



FIRST 5
NAPA COUNTY

The First 5 Napa County invites applications for:

EXECUTIVE DIRECTOR



ORGANIZATIONAL HISTORY

In 1998, California voters approved Proposition 10, the California Families Act, which called for a \$.50 tax on tobacco products, to promote the healthy development of children. The Act established a First 5 Commission in every California county. The Commissions are responsible for investing Prop 10 funds to develop, enhance, and improve the systems that educate and care for children 0-5 years and their families.

THE ORGANIZATION

Our Mission: First 5 Napa convenes and mobilizes the community to use systems- and design-thinking to center and lift up our community’s young children, their families, and the providers who serve them.

Our Vision: Our vision is that Napa County is a strong and healthy community because families can set down roots, grow, and thrive.

Our Values:

- Justice for all: All families and children deserve equal economic, political and educational opportunities. We work to dismantle unjust systems of care and rebuild better systems so that Black, Indigenous, Latine, and LGBTQ children and families can thrive.
- Anti-racism: We bravely and visibly oppose racism of all forms — interpersonal, structural, systemic — in Napa County.
- Empathy: Empathy is essential if we are to realize our interdependence and step into a different future together. We work to create spaces in Napa County that prioritize human connection, truth telling, and learning from each other.
- Creativity: We work to be innovative and unconventional while we lean into what is possible for our community.
- Collaboration: We build strong, collaborative, trusting relationships in Napa County across sectors, races, genders, sexual orientations, ages, and faiths. By working together, we can help young children, families, and the providers who serve them thrive.

First 5 Napa seeks to build the capacity of the community to use authentic collaborative relationships and human-centered design to create the family and community environments necessary for the optimal health and development of young children. First 5 Napa centers equity and embraces the values of marginalized communities in all of our work. In our 2023-2026 Strategic Plan, First 5 Napa identified these long-term goals:

- Families have access to high-quality, inclusive, responsive early care and education
- Families and providers are valued and included in Napa County
- Organizations that serve families and children prenatal to age five take an inclusive, systems-based approach to their work

Some of First 5 Napa’s recent successful and innovative initiatives include:

- Rainbow Kits – which provide early childhood education settings with tools and support to create learning spaces that are welcoming to all children, families, and providers.
- Rainbow Family League – which is a bilingual parent/caregiver education program that supports families in talking about self and family, recognizing similarities and differences, understanding fairness, and understanding advocacy and allyship.
- Florecer – a youth mentorship program aimed at diversifying and sustaining our early childhood workforce by pairing junior and senior high school students with early childhood care and education professionals representing a variety of roles in this important field.

POSITION DESCRIPTION

The Executive Director of the Napa County First Five Children and Families Commission provides leadership and is responsible for planning, developing, organizing, coordinating and implementing the goals and efforts in Napa County to provide children prenatal through 5 years of age with a comprehensive, integrated system of early childhood development services in accordance with the provisions of the California Families First Act of 1998.

The Executive Director is hired by and serves at the will of the Napa County First Five Commission. The Executive Director is accountable to the Commission, serves as the Commission's representative, and must demonstrate a strong professional demeanor and maintain a high standard of integrity and credibility at all times. The individual must ensure the Commission is informed and must represent the Commission in a manner that is consistent with the Commission's values, guiding principles, policies and established service priorities.

QUALITIES

The ideal candidate must be a strong administrator, who is highly organized, able to make specific and well thought out recommendations, and foster open and transparent decision-making processes. The candidate must be an effective facilitator drawing on excellent verbal and written communication skills. The individual must be a systems thinker who values collaboration, understands human centered design, and is committed to diversity, equity and inclusion. Excellent interpersonal skills and political astuteness are essential. The candidate will have demonstrated skill and knowledge in analyzing complex technical and administrative problems, evaluating alternative solutions, and adopting effective courses of action, as well as establishing and maintaining sound, positive working relationships with community members, public and nonprofit organizations, and appointed and elected boards and commissions. The position requires a high level of administrative independence.

ESSENTIAL FUNCTIONS /MANAGEMENT

- Leads the development and implementation of the First 5 Napa County Strategic Plan, in line with the First 5 Manifesto- both attached at the end.
- Convenes, facilitates and sustains community collaborations to refine ideas and develop partnerships to leverage funds from various sources and create integrated systems of care.
- Facilitates community engagement processes with a diverse range of stakeholders and sectors; advocates for the needs of children prenatal through 5 years of age.
- Oversees all funding, contractual agreements and organizational resources to ensure accountability and maximize outcomes. Ensure timely submission of First 5 Napa Annual Report and Fiscal Audit to First California and California State Controller.
- Provides clear, accurate, concise and timely information, recommendations and options to assist the Commission with informed decision-making. Analyzes, investigates, and makes recommendations relative to complex, sensitive and/or controversial issues.
- Provides administrative oversight and financial management of the Commission in accordance with applicable, County, State, and Federal rules, regulations and procedures, related but not limited to: budget; revenue and expenditures; and preparation of the annual audit. This includes working with the F5 staff and the County Auditor/Controller (and their staff) who are currently contracted to provide financial services to First 5 Napa County.
- Works with the Evaluation contractor to develop and implement the local evaluation of in-house and funded programs and initiatives.
- Selects, oversees, supervises and evaluates staff of 3 (total staff is 4FTE). Promotes a positive work environment to maximize staff expertise and their ability to work as a team.

