AGENDA ITEM: 8
DATE OF MEETING: January 23, 2014
ACTION: ___X____
INFORMATION: _____

STRATEGIC PLAN PROCESS

SUMMARY

Staff requests approval of the draft Strategic Objectives and Activities Framework, the final portion of the Strategic Plan. Over the last nine months, the Glen Price Group (GPG) has facilitated the Commission's Strategic Plan development process. At the January meeting, GPG will provide Commissioners with the draft Strategic Objectives and Activities Framework. Staff also requests that any approval of modifications needed for this portion of the Plan subsequent to the January 23 meeting be delegated to the Strategic Planning Advisory Committee (Commissioners Halvorson and Icenhower).

BACKGROUND

At the October 24, 2013, Commission meeting, GPG presented the draft Statement of Strategic Direction, the first portion of the Plan, and it was approved by the Commission. Since then, GPG has continued to gain input to finalize the Plan. Input, guidance, and support have been provided by over 1500 stakeholders, First 5 California staff, and the Core Planning Team (consisting of Chair Halvorson and Commission Icenhower, Moira Kenney from the First 5 Association, and First 5 California staff).

Attached is the full draft Strategic Plan, which includes the Statement of Strategic Direction, and Strategic Objectives and Activities Framework.

ATTACHMENTS

- Draft Strategic Plan

First 5 California Strategic Plan

January 23, 2014

Prepared by the Glen Price Group
www.glenpricegroup.com

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I. Strategic Plan At-a-Glance

Vision

California's children receive the best possible start in life and thrive.

Mission

Convene, partner in, support, and help lead the movement to create and implement a comprehensive, integrated, and coordinated system for California's children prenatal through 5 and their families. Promote, support, and optimize early childhood development.

Values

- Child and Family Focus
- Outcomes-Driven
- Commitment
- Collaboration
- Civic Engagement and Accountability
- Sustainability

Strategic Priority Areas (SPA)

- Children and Families
- System and Network
- Public Will and Investment
- Institutional Development

Goals

Children and Families	System and Network	Public Will and Investment	Institutional Development
Child Health	Leadership as a Convener and Partner	Communications	Internal Structure and Systems
Early Learning	Resource Exchange and Stewardship	Legislative Engagement and Leadership	Team Development and Engagement
Family Community Support and Partnership			

II. First 5 California Strategic Statement of Direction

Background

In April 2013, the First 5 California Commission (Commission) started developing a new strategic plan. The Commission set a rapid time frame and called for the engagement of key stakeholders through a highly participatory process.[1] During the subsequent six-month period, First 5 California invited and collected extensive input from its stakeholders statewide to inform the development of the plan.[2] First 5 California developed its Strategic Plan in two parts:

1. The Statement of Strategic Direction (SSD) and
2. Strategic Objectives and Activities.

Statement of Strategic Direction (SSD)

The SSD consists of First 5 California's: 1) Vision, 2) Mission, 3) Values, 4) Strategic Priority Areas (SPAs), and 5) Goals. These key elements provide an overarching frame for ***What*** *First 5 California wants to accomplish* and ***Why***. The Commission approved the SSD on October 24, 2013.

First 5 California Vision

The vision is an aspirational statement of what First 5 California would like to achieve in the future. It serves as First 5 California's compass.

> *California's children receive the best possible start in life and thrive.*

First 5 California Mission

First 5 California's mission states its core reason for being, whom it plans to serve, and how it plans to do so. It serves to differentiate its functions and core expertise from other organizations that are working in different ways towards the same vision.

> *Convene, partner in, support, and help lead the movement to* ***create and implement a comprehensive, integrated, and coordinated system*** *for California's children prenatal through 5 and their families.* ***Promote, support, and optimize early childhood development****.* [3]

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[1] This work was designed and facilitated by the Glen Price Group (GPG), an integrated services consulting firm specializing in strategic planning, resource development, and capacity building. For more information, please see: www.glenpricegroup.com.
[2] First 5 California Key Themes from Stakeholder Interviews and Survey
[3] Bold text in the SSD indicates language from the Proposition 10 statute.

II. First 5 California Strategic Statement of Direction

First 5 California Values

The values represent First 5 California's essential and enduring tenets. They are a small set of general guiding principles and focus all the work First 5 California undertakes.

