



April 28, 2016

SUBJECT: ANNUAL STRATEGIC PLAN UPDATE	<input type="checkbox"/> Action <input checked="" type="checkbox"/> Information
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SUMMARY OF THE ISSUE

Staff will provide an update on the progress made to date on the implementation of the First 5 California (F5CA) Strategic Plan. Additionally, an overview of results of the 2016 Stakeholder Survey will be presented.

RECOMMENDATION

This is an information-only item. F5CA staff is not requesting action at this time.

BACKGROUND OF KEY ISSUES

The Plan

In April 2013, the F5CA Commission began the development of its current Strategic Plan, which would replace the plan previously adopted by the Commission in 2008. The Commission set a rapid time frame for development, and called for the engagement of key stakeholders through a highly participatory process. During the subsequent six-month period, F5CA invited and collected extensive input from stakeholders from around the state to inform the development of the plan.

In addition to the articulation of F5CA's mission, vision, and values, the plan's strategic direction is organized around four "Strategic Priority Areas" or SPAs:

- SPA 1: CHILDREN AND FAMILIES, with a focus on Child Health, Early Learning, and Family Community Support and Partnership
- SPA 2: SYSTEM AND NETWORK, focusing on F5CA's Leadership as a Convener and Partner, along with its Resource Exchange and Stewardship

- SPA 3: PUBLIC WILL AND INVESTMENT, with Communications and Legislative Engagement and Leadership as focus areas
- SPA 4: INSTITUTIONAL DEVELOPMENT, focusing on the agency's Internal Structure and Systems, along with Team Development and Engagement

The Commission adopted the Strategic Plan in 2014. Since that time, the Commission and staff have worked proactively in the implementation of the plan's Mission, Vision, Strategic Priority Areas, Objectives, Goals, and Activities. Annually, the status of First 5 California achieving the year-by-year "Indicators of Success," as outlined throughout the plan, is reported to the Commission.

Tracking Progress

During 2014, F5CA staff began the use of an in-house tracking and monitoring system designed specifically to document accomplishments and progress on the completion of the Strategic Priority Areas, Goals, and Objectives of the plan. This tracking system – developed and programmed by F5CA Information Technology staff – continues to be a pivotal tool used by all staff, not only to track and monitor progress, but to plan, create timelines and tasks, and publish informational reports for internal accountability and other reporting uses. Additionally, in response to a recommendation by the Commission, a "data dashboard" was developed that enables the status of completion to be displayed in a color-coded format indicating varying levels of completion: "green" indicates the item has been *completed*, "yellow" indicates it is *in progress*, "red" indicates that completion of the item is *late* or *delayed*, and a display of a hollow or "white" bar means the task or item has *not yet begun*. To date, all indicators of success for the current year (Year 2) are depicted as "green" on the data dashboard, meaning we are making progress toward the relevant goals and objectives.

Strategic Plan Implementation Results

F5CA has successfully developed and implemented work toward Indicators of Success" for Year 2 for the following Objectives:

- 1.1.1 Identify gaps in and improve success to the full spectrum of health care services (developmental, behavioral, oral, vision and physical) for all young children.
- 1.1.2 Collaborate on the development and implementation of a plan to ensure children with special developmental, behavioral, and health care needs, birth through age 5, receive the services they need.
- 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.

- 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.
- 4.1.2 Improve planning, decision-making, program and policy development, and accountability through an integrated approach, drawing on input from all relevant [F5CA] units.
- 4.2.1 [F5CA] employees understand job duties, where they fit, as individuals, into the organization, and how they can improve their skills and advance in their careers.
- 4.2.2 [F5CA] 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.

The Stakeholder Survey

F5CA administers a Stakeholder Survey each year to determine respondents' understanding of the agency's mission, values, and purpose along with their perceptions of its implementation of the various goals and objectives from each Strategic Plan SPA area.

Survey Results

F5CA received over 800 responses, ranging from previous state Commissioners to parents/caregivers. Attachment A, which includes survey statements for SPAs 2–4, is not a comprehensive list of all statements in the survey. These statements represent items specifically called out in the Strategic Plan in which targets were identified with the goal of increasing each year by a certain percentage over the life of the Plan. (SPA 1 does not have statements with specific targets for each year.) The attachment contains a variety information about the survey, including the 2013 baseline and the 2018 target.

