



AGENDA ITEM: 8
DATE OF MEETING: July 18, 2012
ACTION: X
INFORMATION: _____

STRATEGIC PLAN UPDATE

SUMMARY OF REQUEST

Staff requests approval to extend the deadlines for four objectives in the First 5 California 2008 Strategic Plan, to enable the data collection and evaluation of the child, parent and teacher signature programs recently authorized by the State Commission.

BACKGROUND

The First 5 California 2008 Strategic Plan was developed as a roadmap for future investments in services and programs for children ages 0 to 5 California. The Strategic Plan is the reflection of the contributions of many individuals, organizations and stakeholders that share a common interest in early childhood development and ensuring that children in California are enter school ready to achieve their greatest potential.

The Strategic Plan is comprehensive, and articulates goals, strategies and objectives across the spectrum, including policy and program development, public awareness, research and evaluation, and organizational operations and systems. As originally adopted, the objectives were mapped out over a timeline ending in September 2012. The Executive Director has presented annual reports to the Commission documenting First 5 California's progress and accomplishments under the adopted Strategic Plan.

Proposition 10 and the Bylaws of First 5 California require the adoption of guidelines for an integrated and comprehensive statewide program of promoting, supporting, and improving early childhood development. (See Health & Safety Code, section 130125.) The Strategic Plan serves as the statutorily required guidelines.

DISCUSSION

The July 2012 Strategic Plan Update identifies as "completed" each of those objectives which have been accomplished.

In addition, the Update identifies as "recurring" those objectives which have been adopted and incorporated into First 5 California's standard operating and business practices.

Since the adoption of the Strategic Plan, First 5 California has designed and implemented the child, parent and teacher signature programs to focus its investments in early childhood development. These signature programs were not contemplated at the time of the preparation of the Strategic Plan. Rather, they are a result of First 5 California's dedication to delivering programs with highest impact to help California's children achieve their greatest potential. The signature programs are also in part a reaction to changed circumstances, namely the statewide recession and fiscal strain affecting state and county governments over the last several years.

In light of the recent development of the signature programs, First 5 California has not yet completed its data collection systems and evaluation methodologies for them. The July 2012 Strategic Plan Update reflects this, and seeks extensions of two specific objectives to enable the accomplishment of these important program elements, as follows:

Objective 4.1.1 ————— JAN 2009 (NEW END DATE: DEC 2014)
Secure an information technology vendor to build a comprehensive data system to integrate First 5 data.

Objective 5.4.1 ————— SEPT 2008 (NEW END DATE: DEC 2014)
Develop a plan to address the technology needs of First 5 California.

In addition, the two remaining incomplete objectives reflect the robust research goals of the original stakeholder-driven Strategic Plan. Given the changed circumstances, staff seeks extensions of these objectives to enable further discussion with and direction from the Commission regarding the pursuit and potential modification of them, as follows:

Objective 1.5.1 ————— SEPT 2011 (NEW END DATE: DEC 2014)
Issue a report on the relationship between First 5-funded programs and family self-sufficiency including, if appropriate, program and policy implications.

Objective 4.2.3 ————— JAN 2011 (NEW END DATE: DEC 2014)
Initiate a longitudinal study of First 5 California-funded programs to evaluate the impact of those programs on the well-being of children.

Extending the deadlines of these four objectives to enable their full accomplishment and/or resolution will ensure that the Strategic Plan remains a living document and fulfill the requirements of the Health & Safety Code and Bylaws.

STAFF RECOMMENDATION

Staff recommends that the Commission approve the July 2012 Strategic Plan Update.

ATTACHMENTS

- July 2012 Update to Strategic Plan for First 5 California
- PowerPoint Slides



JULY 2012 UPDATE
STRATEGIC PLAN

FIRST 5 CALIFORNIA
CALIFORNIA CHILDREN &
FAMILIES COMMISSION

08

STRATEGIC GOALS

FOCUS ON POLICY DEVELOPMENT

GOAL NO.	IMPLEMENT A COMPREHENSIVE POLICY AGENDA THAT ELEVATES THE NEEDS OF CHILDREN 0 TO 5
01	

STRATEGY 1.1

Affiliations — Increase the number and depth of state and national partnerships and affiliations.