- Keeps Commission, staff and other stakeholders apprised of any legislative or other potential issues regarding Proposition 10 resources and revenue streams, and other policy and legislative issues that would affect children and their families.
- Works collaboratively with community and stakeholders to actively advocate on behalf of Napa County's children and their families.
- Represents the Commission at local, regional and statewide meetings and participates in regional workgroups.

DESIRABLE EDUCATION AND EXPERIENCE

- Graduation from a four-year college or university with major coursework in a field related to early childhood development, psychology, sociology, social work, nursing, education, business or public administration, public policy, or health services or equivalent experience.
- Three to five years of demonstrated experience developing and managing an agency, division or major program, preferably involving the provision of services to children and their families.
- Three to five years of administrative experience overseeing budgets, contracts, multiple revenue streams and expenditures.
- Supports the mission, vision, goals, strategic plan, and manifesto of First 5 Napa Children and Families Commission.
- Experience working with government, business and community based organizations.
- Experience supervising management level staff that has responsibility for diverse functional areas.
- Strong interpersonal, writing, speaking and organizational skills. (Bilingual/bicultural in English/Spanish strongly preferred.)
- Knowledge of early childhood development and best practices for children 0-5 highly desirable.
- Experience working with populations of diverse backgrounds; strong understanding and capacity to foster equity and inclusion in funding, community programs, and organizational processes.
- Experience advancing social change, and using systems thinking, design thinking, and equity frameworks
- Valid California driver's license and vehicle insurance.

SALARY AND BENEFITS

Annual Salary Scale: \$120,000-\$168,000

Compensation is one component of our total rewards program.

Other elements may include:

- Deferred Compensation: Employer maximum contribution of \$4,000 a year
- Monthly health in lieu stipend
- Monthly cell phone allowance - \$100 per month
- Monthly car allowance - \$300 per month
- Vacation time accrual: 0-2 years: 12 days; 3-5 years: 16 days; 6-9 years: 20 days; 10+ years: 26 days.
- Sick time accrual: 3.7 hrs/pp (12 days per year)
- Personal leave: 19 hrs/year
- Management Leave: 40 hrs/year
- 13 paid holidays per year
- 12 weeks of paid parental leave
- Bilingual stipend for qualifying languages
- Professional development
- Wellness/work-life balance
- Remote work opportunities

TO APPLY: Please submit your cover letter and resume (including month/year of employment) to: first5resume@gmail.com

TIMELINES

Filing deadline – April 29, 2024

Preliminary interviews – May 13, 2024 (may be several days during the week of May 13th)

Finalist interviews – May 20, 2024

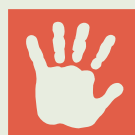
First 5 Napa County Manifesto

<p>SYSTEMS LEVEL PREVENTION</p> <p>When children and families flourish, so do entire communities. We work with all systems (government, business, education, healthcare, etc.) to build supportive home and community environments for children living in Napa County.</p>	<p>EMPATHY</p> <p>Empathy is essential if we are to realize our interdependence and step into a different future together. We work to create spaces in Napa that prioritize human connection, truth telling, and learning from each other.</p>
<p>JUSTICE FOR ALL</p> <p>All families and children deserve equal economic, political and educational opportunities. We work to create just systems of care -- education, health and early childhood -- and rebuild better systems so that Black, Indigenous, Latine and LGBTQ children and families can thrive.</p>	<p>CREATIVITY</p> <p>Solving intractable community challenges demands and deserves bold ingenuity. We work to be innovative and unconventional while we lean into what is possible for our community.</p>
<p>EQUITY BY DESIGN</p> <p>Those most impacted by the inequities of systems must be on the frontline of redesigning them. We work to engage and amplify the voices of Black, Latine, BIPOC, and LGBTQ community members in an effort to make early childhood systems equitable for all Napa County families.</p>	<p>STRONG RELATIONSHIPS + COLLABORATION</p> <p>Strong relationships build trust and open the door to meaningful change. We are committed to building and growing strong relationships in Napa County across sectors, races, genders, life experience, sexual orientations, ages, and faiths.</p>
<p>EDUCATION</p> <p>Children who start kindergarten ready to learn thrive later in life. A successful start for ALL children requires access to quality early childhood education and strong family supports (beginning prenatally) – particularly for Black, Latine, and LGBTQ families.</p>	<p>EMPOWERED FAMILIES</p> <p>Parents/guardians and other caregivers are our children’s first teachers and advocates. We work to educate and empower families to support their children’s physical, social, and emotional development; to have conversations about inclusion and diversity; and to seek opportunities to advocate for their families with our community leaders.</p>

First 5 Napa County

STRATEGIC PLAN

2023-2026



FIRST 5
NAPA COUNTY

About First 5 Napa County

VISION

Napa County is a strong and healthy community because families can set down roots, grow, and thrive.

MISSION

First 5 Napa County convenes and mobilizes the community to use systems- and design-thinking to center and lift up our community's young children, their families, and the providers who serve them.



VALUES

Justice for all	All families and children deserve equal economic, political and educational opportunities. We work to dismantle unjust systems of care and rebuild better systems so that Black, Indigenous, Latine, and LGBTQ children and families can thrive.
Anti-racism	We bravely and visibly oppose racism of all forms — interpersonal, structural, systemic — in Napa County.
Empathy	Empathy is essential if we are to realize our interdependence and step into a different future together. We work to create spaces in Napa County that prioritize human connection, truth telling, and learning from each other.
Creativity	We work to be innovative and unconventional while we lean into what is possible for our community.
Collaboration	We build strong, collaborative, trusting relationships in Napa County across sectors, races, genders, sexual orientations, ages, and faiths. By working together, we can help young children, families, and the providers who serve them thrive.