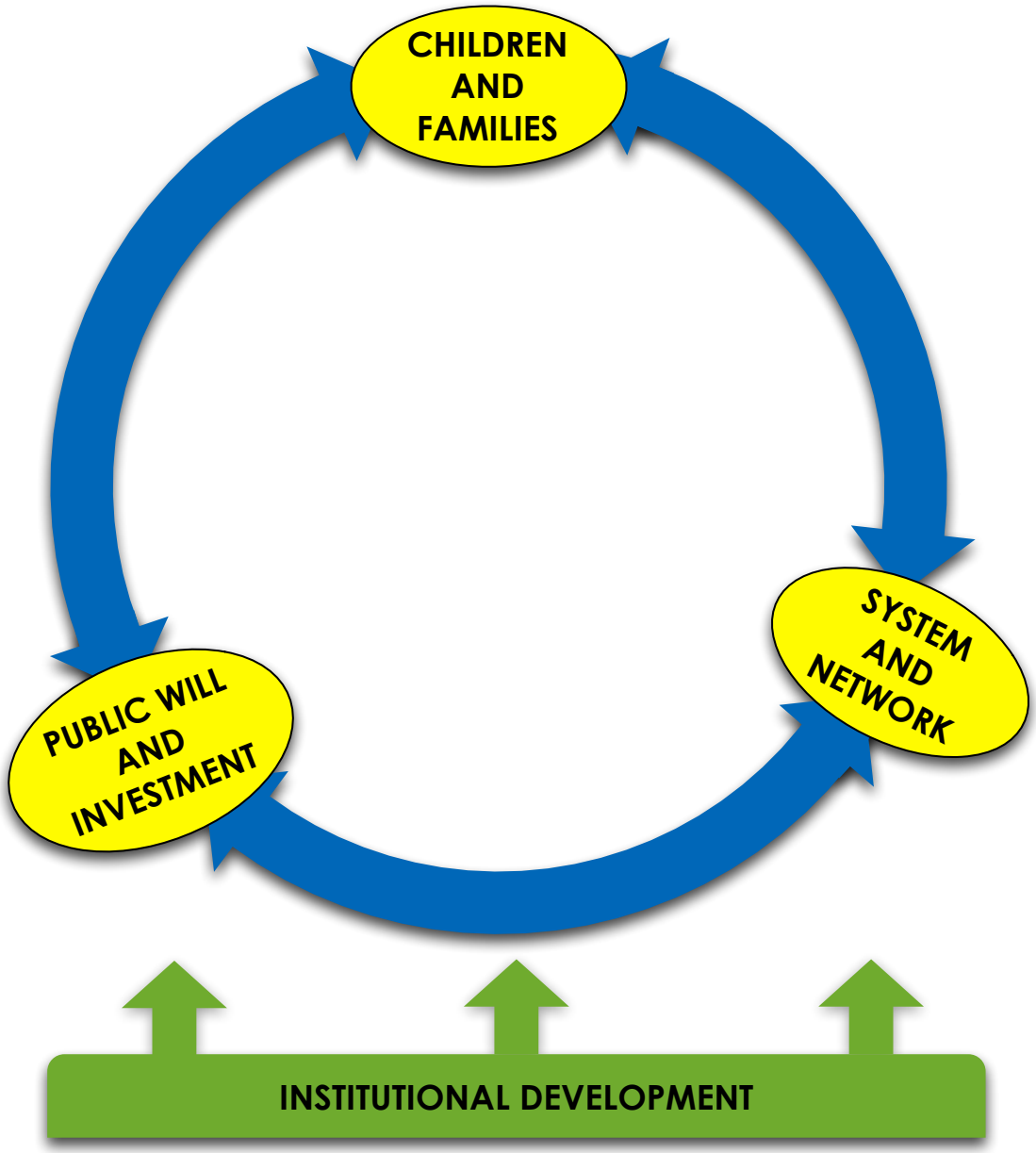
> ***Child and Family Focus****: We place the needs of children prenatal through 5 at the center of our work and we do so in culturally and linguistically effective ways.*
>
> ***Outcomes-driven****: We create positive results that are measurable and we use monitoring and evaluation as a tool for continuous improvement.*
>
> ***Commitment****: We dedicate ourselves to building upon proven best practices and creating* ***integrated, continuously improving****, innovative, and cost-effective programs, policies, and systems that result in the highest quality services to children.*
>
> ***Collaboration****: We facilitate and participate in partnerships across disciplines, all county commissions, stakeholder groups, and traditional silos.*
>
> ***Civic Engagement and Accountability****: We advocate for public policies and increased resources to improve outcomes and support systems for children prenatal through 5. We are responsible to the people of California for the wise and effective use of public funds.*
>
> ***Sustainability****: We maintain and grow the impact and success of the First 5 movement for all children prenatal through 5 wherever they reside in California.*

First 5 California Strategic Priority Areas (SPAs) and Goals

Building upon First 5 California's vision, mission, and values, four SPAs provide the primary focus areas for First 5 California's external and internal work. The **externally-focused SPAs** of Children and Families, System and Network, and Public Will and Investment are critically linked, meaning that the intended outcomes for children will not be achieved without a strong system of services, network of providers and partners, and the public and political support to invest in early childhood. Additionally, the **internally-focused SPA** of Institutional Development recognizes that strengthening First 5 California's organizational capacity will improve its ability to accomplish its external programmatic goals. Figure 1 on the next page represents the synergistic relationship among these four SPAs.