Objective 1.1.1 ————— **JAN 2009 (RECURRING)**

First 5 California will obtain at least 25 memberships and annually participate in state and national organizations that emphasize early childhood development.

Objective 1.1.2 ————— **JAN 2009 (RECURRING)**

First 5 California management team will seek advisory representation on three nationally affiliated groups or projects.

STRATEGY 1.2

Advocacy — Advocate in state and national arenas for the needs of children 0 to 5.

Objective 1.2.1 ————— **JUNE 2009 (COMPLETED)**

The First 5 California management team will develop and implement a public advocacy plan to address the needs of children 0 to 5 and sustaining related programs.

Objective 1.2.2 ————— **JAN 2009 (RECURRING)**

Conduct post-program assessments; determine viability as a statewide program and advocate for statewide implementation.

Objective 1.2.3 ————— **JAN 2009 (RECURRING)**

First 5 California management team shall, at a minimum, convene biannual meetings with legislators and/or stakeholders to discuss issues related to children 0 to 5 and advance successful programs.

STRATEGY 1.3

Health Care — Facilitate and support health care coverage and quality care for all children 0 to 5.

Objective 1.3.1 ————— **JAN 2009 (RECURRING)**

Develop partnerships and, where feasible, legislative recommendations to sustain successful programs, such as early childhood screenings, access to services, and oral health care.

Objective 1.3.2 ————— **JAN 2009 (COMPLETED)**

Partner with health care policy advocates to support quality health care for children 0 to 5, including, but not limited to, work force development, and health care systems reform.

STRATEGY 1.4

Early Care and Educational Development — Facilitate and support early care and educational development for all children 0 to 5.

Objective 1.4.1 ————— **MARCH 2011 (RECURRING)**

Establish or participate as a partner in a committee addressing systems change around California's higher education system related to developing the early childhood development workforce.

Objective 1.4.2 ————— **JAN 2009 (RECURRING)**

Participate as a partner in a statewide effort to increase quality, access and/or availability of early care and education, such as preschool, infant/toddler care, or school readiness programs.

STRATEGY 1.5

Family Self-Sufficiency — Facilitate and support policies and programs that promote family self-sufficiency.

Objective 1.5.1 ————— **SEPT 2011 (NEW END DATE: DEC 2014)**

Issue a report on the relationship between First 5-funded programs and family self-sufficiency including, if appropriate, program and policy implications.

Objective 1.5.2 ————— **JAN 2009 (COMPLETED)**

Include family self-sufficiency information in First 5-funded programs.

INVEST IN PROGRAM DEVELOPMENT

GOAL NO.

02

ESTABLISH A DISTINCTIVE SET OF SUSTAINABLE
HEALTH AND EDUCATION PROGRAMS FOR
CHILDREN 0 TO 5

STRATEGY 2.1

Signature Programs — Support two to three signature programs focused on specific needs.

Objective 2.1.1 ————— **JUNE 2008 (COMPLETED)**

Convene a First 5 California legacy programs assessment workgroup to develop criteria for assessing the ongoing viability of programs implemented prior to January 1, 2008.

Objective 2.1.2 ————— **MARCH 2009 (COMPLETED)**

Convene a First 5 California legacy programs assessment workgroup to develop criteria for improving the programs implemented prior to January 1, 2008.

STRATEGY 2.2

Seed Innovative Pilot Programs — Invest in demonstration projects promoting systemic change.

Objective 2.2.1 ————— **JUNE 2010 (COMPLETED)**

Research and recommend innovative pilot projects such as increasing quality preschool spaces, Children's Zones, Educare sites and school-based health centers.

Objective 2.2.2 ————— **JAN 2011 (COMPLETED)**

Develop implementation models for viable pilot programs.