Our Story

In November 1998, California voters passed a statewide ballot initiative (Proposition 10) to tax tobacco products, with the revenue going to support a comprehensive, integrated system of early childhood development services. The following year, the Napa County Board of Supervisors established the Napa County Children and Families Commission (now First 5 Napa County) to distribute funding from California's Proposition 10 and provide resources to support a comprehensive system of services that ensures children ages prenatal to 5 in Napa County enter school healthy and ready to learn. Since its inception, First 5 Napa County has invested more than \$25 million in the community.

As described in our Manifesto (see Appendix 1), we accomplish our work by building the capacity of the community to use authentic collaborative relationships and human-centered design to create the family and community environments necessary for the optimal health and development of young children. First 5 Napa County centers equity and embraces the values of marginalized communities (e.g., immigrant, Latine, Black, LGBTQ) in all of our work.

In recent years, First 5 Napa County has made great strides in adopting a human-centered design approach to our work, serving as a convener in the community, and leading the way in using systems change to support children prenatal to five, their families, and the providers who serve them. Below are some of our notable accomplishments:

- **Convened the Napa County Quality Counts Consortium**, bringing together over 20 county agencies that aim to support early childhood care and education providers, community resource agencies, and friends, families, and neighbors who care for young children.
- **Built the First 5 Napa Network**, a 55-member network of emerging Napa County leaders from government, education, faith communities, healthcare, business, and family sectors. We trained network members on systems thinking and human-centered design, building capacity to problem solve and co-create with young children, their families, and the providers who serve them.



- **Supported and expanded the implementation of Rainbow Kits and Rainbow Family League**, two projects that support LGBTQ and BIPOC families in feeling safe, visible, and connected in the community and support parents and caregivers in talking about race, racism, identity, and belonging with children.
- **Served as the lead for our First 5 IMPACT Regional Coordination and Training and Technical Assistance Hubs.** As the lead, we convened an eight-county region to build capacity and share resources around early childhood care and education quality improvement. This role also enabled us to expand the Rainbow Kits and other programs to our neighboring counties.
- **Launched 9 Latina and Asian American high school students on a path towards careers in early childhood care and education through the Florecer program.** Through this program, we provided participants, most of whom were of the first generation in their families to pursue a college education, with student internships in a variety of early childhood field professions (such as pediatric physical therapist, speech language pathologist, child care center directors, and family child care homes), access to college-level coursework in child and family studies, and financial assistance for this coursework.
- Adopted a **climate change action resolution** recognizing the impact of climate change on Napa County children and families and committing to climate education and advocacy (Appendix 2).

We asked...

What hopes do you have for your children?

We heard...

For them to be good citizens. For them to be hard working and compassionate people. I want them to be happy with themselves.

Que sean buenos ciudadanos. Que sean trabajadores y compasivos. Felices con si mismos.



Key Demographic Data

Overall, the County population has declined 2.6 percent since 2017 to a total of 136,207 people in 2021 (Table 1).

In the same time period, **the population of children under the age of five has declined by 10 percent** to 6,348 children (Table 2). The overall birth rate in Napa County in the same time frame declined by eight percent (Table 3). **Nearly half of all births in the County in 2021 were to Latine mothers (Table 4).**¹ Birth rate data demonstrate that Napa County’s total population is declining in number, especially among young children, while the proportion of Latine births is growing.

TABLE 1: NAPA COUNTY POPULATION		
Year	Total population	% change from previous year
2021	136,207	-1.3%
2020	138,019	+0.2%
2019	137,744	-0.8%
2018	138,789	-0.8%
2017	139,878	--

Source: data.census.gov

TABLE 2: NAPA COUNTY CHILDREN AGES 0-4		
Year	Population under age 5	% change from previous year
2021	6,348	-7%
2020	6,842	+5%
2019	6,537	-6%
2018	6,967	-1%
2017	7,035	--

Source: data.census.gov

¹Data sources use the term “Hispanic or Latino.” First 5 Napa County is committed to LGBTQ inclusion and the inclusion of the full spectrum of gender identities in our work. Communication from our organization has moved away from using language that reinforces cisnormativity and the gender binary. Consistent with experts in the field, we use Latine to refer to individuals whose cultural background originated in Latin America. In U.S. academic circles, Latinx is being used as a gender-inclusive term to refer to people from Latin American backgrounds, but Spanish-speakers find that Latinx is unpronounceable in Spanish. With consideration to the inclusive language options being used by Spanish speakers, whether the inclusive ending has the ability to be pronounced, and whether the ending includes identities beyond the gender binary, First 5 Napa County uses of the inclusive “e” ending to communicate inclusively in Spanish (examples: todes, niñe, bienvenides).

TABLE 3: NAPA COUNTY BIRTH RATE PER 1,000 WOMEN

Year	Birth rate	% change from previous year
2021	46.6	-1%
2020	47.1	-5%
2019	49.8	+6%
2018	46.8	-4%
2017	50.4	--

Source: kidsdata.org

TABLE 4: NAPA COUNTY RACE/ETHNICITY & BIRTHS

Race/ethnicity	% of total County population	% of mothers giving birth
American Indian/Alaska Native	4%	--
Asian	11%	8%
Black/African American	3%	2%
Latine	36%	48%
Native Hawaiian/Other Pacific Islander	0.5%	--
Other race	28%	--
White	73%	36%

Sources: data.census.gov; kidsdata.org



The total number of licensed child care spaces has increased slightly since 2017, but **infant spaces in child care centers have declined by 30 percent** in the same timeframe. The percentage of children ages 0-5 who could be served by licensed child care spaces has increased, but this is more the result of the declining number of children in the County than a substantial increase in child care supply (Table 5). The **cost of full-time care in a licensed child care center has increased by approximately 30 percent for both infants and preschoolers in the last five years**, with costs increasing by an average of 14 percent in just the last two years. These data illustrate the challenges of finding and affording child care in the County (Table 6).