II. First 5 California Strategic Statement of Direction

Figure 1. First 5 California Strategic Priority Areas



II. First 5 California Strategic Statement of Direction

Goals: Within each SPA, key goals have been developed representing the focus for First 5 California's work over the next five years. The following tables detail these goals within each of First 5 California SPA. First 5 California's strategic objectives and activities build out from these goals.

SPA 1.	***Children and Families*** | *Support children prenatal through age 5 and their families by providing culturally and linguistically effective resources, knowledge, and opportunities for them to develop the skills needed to achieve their optimal potential in school and life.*
Goal 1.1.	**Child Health** | Children prenatal through age 5 and their families access the full spectrum of health and behavioral health services needed to enhance their well-being.
Goal 1.2.	**Early Learning** | Children birth through age 5 benefit from high quality early education, early intervention, family engagement, and support that prepares all children to reach their optimal potential in school and life.
Goal 1.3.	**Family and Community Support and Partnership** | Families and communities are engaged, supported, and strengthened through culturally effective resources and opportunities that assist them in nurturing, caring, and providing for their children's success and well-being.

SPA 2.	***System and Network*** | *Provide leadership to the First 5 movement and the development of a support system serving children prenatal through age 5, their families, and communities that results in sustainable and collective impact.*
Goal 2.1.	**Leadership as a Convener and Partner** | Work with First 5 county commissions, state agencies, and other stakeholders to convene, align, collaborate on, support, and strengthen statewide efforts and initiatives to **facilitate the creation of a seamless system of integrated and comprehensive programs and services** to improve the status and outcomes for children prenatal through age 5 and their families.
Goal 2.2.	**Resource Exchange and Stewardship** | Strategically fund and co-fund, align resources, facilitate the exchange of information and best practices, and seek new opportunities to maximize positive impact for children prenatal through age 5 and their families.

II. First 5 California Strategic Statement of Direction

SPA 3.	***Public Will and Investment***	*Build public engagement in, investment in, and support of the optimal well-being and development of children prenatal through age 5, their families, and communities.*
Goal 3.1.	**Communications**	Build public will in investing in early childhood by communicating the potential for positive outcomes for children and families, and the importance of prevention and early intervention.
Goal 3.2.	**Legislative Engagement and Leadership**	Advocate for and influence policy change, directly, and in partnership with First 5 county commissions and other allies, from the local to federal levels that increases investments to improve conditions for children prenatal through age 5 and their families.

SPA 4.	***Institutional Development***	*Strengthen internal capacity of First 5 California to realize its mission and achieve greater impact.*
Goal 4.1.	**Internal Structure and Systems**	Create and implement an integrated and transparent approach to internal planning, communications, and decision-making.
Goal 4.2.	**Team Development and Engagement**	Deepen management and staff awareness, understanding, knowledge, capacity, and involvement within and across organizational areas.

III. First 5 California Draft Strategic Objectives and Activities Framework

Strategic Objectives and Activities Framework

The Strategic Objectives and Activities Framework is the second part of First 5 California's Strategic Plan, complementing the approved Statement of Strategic Direction (SSD).

First 5 California's Strategic Objectives and Activities flow from the SSD and expand on the SPAs and goals. The Objectives and Activities answer: ***How will*** *First 5 California accomplish this work*? They include indicators of success that will help First 5 California understand the extent of its progress. The SSD acts as a guiding star for First 5 California in its planning and decision-making, and the Strategic Objectives and Activities Framework provides a tangible roadmap for the Commission to reference as it charts a path toward reaching its goals.

The Commission embarked upon strategic planning with the intention of including and engaging its stakeholders in a highly participatory process. The response to this outreach was enthusiastic. First 5 California received over 1,500 sources of diverse individual input throughout its strategic planning process. Analysis of this rich information was instrumental in the development of First 5 California's Strategic Goals and Objectives, which addresses those priorities with the greatest potential for collective impact in collaboration with other statewide efforts by public, private, and nonprofit organizations.

One theme that clearly emerged is that First 5 California has an essential role in convening, supporting, partnering, and collaborating with multiple stakeholders in the early childhood arena. In this way, First 5 California can be an effective advocate and leader for children from the prenatal stage through age 5 and their families. This theme is woven throughout the Strategic Objectives and Activities framework and specifically identified in Goal 2.1: Leadership as Convener and Partner. As First 5 California works to achieve this goal, it will create an advisory group to facilitate collaboration with partners and will build upon existing work and resources. First 5 California will focus on a whole child approach and intentionally bring diverse stakeholders together to work in an integrated fashion on both health and early learning issues. Given the significant work already being undertaken by collaborative partnerships in the high-priority areas identified by this plan, First 5 California's preference is to work with and support these groups. For example, under Goal 1.2: Early Learning, First 5 California will facilitate connection among statewide efforts such as its own Signature Programs, Race to the Top - Early Learning Challenge, Quality Rating and Improvement Systems, and the California Comprehensive Early Learning Plan to align and strengthen collective work to better serve the children and

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families of California. When no other mechanism is available, the First 5 California advisory group will convene new ad-hoc workgroups to focus on topics and projects of special interest.