STRATEGY 2.3

Program Support Portfolio — Develop and implement a financial model for maximizing the effectiveness of First 5 California's investments.

Objective 2.3.1 ————— **MARCH 2009 (COMPLETED)**

Annually obtain Commission approval for the three-year allocation of funds and maintenance of an investment reserve.

Objective 2.3.2 ————— **MARCH 2009 (COMPLETED)**

Establish an annual budget allocation item on the Commission agenda.

STRATEGY 2.4

Program Sustainability — Include a comprehensive sustainability plan in First 5 California programs.

Objective 2.4.1 ————— **MARCH 2008 (COMPLETED)**

Establish a comprehensive sustainability plan which includes a cost-benefit analysis for every program, pilot project or demonstration site.

Objective 2.4.2 ————— **JAN 2008 (COMPLETED)**

First 5-funded programs must contain a sustainability plan with benchmarks to maintain the program beyond the funding cycle.

Objective 2.4.3 ————— **JUNE 2008 (COMPLETED)**

Include an evaluation component as a condition of accepting First 5 California funding.

BROADEN PUBLIC AWARENESS

GOAL NO. BUILD RECOGNITION AND GENERATE SUPPORT
FOR THE NEEDS OF CHILDREN 0 TO 5

03

STRATEGY 3.1

Targeted Media — Educate Californians about the healthy development of children and the importance of the first five years using a broad range of media strategies.

Objective 3.1.1 ————— **SEPT 2008 (COMPLETED)**

Develop and implement a comprehensive, three-year media plan.

Objective 3.1.2 ————— **SEPT 2008 (COMPLETED)**

Develop and implement a comprehensive, grassroots public education campaign.

STRATEGY 3.2

Informational Networks — Share information and messages with California's diverse populations through partnerships.

Objective 3.2.1 ————— **JUNE 2010 (COMPLETED)**

Identify hard to reach populations and appropriate partnerships for sharing information on the healthy development of children 0 to 5.

Objective 3.2.2 ————— **MARCH 2009 (RECURRING)**

Establish partnerships with at least two public agencies with similar goals, linking First 5 California's name and/or program with their name for increased effectiveness.

Objective 3.2.3 ————— **MARCH 2009 (COMPLETED)**

Enlist the support of at least two additional partners to increase education about the health benefits of smoking cessation.

Objective 3.2.4 ————— **MARCH 2009 (RECURRING)**

Enlist the support of at least two partners to increase parent education.

STRATEGY 3.3

Organizational Profile — Through alliances and partnerships, increase First 5 California's organizational profile.

Objective 3.3.1 ————— **JAN 2009 (RECURRING)**

Present First 5 California projects at two or more national events annually.

Objective 3.3.2 ————— **JAN 2011 (COMPLETED)**

Reach 70 to 75 percent of the media market through a partnership with public television.

ENHANCE RESEARCH AND EVALUATION

GOAL NO.

04

ASSESS THE VALUE OF PROGRAMS
FOR CHILDREN

STRATEGY 4.1

Data System — Create a comprehensive data system that supports decision-making.

Objective 4.1.1 ————— **JAN 2009 (NEW END DATE: DEC 2014)**

Secure an information technology vendor to build a comprehensive data system to integrate First 5 data.

Objective 4.1.2 ————— **JAN 2011 (RECURRING)**

Establish a training program for staff, First 5 California partners and national researchers on the First 5 California data system.

STRATEGY 4.2

Special Studies — Conduct special studies to identify best practices and assess the value of programs for children 0 to 5.

Objective 4.2.1 ————— **JAN 2010 (COMPLETED)**

Identify culturally appropriate best practices for assessing the needs of children 0 to 5.

Objective 4.2.2 ————— **JAN 2010 (COMPLETED)**

Identify culturally appropriate best practices for impacting the needs of children 0 to 5.

Objective 4.2.3 ————— **JAN 2011 (NEW END DATE: DEC 2014)**

Initiate a longitudinal study of First 5 California-funded programs to evaluate the impact of those programs on the well-being of children.

