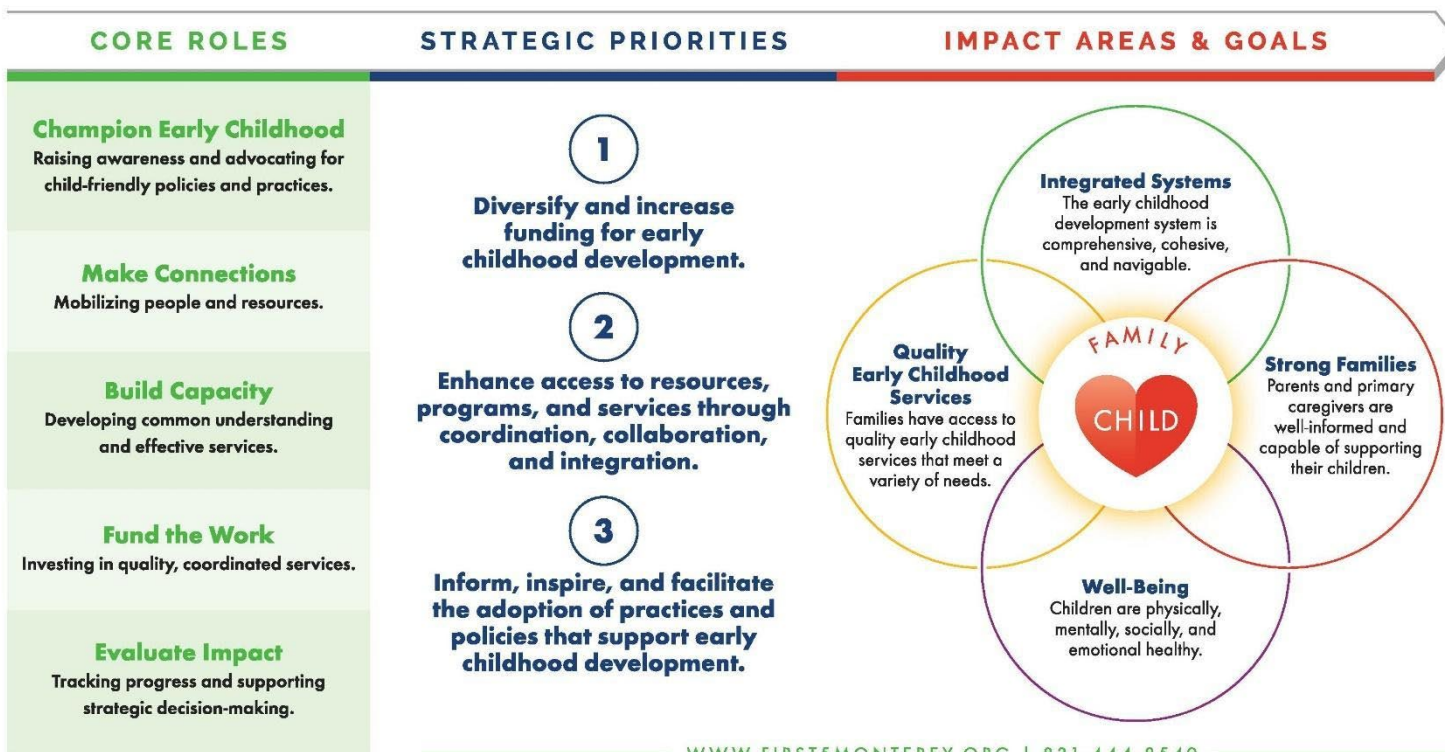
VISION
All children reach their unique potential in a family and community that values, respects, and invests in early childhood.

MISSION
Enrich the lives of children, prenatal through age five, and their families by strengthening connections and advancing quality within a whole system of care and support.



GUIDING PRINCIPLES

Equity Focused • Systems Innovators • Relationship Based • Reflective • Good Stewards



WWW.FIRST5MONTEREY.ORG | 831-444-8549



Strategic Plan Framework

JULY 2023 – JUNE 2029

VISION
The wellbeing of all young children and families is nurtured by responsive services, just and equitable systems, and safe and welcoming environments.

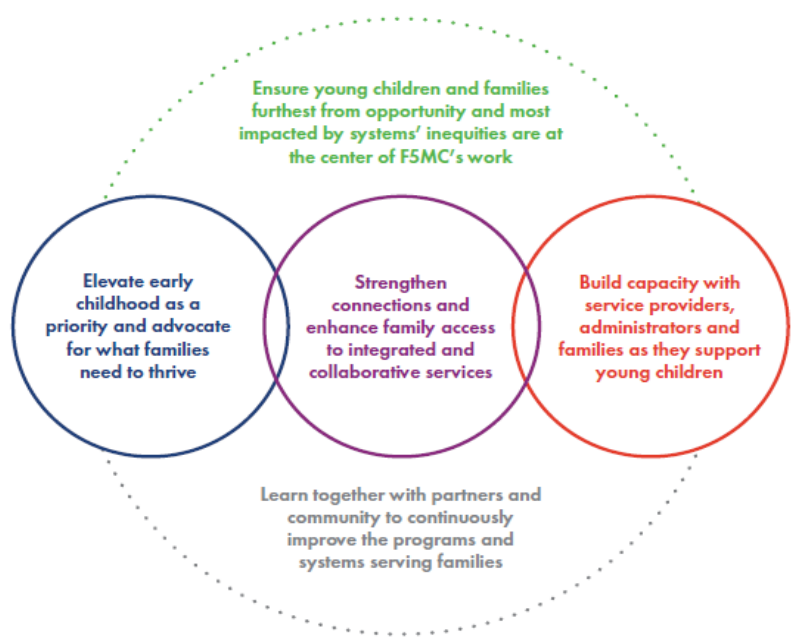
MISSION
First 5 Monterey County enriches the lives of children, ages prenatal through 5, and their families by elevating early childhood as a priority, strengthening connections, and advancing quality within a whole system of care and support.



VALUES Equity • Trust • Healing • Connection • Prevention

STRATEGIC PRIORITIES

IMPACT AREAS



CHILDREN are healthy, well-cared for, and reach their unique potential.

FAMILIES/CAREGIVERS are connected, respected, and supported in caring for their children.

SERVICES for families are high-quality, accessible, and responsive to families' needs.

The whole **SYSTEM** serving young children and families is cohesive, navigable, and equitable.

COMMUNITY, CULTURE, AND POLICY honors and supports all families in the important task of raising children.

CORE ROLES

- Early childhood development **Champion** and advocate
- Whole child, whole family, whole **Systems Connector**
- Healing-focused, relationship-based, quality-driven **Capacity Builder**