Additionally, First 5 California recognizes that its ability to accomplish the work described in this document will only be as strong as its relationships with the state administration, legislature, and stakeholder partners, including First 5 county commissions, the First 5 Association, "sister" state agencies/bodies, and other aligned organizations. First 5 California seeks to work closely with these and other organizations to achieve its objectives and, together, achieve greater collective impact.

The framework below presents First 5 California's four SPAs and, within each, specific goals. It then describes the Strategic Objectives and Activities that will help First 5 California accomplish its Goals. Finally, it identifies the Indicators of Success that will allow First 5 California to track its progress. Upon approval of this framework, First 5 California will begin internal implementation planning to outline the specific action steps that will be necessary for success.

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III. First 5 California Draft Strategic Objectives and Activities Framework

The Strategic Objectives and Activities Framework

SPA 1. Children and Families | *Support children prenatal through age 5 and their families by providing culturally and linguistically effective[1] resources, knowledge, and opportunities for them to develop the skills needed to achieve their optimal potential in school and life.*	
Goal 1.1. Child Health | Children prenatal through age 5 and their families access the full spectrum of health and behavioral health services needed to enhance their well-being.	
Objective	**Activities[2]**
1.1.1. Identify gaps in and improve access to the full spectrum of health care services (developmental, behavioral, oral, vision, and physical) for all young children.	• Participate in existing multi-agency health taskforces. • Work with, and convene as necessary, key state agencies, the First 5 Association, county commissions, and other partners to inventory state and county health services (prenatal, preventative, developmental, behavioral, oral, physical, early intervention, etc.) for children prenatal through age 5—in particular their eligibility requirements and funding sources. • Work with partners to identify and prioritize issues affecting children's access to and receipt of health care services. • Collaborate with partners to develop and implement strategies, including advocacy and incentives to address priority issues. • Gather baseline information on priority issues to be addressed, evaluate impact of First 5 California support strategies to improve access, and share with stakeholders. • Advocate at the state level for additional resources to improve children's access to the full spectrum of health care services.
Indicators of Success:[3]	

[1] The term "culturally and linguistically effective" is adopted from use in health care settings and includes the concepts of "cultural
[2] The activities described here will be further detailed by First 5 California staff as part of their annual planning processes.
[3] The years indicated here and throughout the "Indicators of Success" portions of this document are illustrative in nature and will be further confirmed by First 5 California staff as part of annual planning processes. Updates and opportunities for adjustment will be provided to the Commission as part of regular strategic plan reviews to be held on an annual basis.

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- Baseline data gathered [Years 1–2].
- Three priority issues and strategies for improving developmental, behavioral, oral, vision, and physical health access identified [Years 2–3].
- Strategies for priority access issues and corresponding evaluation plan implemented [Years 2–4].
- Outcome evaluation demonstrates improved access [Year 5].

Objective	Activities
1.1.2. Collaborate on the development and implementation of a plan to ensure that children with special developmental, behavioral, and health care needs, birth through age 5, receive the services they need.	• Meet and work with key state agencies and stakeholder organizations to identify and address gaps in early identification, early intervention, and behavioral health services to improve access for children at-risk for developmental delays and increase the number served across the state. • Partner with existing state-level screening and referral initiatives such as the California Statewide Screening Collaborative, Help Me Grow California, and others, including the First 5 Association and county commissions, to develop a state plan to address universal screening, assessment, referral, and treatment (as well as improved procedures to ensure full coverage under Medi-Cal and private insurance) to connect at-risk children to the services they need. • Gather baseline information and evaluate impact of First 5 support to improve access. • Assess results of strategies and share with stakeholders. • Advocate at the state level for additional resources to improve services for children with special developmental, behavioral, and health care needs.

Indicators of Success:

- Baseline data gathered [Years 1–2].
- Three ways identified in which First 5 California can best leverage its role to increase the number of children with special developmental, behavioral, and health care needs who receive services statewide [Years 2–3].
- Strategies and corresponding evaluation plan implemented [Years 2–4].
- Improved access demonstrated by outcome evaluation [Year 5].