STRATEGY 4.3

Center for Results — Establish a system for prioritizing and managing research and evaluation projects, and communicating results.

Objective 4.3.1 ————— **SEPT 2009 (COMPLETED)**

Formally establish the Center for Results, including the Center's priorities and research plan, management structure, external oversight committees, and operating practices.

Objective 4.3.2 ————— **SEPT 2009 (COMPLETED)**

Establish a process for gathering and disseminating information on best practices and research studies.

Objective 4.3.3 ————— **SEPT 2008 (COMPLETED)**

Issue a report annually that includes trends, program outcomes and policy recommendations.

STRENGTHEN ORGANIZATIONAL OPERATIONS AND SYSTEMS

GOAL NO.

05

PROVIDE QUALITY AND COST-EFFECTIVE SERVICES TO OUR PARTNERS

STRATEGY 5.1

Workforce Recruitment and Development — Recruit and develop a sound and progressive workforce through training, planning and mentoring.

Objective 5.1.1 ————— **JUNE 2010 (COMPLETED)**

Develop and implement a broad-based recruitment process that promotes diversity within the organization.

Objective 5.1.2 ————— **MARCH 2010 (COMPLETED)**

Establish a new employee orientation program.

Objective 5.1.3 ————— **JUNE 2009 (COMPLETED)**

Establish a formal performance management system.

STRATEGY 5.2

Fiscal Soundness — Establish fiscal practices to ensure accountability and maintenance of programs.

Objective 5.2.1 ————— **JUNE 2008 (COMPLETED)**

Develop an integrated data base to provide accurate reporting of revenues and expenditures.

Objective 5.2.2 ————— **JUNE 2008 (COMPLETED)**

Develop a set of fiscal data reports to monitor financial solvency and informed decision-making.

STRATEGY 5.3

Contracting Reliability — Utilize technology, training and best practices to ensure accurate monitoring and timely development of contract procedures and systems.

Objective 5.3.1 ————— **JAN 2008 (COMPLETED)**

Develop a Contract Procedures Manual.

Objective 5.3.2 ————— **JUNE 2009 (COMPLETED)**

Establish standardized language, along with scope of work and budget templates for all First 5 California agreements.

Objective 5.3.3 ————— **SEPT 2008 (COMPLETED)**

Develop and implement a comprehensive data base/tracking system for all contracts.

STRATEGY 5.4

Information Technology — Develop and integrate information technology solutions and Web-based applications to support system operations.

Objective 5.4.1 ————— **SEPT 2008 (NEW END DATE: DEC 2014)**

Develop a plan to address the technology needs of First 5 California.

Objective 5.4.2 ————— **JAN 2009 (COMPLETED)**

Develop an Intranet for First 5 California.

STRATEGY 5.5

Organizational Alignment — Evaluate and align internal and external functions and structure to ensure accomplishment of the strategic objectives.

Objective 5.5.1 ————— **JUNE 2008 (COMPLETED)**

Reconfigure the organization to meet the requirements of the strategic plan, including staffing and governance.

Objective 5.5.2 ————— **JAN 2011 (COMPLETED)**

Identify and document systems and identify process improvements to remain accountable to stakeholders.

July 2012 Update to Strategic Plan IT Objectives



- ***Objective 4.1.1***

JAN 2009 (NEW END DATE: DEC 2014)

Secure an information technology vendor to build a comprehensive data system to integrate First 5 data.

- ***Objective 5.4.1***

SEPT 2008 (NEW END DATE: DEC 2014)

Develop a plan to address the technology needs of First 5 California.

July 2012 Update to Strategic Plan Research Objectives



- **Objective 1.5.1**

SEPT 2011 **(NEW END DATE: DEC 2014)**

Issue a report on the relationship between First 5-funded programs and family self-sufficiency including, if appropriate, program and policy implications.

- **Objective 4.2.3**

JAN 2011 **(NEW END DATE: DEC 2014)**

Initiate a longitudinal study of First 5 California-funded programs to evaluate the impact of those programs on the well-being of children.