ATTACHMENTS

- A. First 5 California Annual Stakeholder Survey Results 2016



First 5 California Annual Stakeholder Survey Results 2016

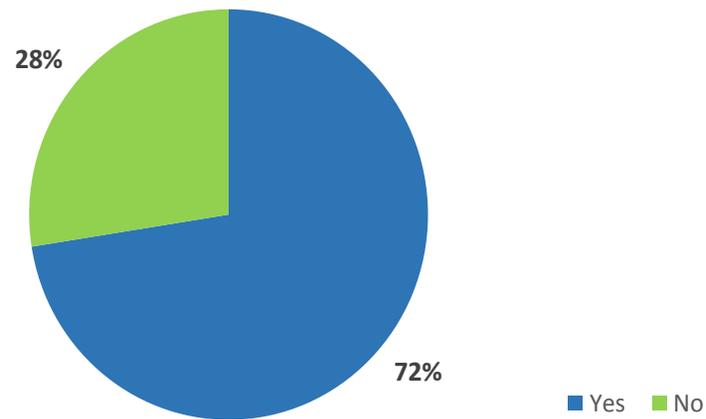
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First 5 California Stakeholder Survey 2016

Is this your first time completing the First 5 California Annual Stakeholder Survey?



Response	Percent	n
Yes	72.5%	601
No	27.5%	228
Total	100%	829

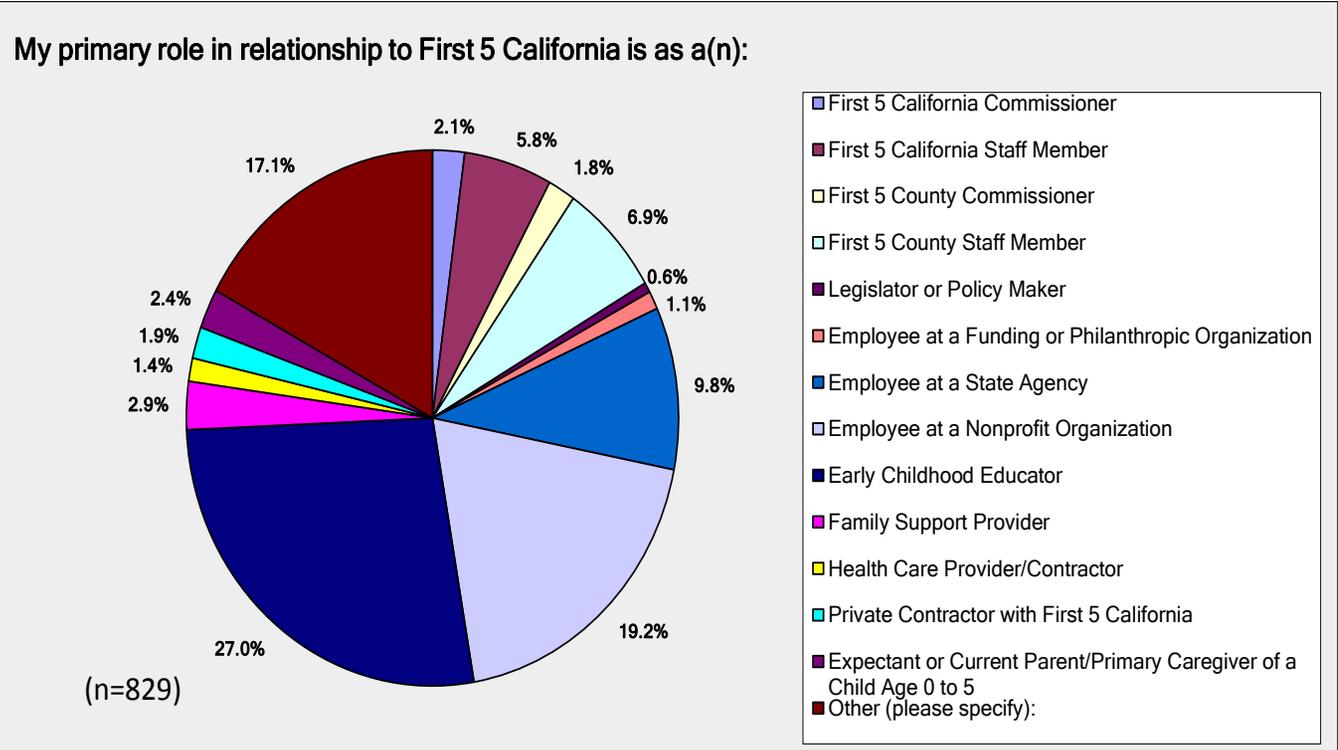


First 5 California Stakeholder Survey 2016

My primary role in relationship to First 5 California is as a(n):