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Goal 1.2. Early Learning | Children birth through age 5 benefit from high-quality early education, early intervention, family engagement, and support that prepares all children to reach their optimal potential in school and life.	
Objective	**Activities**
1.2.1. Lead, support, and collaborate on statewide efforts to create and align statewide early learning goals and priorities.	• Consolidate and align planning and implementation efforts by existing workgroups for early learning statewide initiatives, such as First 5 California's own Signature Programs, Race to the Top-Early Learning Challenge (RTT-ELC)—including Quality Rating and Improvement System (QRIS) work—and California Comprehensive Early Learning Plan (CCELP), key state partners such as the California Department of Education (CDE) and State Advisory Council on Early Learning and Care (SAC). • Facilitate the coordination of statewide early learning work, convening key partners if necessary, and aligning the early learning work with K-12 system. • Prioritize key recommendations from the CCELP that build upon existing work being done statewide.[4] • Develop and implement incentives for organizations and programs to align with early learning systems in accordance with statewide priorities and goals. • Advocate for alignment and implementation of recommendations at the state level and for policies that support a stronger early learning system in the state. • Engage and partner with other funders to co-create and co-invest in strategies to strengthen the early learning system in California. • Gather baseline information and evaluate impact of strategies to improve children's early learning.
Indicators of Success:	

[4] The CCELP outlines key recommendations in areas such as Access to Quality Early Learning and Care, Program-Level Continuous Improvement, Workforce Development, Family Partnership, and Supporting Dual Language Learners among others. To download the CCELP and read its full recommendations visit: http://www.cde.ca.gov/sp/cd/ce/documents/compearlylearningplan2013.pdf.

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- A matrix of RTT-ELC, CCELP, and First 5 California's Signature Program goals and priorities created and made public to show where there is alignment to mutually support, facilitate, and strengthen each other's implementation [Year 1].
- Three priorities identified for advocacy and implementation [Years 2–3].
- Strategies developed and implemented in support of identified priorities along with corresponding evaluation plan [Years 2–4].
- Improved alignment demonstrated by outcome evaluation [Year 5].

Objective	Activities
1.2.2. Support and pilot culturally and linguistically effective strategies to engage Dual Language Learners (DLL) in the classroom.	• Develop and implement a DLL pilot building on existing research and best practices with input from and in collaboration with the First 5 Association, First 5 county commissions, and other partners. • Evaluate the effectiveness of the pilot to share and disseminate scalable aspects of the model.

Indicators of Success:

- A minimum of one pilot is funded by First 5 California and implemented by select, representative county commissions [Years 1–5].
- Pilot is monitored and modified to enhance outcomes [Years 2–4].
- Evaluation of pilot shared with public and indicates that adopted DLL teaching strategies are highly effective [Year 5].
- Access to, and adoption of, effective DLL teaching strategies is expanded through collaboration with stakeholders [Year 5].

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Goal 1.3. Family and Community Support and Partnership | Families and communities are engaged, supported, and strengthened through culturally effective resources and opportunities that assist them in nurturing, caring, and providing for their children's success and well-being.	
Objective	**Activities**
1.3.1. Support and pilot evidence-based strategies in community settings to engage families in innovative, culturally sensitive, and linguistically appropriate ways to enhance their children's safe and healthy development.	• Meet and collaborate with existing statewide child welfare workgroups and stakeholders to identify key issues for affecting systems change in child welfare practices that will reduce the number of children, birth through age 5, who have contact with the child welfare system. • Collaborate with partners, including those with expertise in home visiting, parent education/coaching, and strengthening families, to develop and/or expand and fund an evidence-based prevention and early intervention pilot for at-risk communities/families. • Implement and evaluate the pilot in coordination with select First 5 county commissions. • Identify and share resources to evaluate impact of family engagement strategies. • Share results with stakeholders and the public and use those results to advocate for policy change at the state level.
Indicators of Success: • A minimum of one pilot is funded by First 5 California and implemented by select, representative county commissions [Years 1–5]. • Ongoing monitoring and modification of pilot to enhance outcomes [Years 2–4]. • Evaluation of pilot indicates that adopted family engagement strategies are highly effective [Year 5]. • Access to effective family engagement strategies is expanded through regional trainings with stakeholders [Year 5]. • Pilot families/parents demonstrate increased knowledge of early childhood development as well as effective parenting strategies, and retain it six months later. • Pilot families/parents demonstrate increased understanding of their specific role in ensuring the	

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optimal development of their child(ren). (See also second Indicator of Success for Objective 3.1.1.)