TABLE 5: LICENSED CHILD CARE SUPPLY IN NAPA COUNTY

Type of provider	2017	2019	2021
Center - Infant (0-23 months)	247	200	174
Center - Preschool (2-5 years)	1,791	2,006	2,066
Family home (not broken down by age)	822	798	846
TOTAL SPACES	2,860	3,004	3,086
Total children ages 0-5	8,696	8,126	7,587
% of children served by spaces	33%	37%	41%

Source: California Child Care Resources & Referral Network and Kids Data

TABLE 6: ANNUAL CHILD CARE COSTS IN NAPA COUNTY

Annual full-time cost of care at a licensed child care center	2017	2019	2021
Infant (0-23 months)	\$14,839	\$16,659 (+12%)	\$19,140 (+14%)
Preschool (2-5 years)	\$10,016	\$11,705 (+17%)	\$13,056 (+12%)

Source: California Child Care Resources & Referral Network

Strategic Planning Process

The strategic planning process began with a current state assessment in which the consultant team, Onside Partners and Somerville Consulting Firm, interviewed the organization's four staff members, nine Commissioners, and four of 55 members of the First 5 Napa Network. The consultant team also reviewed key documents, including the previous strategic plan and recent evaluation reports and data. Through the current state assessment, the consultants documented the strengths and opportunities for improvement, as seen through the eyes of internal stakeholders.

For the strategic planning process, staff and the Commission sought to engage those in the community who, they knew from past work and data collection, often did not have the resources they needed to thrive as families in the County:

- Latine families
- Families who are monolingual speakers of Spanish and other non-English languages
- Families living in UpValley and American Canyon
- Families of children with special needs
- Direct service providers in general and informal child care providers specifically

The consultant team, worked with five partner organizations of First 5 Napa County to design and implement an external stakeholder engagement process that would allow families in these priority populations to directly share with First 5 Napa County their needs.

The consultant team designed a process with these characteristics:

- **Prioritized ease of data collection for the partner organizations:** The consultant team asked partner organizations what would be the easiest way to collect the data and gave them the resources and support that they needed to do so.
- **Recognized the labor of partner organizations:** All organizations that could accept a stipend received one and all staff who supported the data collection received a \$25 gift card, when allowed by the partner organization.
- **Implemented by trusted messengers:** With the assumption that families would feel more comfortable participating if invited by someone they know, partner organizations, rather than the consultant team, were intentionally set up to collect data.
- **Respectful of families' time and wisdom:** Every family who provided data received a \$25 gift card, recognizing that their time and the information they provided had great value.
- **Strengths-based framing:** The questions invited families to share their hopes for their children; what made it easier and harder to raise a family in the County; and what they needed to thrive in the community.

We asked...

What has made life in Napa County harder for your family or families like yours?

We heard...

Napa is way too expensive to live in so we have to work more and as a result we spend less time with our families.

Napa es demasiado caro para vivir así que temenos que trabajar mas tiempo y como resultado estamos menos tiempo en familia.

In addition to gathering input from families, the consultant team, Commission, and staff conducted interviews with community leaders who represented diverse sectors in Napa County to understand their perspectives on Napa County’s assets, challenges, and future. In addition to contributing valuable perspectives to the strategic planning process, the interview process also allowed Commissioners and staff to begin and strengthen relationships with potential key partners in the County.

The consultant team analyzed the external stakeholder data and discussed it with Commissioners at a day-long Commission retreat in March 2023, where the Commissioners reflected on the data and used it as a tool to help set a direction for First 5 Napa County’s next few years. Through several rounds of iteration, the consultant team worked with staff and Commissioners to refine the organization’s vision and mission and to develop a theory of change, which formed the foundation of the strategic plan.



We asked...

If you could have three wishes for your family and this community, what would they be?

We heard...

For us to always be together as a family with health, that is the most important, and that the community continues to be safe so that our children can be free of any fear of experiencing insecurity (hate, discrimination).

Que siempre estemos Unidos como familia, llenos de salud lo que mas importa y que la comunidad sea Segura para que nuestros hijos sean libres sin miedo a la inseguridad (odio, discriminacion)

Credit: Nick Otto, Napa Valley Register

What First 5 Napa County Learned

Through the strategic planning process, First 5 Napa County heard from more than 200 community members, including families, direct service providers, and community leaders. Collectively, they painted a picture of a beautiful, close-knit community in which to raise a family with abundant resources to support residents, excellent schools, a robust economy, and a small-town feel. At the same time, many saw a community that is hard to live in due to the high cost of living in general, with housing being the most significant challenge. Community leaders described the County as being at a crossroads. The County could follow one path toward a diverse and inclusive future by addressing the high cost of living, lack of affordable housing, limited and expensive child care options, disaster preparedness, and other issues that affect livability for families. Or it could face a future with a declining workforce, fewer young children and families, and less diversity.

Below the themes from external stakeholder engagement are summarized. More detailed data is available on the First 5 Napa County website.