Answer Options	Response Percent	Response Count
First 5 California Commissioner	2.1%	17
First 5 California Staff Member	5.8%	48
First 5 County Commissioner	1.8%	15
First 5 County Staff Member	6.9%	57
Legislator or Policy Maker	0.6%	5
Employee at a Funding or Philanthropic Organization	1.1%	9
Employee at a State Agency	9.8%	81
Employee at a Nonprofit Organization	19.2%	159
Early Childhood Educator	27.0%	224
Family Support Provider	2.9%	24
Health Care Provider/Contractor	1.4%	12
Private Contractor with First 5 California	1.9%	16
Expectant or Current Parent/Primary Caregiver of a Child Age 0 to 5	2.4%	20
Other (please specify):	17.1%	142
Total	100.0%	829

 **First 5 California Stakeholder Survey 2016**





First 5 California Stakeholder Survey 2016

Strategic Priority Area 1 – Children and Families Percent of Responses in Agreement

SPA	Objective	Statement	2016 Responses
	Goal 1.1 Child Health	In the past 12 months, First 5 California has successfully invested in child health.	94%
	Goal 1.2 Early Learning	In the past 12 months, First 5 California has successfully invested in early learning.	95%
	Goal 1.3 Family and Community Support and Partnership	In the past 12 months, First 5 California has successfully invested in family and community support and partnership.	95%

“First 5 is a great asset to our community and our underprivileged families.” - Employee at a nonprofit



First 5 California Stakeholder Survey 2016

Strategic Priority Area 2 – Systems and Network Percent of Responses in Agreement

SPA	Objective	Statement	2013 Baseline	2016 Responses	Percent Change from 2013	2018 Target
Goal 2.1 Leadership as a Convener and Partner						
	2.1.1	First 5 California collaborates and partners successfully with other state agencies.	74%	88.2%	14.2%	81.5%
	2.1.1	First 5 California has made effective use of stakeholder groups as a means for gathering input and advice from the field across the state.	67%	94.3%	27.3%	77.0%
	2.1.3	Overall, First 5 California helps us accomplish our local commission's goals for the county more effectively.	65%	89.6%	24.6%	75.0%
	2.1.3	First 5 California collaborates and partners successfully with local county commissions	63%	93.8%	30.8%	73.0%
Goal 2.2 Resource Exchange and Stewardship						
	2.2.2	First 5 California communicates effectively with stakeholder groups.	74%	84.5%	10.5%	81.5%

“I value our partnership with First 5 and feel they work very hard to positively impact the ECE community and families.” - State agency employee



First 5 California Stakeholder Survey 2016

Strategic Priority Area 3 – Public Will and Investment Percent of Responses in Agreement

SPA	Objective	Statement	2013 Baseline Percent Agree	2016 Responses Percent Agree	Percent Agree Change from 2013	2018 Target Percent Agree
Goal 3.1 Communication						
	3.1.1	First 5 California communicates clearly with the public and external stakeholders.	75%	92.7%	17.7%	82.5%
Goal 3.2: Legislative Engagement and Leadership						
	3.2.1	First 5 California provides support and policy guidance needed to stakeholders (local commissions, other state agencies, legislators, funders, nonprofits) to develop a strong First 5 movement/voice.	77%	91.5%	14.5%	84.5%

“Absolutely love the Talk, Read, Sing commercials!”
- First 5 county staff member



First 5 California Stakeholder Survey 2016

Strategic Priority Area 4 – Institutional Development Percent of Responses in Agreement

SPA	Objective	Statement	2013 Baseline	2016 Responses	Percent Change from 2013	2018 Target
Goal 4.1 Internal Structure and Systems						
	4.1.1	First 5 California business practices and internal systems enable them to carry out work effectively and efficiently.	60%	79.1%	19.1%	85.0%
	4.1.2	I am held accountable for achieving specific outcomes using high standards of quality.	60%	95.0%	35.0%	75.0%
	4.2.2	First 5 California leadership fosters a professional environment in which staff is encouraged to learn, share, and act across offices and divisions.	67%	87.8%	20.8%	74.5%

“I appreciate the ‘continuous improvement’ mentality displayed by First 5 California – the notion that every single day we can strive to be better and do better.”

- First 5 California staff member



First 5 California Stakeholder Survey 2016

“The commercials are reaching families we have been trying to support with local efforts for years! Thank you!”
- Early childhood educator

“First 5 CA has worked hard to reach out to counties and share with counties of all sizes.”
- First 5 county staff member

“I’d like to see a father engagement initiative.”
- Early childhood educator