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SPA 2. System and Network | *Provide leadership to the First 5 movement and the development of a support system serving children prenatal through age 5, their families, and communities that results in sustainable and collective impact.*	
Goal 2.1. Leadership as a Convener and Partner | Work with First 5 county commissions, state agencies, and other stakeholders to convene, align, collaborate on, support, and strengthen statewide efforts and initiatives to **facilitate the creation of a seamless system of integrated and comprehensive programs and services** to improve the status and outcomes for children prenatal through age 5 and their families.	
Objective	**Activities**
2.1.1. Align, coordinate, and integrate the early childhood system in collaboration with other statewide agencies to improve the status and outcomes for families and children prenatal through age 5.	• Invite representatives from diverse stakeholder groups, including policymakers and providers, to join a formal interagency and multidisciplinary statewide prenatal through age 5 workgroup.[5] • Convene the workgroup on a regular basis to facilitate communication and reduce silos among stakeholders on current priorities, goals, projects, and key challenges/opportunities in which each could use support in maximizing resources and services for children and families. • Collaborate with partners to align early childhood services and resources through coordinated communication, advocacy, policymaking, and other capacity-building efforts.[6]
Indicators of Success: • Interagency and multidisciplinary workgroup formed [Years 1–2]. • Workgroup convened on a regular basis [Years 2–5].	

[5] First 5 California envisions this workgroup as an advisory group to other First 5 California projects (universal screening efforts, alignment of early childhood education work).

[6] This will involve significant collaboration and coordination with leaders of initiatives working on similar goals such as the Race to the Top- Early Learning Challenge (RTT-ELC) and the Early Childhood Comprehensive Systems (ECCS) Grant both of which have interagency leadership workgroups.

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- In the annual First 5 California survey, 1.5% increase each year on state agency stakeholder agreement with the statement: "First 5 California collaborates and partners successfully with other state agencies." (Baseline: 74%, 2013)[7]
- In the annual First 5 California survey, 2% increase each year on stakeholder agreement with the statement: "First 5 California has made effective use of stakeholder groups as a means for gathering input and advice from the field across the state." (Baseline: 67%, 2013)[8]

Objective	Activities
2.1.2. Enhance research and evaluation capacity to inform practice and to demonstrate accomplishments in supporting services to families and children prenatal through age 5.	• Inventory data collected from First 5 county commissions and compare against data collected from counties by the state. • Analyze data inventory for linkages between inventoried data to outcomes measured by First 5 California and private, federal, and state funders. • Identify key areas in which First 5 California can better coordinate with and leverage local investments made by county commissions to improve evaluation and measure statewide impact, including where county commissions need local and statewide data. • Convene and meet with existing workgroups to facilitate more effective evaluation across agencies on prenatal through age 5 outcomes. • Develop and implement recommendations to enhance First 5 California research and evaluation capacity with input from First 5 county commissions to better capture and communicate accomplishments of investments.

Indicators of Success:

- Participants in existing workgroups report that collaboration provided stronger evaluation and planning capacity for statewide prenatal through age 5 efforts.

[7] These indicators and baseline numbers come from the Stakeholder Survey that First 5 California conducted during the strategic planning process. Percentage values are to improve above baseline with the target increases providing an initial reference point. First 5 California plans to conduct the survey on an annual basis and will capture these indicators as a measurement of ongoing progress/success.

[8] First 5 CA Strategic Planning Stakeholder Survey.

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- Inventory of data currently collected by First 5 California from First 5 county commissions mapped to outcomes for children [Years 1–2].
- Areas of improvement for data coordination with First 5 county commissions identified and priority action items recommended [Years 2–4].
- Plan developed and implemented to enhance research and evaluation capacity of First 5 California in coordination with data collection from First 5 county commissions [Years 4–5].

Objective	Activities
2.1.3. Strengthen the capacity of *all* First 5 county commissions to accomplish their goals.	• Survey the First 5 Association and First 5 county commissions to identify how First 5 California can best support their work through targeted technical assistance, streamlined First 5 California administrative processes, and other activities in which First 5 California engages with counties. • Collaborate closely with the First 5 Association Partnership Council to prioritize, develop, and implement strategies to facilitate ongoing communication and areas of support from First 5 California. • Convene First 5 county commissions and commissioners at an annual event to facilitate cross-fertilization of ideas; strategic planning, including possible common goals and shared indicators of success; communication; and collaboration with each other to strengthen the First 5 movement.

Indicators of Success:

- In the annual First 5 California survey, 2% increase each year on First 5 county commission and staff agreement with the statement: "Overall, First 5 California helps us accomplish our local commission's goals for the county more effectively." (Baseline: 65%, 2013)[9]
- In the annual First 5 California survey, 2% increase each year on participating First 5 county commissioners and staff agreement with the statement: "First 5 California collaborates and partners successfully with local county commissions." (Baseline: 63%, 2013)[10]

[9] First 5 CA Strategic Planning Stakeholder Survey.
[10] ibid

- Three strategies identified and implemented to facilitate improved working relationship between First 5 California and First 5 county commissions [Years 1–3].
- First 5 California and the First 5 Association Partnership Council develop a common strategic goal and agree to use a shared indicator of success [Year 3].

Goal 2.2. Resource Exchange and Stewardship | Strategically fund and co-fund, align resources, facilitate the exchange of information and best practices, and seek new opportunities to maximize positive impact for children prenatal through age 5 and their families.