Families overwhelmingly hope that their children get a good education.

Two-thirds of families expressed a hope for a good education. In addition to education, families hope that their children grow up to be good people, achieve their potential, have a good quality of life and health, and gain the skills that they need to be independent.

Families appreciate the sense of safety, tranquility, and abundant resources in the County.

The good schools, natural beauty, and small-town feel also make Napa County a great place to raise a family, according to the families engaged in this process. Community leaders echo these sentiments, adding that the County's cultural diversity, a strong nonprofit sector that provides quality services, and a booming economy are also assets. Further, community leaders noted that there's a willingness to come together and solve problems.

Economic factors, including the overall cost of living, the cost of housing, and inflation, primarily made life in Napa County harder for families.

Besides these factors, some pointed to limited access to medical care, traffic congestion, and a general lack of housing as additional challenges. Community leaders similarly noted that the County faces challenges related to poverty, inequity, lack of affordable housing, lack of child care, and natural disasters (which are exacerbated by the climate crisis).

Despite these challenges, approximately 70% of families see a future for themselves in the County.

Ten percent of families did not see a future in the County, most citing affordability as the primary reason, and nearly 20 percent had mixed feelings about their future in the County, also citing economic factors as the driver of their uncertainty.

Families want education for their children, good health, affordable and stable housing, and jobs.

Notably many families, particularly those who responded to outreach in Spanish, specifically said that they wanted to own a home, which they likely see as a path to stability in the County.

Where First 5 Napa County Is Headed

Based on the challenges and needs identified by families and other community stakeholders, First 5 Napa County established the following priorities.

Priority populations

For the next three fiscal years, First 5 Napa County plans to prioritize the following underrepresented populations who are also experiencing inequities as direct recipients of its work and impact:

- Latine families, a historically marginalized group in the County
- Families who are monolingual speakers of Spanish and other non-English languages, who often do not have access to resources and support in their primary language
- Families living in American Canyon and UpValley communities, who are often overlooked due to a disproportionate focus in Napa County on the city of Napa
- Families of children with special needs, who often do not have access to the full set of resources and support that they and their children may need
- Early childhood care and education providers, with particular focus on informal child care providers (unlicensed providers who are family members, friends, or neighbors), who are typically more susceptible to burnout, housing insecurity, and financial insecurity than those who work in higher-paid sectors.



*Credit:
Nick Otto
Napa Valley Register*

Needs of priority populations

Based on the data collected through the strategic planning process, as well as Commissioners' and Staff insights, the following needs were identified:

- **Greater consideration by public and private sector decision-makers of families with limited resources who have children prenatal to age five**

Families and caregivers said that the cost of housing and overall cost of living made it hard for them to live in Napa County. They shared that due to the high cost of living, Napa County does not feel like a welcoming place to live and work for families with limited resources. Many feel that decision-makers prioritize tourist dollars to the exclusion of the workers with limited resources who are instrumental in generating tourist dollars. There is also a sense that decision-makers don't recognize the importance and value of early childhood care and education providers in supporting the workforce of the County. As the birth rate declines in Napa County and families relocate to more affordable communities, there is a greater need for decision-makers to recognize the value of having families living and working in Napa County.

- **Full access to responsive care and education for children 0-5 whose families and caregivers have limited resources**

Overwhelmingly, families want their children to have a good education. Full access means that families have care and education that they can afford, in the location and for the hours that they need. Responsive means that the care and education addresses the individual needs of the families with limited resources and their children, including children with special education needs, preferred language, and other aspects of how families identify.

- **Greater capacity of nonprofit and government organizations serving families and children prenatal to age five to address their complex needs**

The Commission and staff see a need for more organizations in the County to take family-centered, systems-based approaches to addressing the needs of families and children prenatal to age five. Organizations and their decision-makers need to recognize how the success of Napa County interconnects with addressing family needs, like affordable housing and affordable, high-quality early childhood care and education.

Long-term organizational goals

In response to the above needs, First 5 Napa County identified the following long-term goals for the organization to work towards:

- Families have access to high-quality, inclusive, responsive early care and education
- Families and providers are valued and included in Napa County
- Organizations that serve families and children prenatal to age five take an inclusive, systems-based approach to their work

2023 – 2026 strategic priorities

In order to work towards these goals in the next three years, First 5 Napa County’s strategic priorities will be to:

- Ensure that the needs of young children, their families, and the providers who serve them are recognized and addressed by decision-makers throughout the County
- Support First 5 Napa County’s network of partners and allies in advocating for and meeting the needs of young children, their families, and the providers who serve them
- Build the capacity of individuals and organizations to center and meet the needs of young children, their families, and the providers who serve them
- Develop an organizational structure that can carry out the strategic plan
- Create paths to more sustainable funding sources for the organization

We asked...

Do you see a future for your family in Napa County?

We heard...

Yes, I agree. Mostly because of the safety and because it is a place surrounded by mountains and is peaceful.

Si, estoy de acuerdo. Mas que nada por la seguridad y es un lugar lleno de montanas y es tranquilo.

How First 5 Napa County Will Get There

Based on the strengths and assets of First 5 Napa County and the needs and challenges identified by families and community leaders, the consultant team worked with the Commission and staff to develop a theory of change. A theory of change is a simple diagram that shows how the core approaches of an organization lead to intended outcomes and ultimately to the organization's vision. Appendix 3 is a glossary that defines how First 5 Napa County uses key terms.



We asked...