Objective	Activities
2.2.1. Address diminishing revenue, ensuring the viability of First 5 California and *all 58* First 5 county commissions to serve children prenatal through age 5 and the First 5 movement.	• Identify and invest in resources to increase fund development capacity. • Build strong collaborative relationships with co-investors across sectors (philanthropy, business, etc.). • Facilitate timely and collaborative information exchange, prioritization of opportunities, and development and implementation of innovative strategies for securing funds. • Work with the First 5 Association Small County Workgroup to support the 20 smallest First 5 county commissions. • Identify and develop a sustainability pathway for funding a strong early childhood system, including new sources of public revenue.

Indicators of Success:

- Statewide and federal funding opportunities identified and pursued in a collaborative statewide manner.
- New funding sources secured for prenatal through age 5 programs in the state.
- Long-term sustainability pathway identified [Year 3].

Objective	Activities
2.2.2. Provide increased support to service providers with the dissemination of resources to support	• Disseminate information and resources such as trainings, best practices, latest research, funding opportunities, etc. • Organize and hold an interactive annual conference with different tracks based on goals from the strategic plan and statewide collaborations. • Design and conduct a survey of stakeholders on additional cost-efficient

children prenatal through age 5 and their families.	and effective methods of communication.
Indicators of Success: • Stakeholder communication survey conducted [Year 1]. • A regular e-newsletter launched as a preliminary and primary method of communication with a network of stakeholders. • Results of survey and next steps for improving communication system with stakeholders are shared [Years 2–3]. • Increase in active, up-to-date, e-newsletter list members [Years 2–3]. • In the annual First 5 California survey, 1.5% increase each year on stakeholder agreement with the statement: "First 5 California communicates effectively with stakeholder groups." (Baseline: 74%, 2013)[11]	

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[11] First 5 CA Strategic Planning Stakeholder Survey.

SPA 3. Public Will and Investment *| Build public engagement in, investment in, and support of the optimal well-being and development of children prenatal through age 5, their families, and communities.*	
Goal 3.1. Communications | Build public will in investing in early childhood by communicating the potential for positive outcomes for children and families, and the importance of prevention and early intervention.	
Objective	**Activities**
3.1.1. Increase public awareness on the importance of the investment in the early years (prenatal through age 5).	• Coordinate with the First 5 Association and First 5 county commissions to develop shared messaging on priority issues. • Coordinate with other regional, state, and national initiatives and partners across sectors on messaging. • Convene stakeholders to gather success stories from across the state. • Develop and implement a coordinated communication campaign that proactively and consistently messages the value of early childhood investments with success stories. • Include evidence-based, culturally and linguistically effective messages, and grassroots and traditional media strategies. • Improve transparency of First 5 California investments and impact.
Indicators of Success: • Increase in public awareness each year across sectors on importance of early childhood investments.[12] • Increase in parent awareness on impact of parenting behaviors on childhood development.[13] (See also last Indicator of Success for Objective 1.3.1.) • In the annual First 5 California survey, 1.5% increase each year on stakeholder agreement with the	

[12] This indicator only included if financially feasible to do statewide polling. If so, the first year of polling would establish baseline data and the indicator would be measured annually thereafter.
[13] This indicator only included if financially feasible to do statewide polling. If so, the first year of polling would establish baseline data and the indicator would be measured annually thereafter.

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statement: "First 5 California communicates clearly with the public and external stakeholders." (Baseline: 75%, 2013)[14]

- First 5 California reports its own funding amounts and return on investments separate from those of county commissions in its annual report.

Goal 3.2. Legislative Engagement and Leadership | Advocate for and influence policy change, directly, and in partnership with First 5 county commissions and other allies, from the local to federal levels that increases investments to improve conditions for children prenatal through age 5 and their families.

Objective	Activities
3.2.1. Develop and implement a policy platform to advocate for and influence positive change for children prenatal through age 5.	• Meet with the First 5 Association and key early childhood advocacy organizations to identify shared research-based policy goals that support the wider First 5 movement. • Develop a joint policy platform with the First 5 Association, to the extent possible, to collaborate on shared policy goals. • Participate in a legislative team with representatives from a coalition speaking with a unified voice on behalf of early learning and health. • Share the First 5 California policy platform with early childhood advocates to coordinate and collaborate on shared policy priorities. • Incorporate evaluation and communication strategies as part of the platform. • Hold Education Days in the state capitol. • Outreach to and educate all legislators and statewide elected leaders. • Identify, recruit, and cultivate promising freshman legislators as potential First 5 movement champions.

Indicators of Success:

- Policy platform developed.
- Shared policy goals identified.

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[14] First 5 CA Strategic Planning Stakeholder Survey.

- In the annual First 5 California survey, 1.5% increase each year on stakeholder agreement with the statement: "First 5 California provides the support and policy guidance needed to stakeholders (local commissions, other state agencies, legislators, funders, nonprofits) to develop a strong First 5 movement/voice." (Baseline: 77%, 2013)[15]
- Future legislative leaders identified, recruited, and developed as early childhood champions from each freshman class of officials/in each election cycle.
- First 5 California actively improves the status and outcomes of children prenatal through age 5 and their families through sponsored legislation.

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[15] First 5 CA Strategic Planning Stakeholder Survey.

SPA 4. Institutional Development | *Strengthen internal capacity of First 5 California to realize its mission and achieve greater impact.*	
Goal 4.1. Internal Structure and Systems | Create and implement an integrated and transparent approach to internal planning, communications, and decision-making.	
Objective	**Activities**
4.1.1. Cultivate a culture of continuous improvement, high-quality work, and efficiency.	• Review current business policy and procedure manuals to identify issues, needed changes, incomplete areas and items that will improve staff ability to accomplish their work. • Establish a clear process or framework that includes staff input for changing and creating polices and procedures. • Encourage informal peer review on all work products. • Clarify and streamline policies and procedures and revisit on an annual basis. • Communicate changes and updates to staff in multiple and timely ways.
Indicators of Success: • Improvement in the level of quality of internal and external documents. • In the annual First 5 California survey, 5% increase each year of First 5 California employees indicating agreement with the statement: "First 5 business practices and internal systems enable them to carry out work effectively and efficiently." (Baseline: 60%, 2013)[16]	
Objective	**Activities**
4.1.2. Improve planning, decision-making, program and policy development, and	• Set policies and procedures for how all First 5 California employees will work together on decision-making, workload distribution, planning, and communication. • Identify, inventory, and leverage the strengths within units and among

[16] First 5 CA Strategic Planning Stakeholder Survey.

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accountability through an integrated approach, drawing on input from all relevant units.	personnel to optimize performance and work quality. • Create and train staff on a cross-unit, project-planning template for use on all First 5 California projects. • Organize project teams across units with explicit project lead(s). • Develop and implement cross-unit project work plans, including clear goals, regular status updates, timelines, milestones, and deliverables, and revisit often as part of every project. • Encourage cross-unit communication about duties, projects, priorities, and workload while promoting staff interests, skills, and knowledge, including at all staff meetings.
Indicators of Success: • Baseline data gathered [Years 1–2]. • Every significant project has a visible, accessible, easy-to-update, and easy-to-read, cross-unit project work plan that states project lead(s), goals, timelines, due dates, and status. • First 5 California employees agree that workload is fair and reasonable. • First 5 California employees understand roles, responsibilities, and expectations of being part of a cross-unit team. • First 5 California employees feel they enjoy more lead-time in projects and experience fewer surprises and delays. • In the annual First 5 California survey, 3% increase each year of First 5 California employees indicating agreement with the statement: "I am held accountable for achieving specific outcomes using high standards of quality."(Baseline: 60%, 2013)[17]	

[17] First 5 CA Strategic Planning Stakeholder Survey.

Goal 4.2. Team Development and Engagement | Deepen management and staff awareness, understanding, knowledge, capacity, and involvement within and across organizational areas.

Objective	Activities
4.2.1. Employees understand job duties, where they fit into the organization, and how they can improve their skills and advance in their careers.	• Implement formal and transparent HR processes including: orientation, ongoing clarification of job expectations, regular evaluation and feedback about job duties and performance, and exit interviews. • Benchmark employee retention rate. • Develop a system of ongoing communication on personal and professional goals between staff and supervising managers. • Plan and budget for ongoing career planning and professional development opportunities for all employees.

Indicators of Success:

- All employees and their supervisors will develop and be invested in their own professional growth plan that reflects their job needs, goals, history, and interests.
- Baseline data gathered [Years 1–2].
- Satisfactory employee retention.
- Increase in awareness of professional development opportunities.

Objective	Activities
4.2.2. Employees feel invested and proud of the work and accomplishments of the agency and feel their work is valued and important to the success of projects/goals.	• Communicate specific outcomes and success stories of work with all employees on a regular basis. • Create a committee of "internal champions" to initiate and carry out ways to celebrate project and personal successes, and develop these celebrations into traditions. • Provide formal and encourage informal opportunities for all employees to support and appreciate each other.

Indicators of Success:

- Baseline data gathered [Years 1–2].
- Improved employee satisfaction.
- In the annual First 5 California survey, 1.5% increase each year of First 5 California employees

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indicating agreement with the statement: "First 5 California leadership fosters a professional environment in which staff is encouraged to learn, share, and act across offices and divisions."(Baseline: 67%, 2013)[18]

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[18] First 5 CA Strategic Planning Stakeholder Survey.