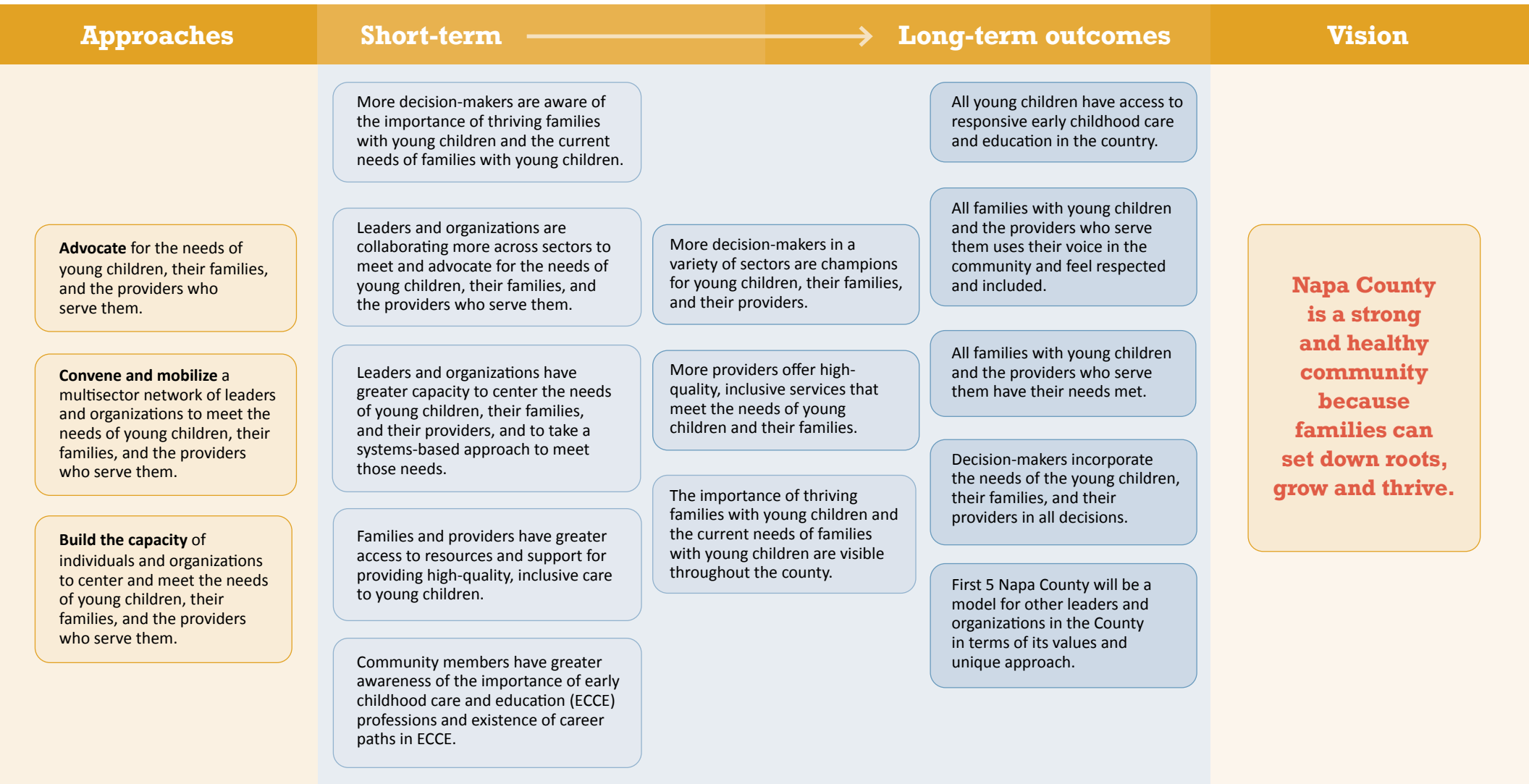
What do you like about raising a family in Napa County?

We heard...

I've liked to live here because it's a beautiful and peaceful county with lots of jobs due to the fact that we have vineyards.

Me a gustado vivir aquí por que es un condado muy bonito y tranquilo y con muchos trabajos por ele beneficio de lost viñedos

First 5 Napa County Theory of Change



Sample Metrics

A formal evaluation plan is an important guide to tracking impact. As an initial step towards having a full evaluation plan, below are sample metrics for tracking outputs of First 5 Napa County’s three approaches and short-term outcomes during the three-year term of the strategic plan.² These metrics will be refined to align with planned activities. Metrics for medium- and long-term outcomes can be developed in a focused evaluation planning process.

APPROACHES	SAMPLE OUTPUT METRICS
<p>Advocate for the needs of young children, their families, and the providers who serve them.</p>	<ul style="list-style-type: none"> • # and types of meetings attended in which First 5 Napa County staff or Commissioners advocated • #, types and intended audience of advocacy communications created by First 5 Napa County • Issues on which First 5 Napa County advocated (e.g. child care, housing and climate change)
<p>Convene and mobilize a multisector network of leaders and organizations to meet the needs of young children, their families, and the providers who serve them.</p>	<ul style="list-style-type: none"> • # of network members • # and types of sectors represented • # and types of actions taken by network members • # of new partnerships
<p>Build the capacity of individuals and organizations to center and meet the needs of young children, their families, and the providers who serve them.</p>	<ul style="list-style-type: none"> • # of individuals and organizations trained • Topics of capacity building events • Programs that First 5 Napa County funds partners to implement

² Sample metrics drawn from Harvard Family Research Project. (2009). [A User’s Guide to Advocacy Evaluation Planning](#).

SHORT-TERM OUTCOMES	SAMPLE OUTCOME METRICS
<p>More decision-makers are aware of the importance of thriving families with young children and the current needs of families with young children.</p>	<ul style="list-style-type: none"> • # of decision-makers engaged through one-on-one meetings and educational events hosted by First 5 Napa County • # of decision-makers reporting awareness
<p>Leaders and organizations are collaborating more across sectors to meet and advocate for the needs of young children, their families, and the providers who serve them.</p>	<ul style="list-style-type: none"> • # of sectors of collaborators of First 5 Napa County • Collaborative actions and associated results related to the needs of young children, families, and providers in partnership with First 5 Napa County and independent of First 5 Napa County
<p>Leaders and organizations have greater capacity to center the needs of young children, their families, and their providers, and to take a systems-based approach to meet those needs.</p>	<ul style="list-style-type: none"> • Knowledge of how to center the needs of young children, families, and providers and how to take a systems-based approach • Actions taken to center the needs of young children, families, and providers and use a systems-based approach
<p>Community members have greater awareness of the importance of early childhood care and education (ECCE) professions and existence of career paths in ECCE.</p>	<ul style="list-style-type: none"> • % of high school seniors in Napa County who are aware of ECCE career paths • Increased enrollment in Napa Valley College Child and Family Studies and Education program
<p>Families and providers have greater access to resources and support for providing high-quality, inclusive care to young children.</p>	<ul style="list-style-type: none"> • # of providers participating in Quality Counts for the first time • Knowledge about providing high-quality and inclusive care among family and providers • Confidence about providing high-quality and inclusive care among family and providers

Appendix 1: First 5 Napa County Manifesto

<p>SYSTEMS LEVEL PREVENTION</p> <p>When children and families flourish, so do entire communities. We work with all systems (government, business, education, healthcare, etc.) to build supportive home and community environments for children living in Napa County.</p>	<p>EMPATHY</p> <p>Empathy is essential if we are to realize our interdependence and step into a different future together. We work to create spaces in Napa that prioritize human connection, truth telling, and learning from each other</p>
<p>JUSTICE FOR ALL</p> <p>All families and children deserve equal economic, political and educational opportunities. We work to create just systems of care and rebuild better systems so that Black, Indigenous, Latine and LGBTQ children and families can thrive.</p>	<p>CREATIVITY</p> <p>Solving intractable community challenges demands and deserves bold ingenuity. We work to be innovative and unconventional while we lean into what is possible for our community.</p>
<p>EQUITY BY DESIGN</p> <p>Those most impacted by the inequities of systems must be on the frontline of redesigning them. We work to engage and amplify the voices of Black, Latine, BIPOC, and LGBTQ community members in an effort to make early childhood systems equitable for all Napa County families.</p>	<p>STRONG RELATIONSHIPS + COLLABORATION</p> <p>Strong relationships build trust and open the door to meaningful change. We are committed to building and growing strong relationships in Napa County across sectors, races, genders, life experience, sexual orientations, ages, and faiths.</p>
<p>EDUCATION</p> <p>Children who start kindergarten ready to learn thrive later in life. A successful start for ALL children requires access to quality early childhood education and strong family supports (beginning prenatally) – particularly for Black, Latine, and LGBTQ families.</p>	<p>EMPOWERED FAMILIES</p> <p>Parents/guardians and other caregivers are our children’s first teachers and advocates. We work to educate and empower families to support their children’s physical, social, and emotional development; to have conversations about inclusion and diversity; and to seek opportunities</p>

Appendix 2: First 5 Napa County Climate Resolution

RESOLUTION OF THE NAPA COUNTY FIRST 5 CHILDREN AND FAMILIES COMMISSION AUTHORIZING THE CALL TO CLIMATE CHANGE ACTION ON BEHALF OF ALL NAPA COUNTY'S CHILDREN

WHEREAS, children are our precious future and what happens to our children today will impact us all tomorrow; and

WHEREAS, the success of Napa County is measured by the well-being of its children, whose biological and cognitive development occurs within the context of nurturing and stable families, schools, neighborhoods and communities; and

WHEREAS, climate change poses threats to human health, safety and security and children are uniquely vulnerable to these threats; and

WHEREAS, the effects of climate change on children's wellbeing are direct and vast, including mental health impacts, worsening pregnancy outcomes, food insecurity, hotter and longer heat waves leading to less outdoor play and heat-related illness, an increase in extreme weather events disrupting lives and uprooting families, and health effects brought about by poorer air quality and the spread of infectious diseases; and

WHEREAS, the social foundations of children's mental and physical health are threatened by the far-reaching consequences of unchecked climate change including depletion of basic resources such as food and clean water, ecological loss, population displacement and mass migration, climate refugees, failing communities, resulting tensions, and increased risk of conflict; and

WHEREAS, climate change is a social justice and equity issue impacting all people but particularly young people and future generations, and it disproportionately affects people of color and those in poverty, thereby exacerbating existing inequities and limiting equality of opportunity which is a foundational aspiration of our community and America; and

WHEREAS, we are in a climate and ecological emergency of existential proportions, and we must act urgently; and

WHEREAS, rising global temperatures due to human activity are causing major physical, chemical, and ecological changes in the planet; and

WHEREAS, megafires, drought, extreme weather events, disrupted harvests, and mass extinction of animal and plant species are already part of our lives; and

WHEREAS, the most recent Intergovernmental Panel on Climate Change released in August 2021 again asserts that "limiting global warming to 1.5 degrees Celsius would require rapid, far-reaching and unprecedented changes in all aspects of society" and projected that the Earth could reach and exceed this temperature threshold as early as 2030, far earlier than previously anticipated; and

WHEREAS, without a massive effort to reverse the rising global temperatures, life as we know it will continue to collapse, threatening humanity and the natural world; and

WHEREAS, given this knowledge, failure to take prompt, substantive action would be an act of injustice to all children with profound negative impact throughout their lives, as well as the lives of future generations; and

WHEREAS, to preserve the health and longevity of Earth for generations to come, it is the responsibility of the Napa County community to take collective action to help stabilize global temperatures and prevent disproportionate impacts by holding those in positions of power accountable for responding to the climate crisis; and

WHEREAS, the urgency and magnitude of the challenge of addressing climate change calls for courageous leadership in all sectors of society by acknowledging that a climate emergency threatens the children and people of Napa County and responding with the necessary emergency measures

LET IT THEREFORE BE RESOLVED, that the Napa County First 5 Children and Families Commission supports and promotes local, state and federal policies and practices that mitigate the impacts of climate change, and protect the health, safety and well-being of Napa county's current and future residents and workforce.

BE IT FURTHER RESOLVED, that the Napa County First 5 Children and Families Commission will adopt climate education and advocacy as part of its next 3-year strategic plan, which will include an annual workplan defining goals, objectives and implementation strategies.

PASSED AND ADOPTED by the Napa County First 5 Children and Families Commission, this 27th day of June, 2022.

Appendix 3: Theory of Change Glossary

- Decision-makers:** Individuals within organizations who make decisions that affect young children and families. This might be, for example, a business owner, a public agency manager, or an elected official.
- Families:** Anyone who is close to and cares for a young child, whether they are a biological or adoptive parent, step-parent, grandparent, or close family friend. Our definition also encompasses the concept of the caregiver.
- Leaders:** Someone who guides or directs an organization or group of people. A leader may also be an individual in a perceived leadership role, but who does not have formal authority, such as a respected person within a community.
- Organizations:** This is any formal or incorporated institution in any sector, such as a public agency, for-profit business, or non-profit organization.
- Provider:** People and organizations who provide services to young children and families, including informal and formal ECCE providers, healthcare providers, and other social service providers.
- Thrive:** This means that an individual or family has everything that they need to achieve their greatest potential. We will use the protective factors framework (Appendix 4) to further define what's needed to thrive.
- Young children:** Children from the prenatal stage to age five.

Appendix 4: How We'll Know We're Achieving Our Community Goals

HOW WE'LL KNOW WE ARE ACHIEVING OUR COMMUNITY GOALS	
Capabilities	<p>Every baby has an optimal start Example indicators:</p> <ul style="list-style-type: none"> • Prenatal care, first trimester initiation • No family violence during pregnancy • Gestational age at birth and/or birth weight • Rate of drug affected babies
	<p>People are as healthy as possible Example indicators:</p> <ul style="list-style-type: none"> • Mental health status (index) • Physical health status • # days/month can do usual activities • Oral health: untreated decay or needing urgent/emergent care
	<p>People have good self-regulation Example indicators:</p> <ul style="list-style-type: none"> • Kindergarten assessment of self-regulation • Discipline for behavioral problems at school • DUII rate (under influence of intoxicants) • Rate of getting enough sleep
	<p>People are engaged in learning and skill building Example indicators:</p> <ul style="list-style-type: none"> • K-assessment numbers, operations, letter names & sounds • Reading @ 3rd grade • Cohort high school graduation rate • Percent reporting not able to work
Belonging	<p>People are protected from negative effects of adversity Example indicators:</p> <ul style="list-style-type: none"> • Proxy ACE Score 0-2 years • Proxy ACE Score adolescents • Suicide ideation • Crisis services use among people with >= ACE-attributable problems

Appendix 4: How We'll Know We're Achieving Our Community Goals

HOW WE'LL KNOW WE ARE ACHIEVING OUR COMMUNITY GOALS	
Belonging	<p>People feel safe, and are safe Example indicators:</p> <ul style="list-style-type: none"> • Did not go to school because feeling unsafe • Accident/injury hospitalizations of women and children • Court protection actions; protection orders, out of home placements • Workplace injury or illness
	<p>People feel welcomed and respected in community Example indicators:</p> <ul style="list-style-type: none"> • Pre-school suspensions and expulsions • Teachers treat students with respect • Disproportionate interdiction (e.g., justice, child welfare) services • Feel that life has purpose
Community, Culture, Spirituality	<p>People have equitable, sufficient, and predictable resources Example indicators:</p> <ul style="list-style-type: none"> • Food insecurity • Childhood poverty • Underemployment • ALICE (Asset Limited, Income Constrained, Employed)
	<p>People take care of community & natural resources Example indicators:</p> <ul style="list-style-type: none"> • Participation in faith, arts, clubs, or sports • Voting rates • Water quality • Recycling participation
	<p>All communities are places of wellbeing & vitality Example indicators:</p> <ul style="list-style-type: none"> • Median home value • Household income distribution • Ratio of business start-ups to business closures • Growth in appraised value of commercial/industrial properties

Proposed by Laura Porter (ACE Interface, LLC)



Thank you to First 5 Napa County's staff, Commission, partners, and the community for contributing your vision and voices to this plan.

PREPARED IN PARTNERSHIP WITH:



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