

First 5 California Strategic Plan

Adopted January 23, 2014

Revised April 2017



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	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 Statement of Strategic Direction

Introduction

First 5 California was created by voters under Proposition 10 to recognize that children's health and education are a top priority, especially in the early years of development. Its efforts focus on the development and implementation of a variety of quality programs, systems of support, and resources designed to promote the health, education, and care of young children across the state.

The First 5 California Commission supports and advocates for the strong start all children deserve, with an emphasis on children ages 0 to 5 and their families, to optimize early childhood development. A fundamental objective is to ensure all parents giving birth in California, and especially those living in poverty, receive critical information about early brain growth in their babies' first months and years of life, and what they can do to enhance it and shape their children's future.

The Commission's work is guided by the premise that all its efforts and investments must be the most impactful, reasonable, and achievable within First 5 California's fiscal and administrative resources and constraints.

Development, Adoption, and Update of the 2014 Strategic Plan

Background and Mid-course Review

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. 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.¹

First 5 California's 2014 Strategic Plan was adopted as a five-year plan. However, the Commission requested that the Plan undergo a review after three years to determine if any revisions to the Plan were in order. Toward that end, the Commission held a retreat in February 2017, to review and discuss the goals and objectives of the Plan, along with its timeline for implementation.

The Commission reached consensus regarding specific issues/tasks to be reflected in the modified Strategic Plan. These include:

- The need for First 5 California to be a catalyst in compiling existing relevant data and synthesizing the information to provide a definitive and consistent perspective representing that data
- Supporting a comprehensive plan to reduce or eliminate childhood poverty
- Reflecting the latest early brain development research throughout our work,

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and recognizing that the earliest intervention with a child is optimal for that child's well-being

- The need to be inclusive of all caregivers, including fathers, to be engaged with a child's early development
- Creatively approaching First 5 California's work in light of its diminishing resources

These issues/tasks are reflected within this updated version of the Strategic Plan and/or will be reflected in the work of First 5 California.

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**.

First 5 California Vision

The vision is an aspirational statement of what First 5 California strives 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.**²*

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.*

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- **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

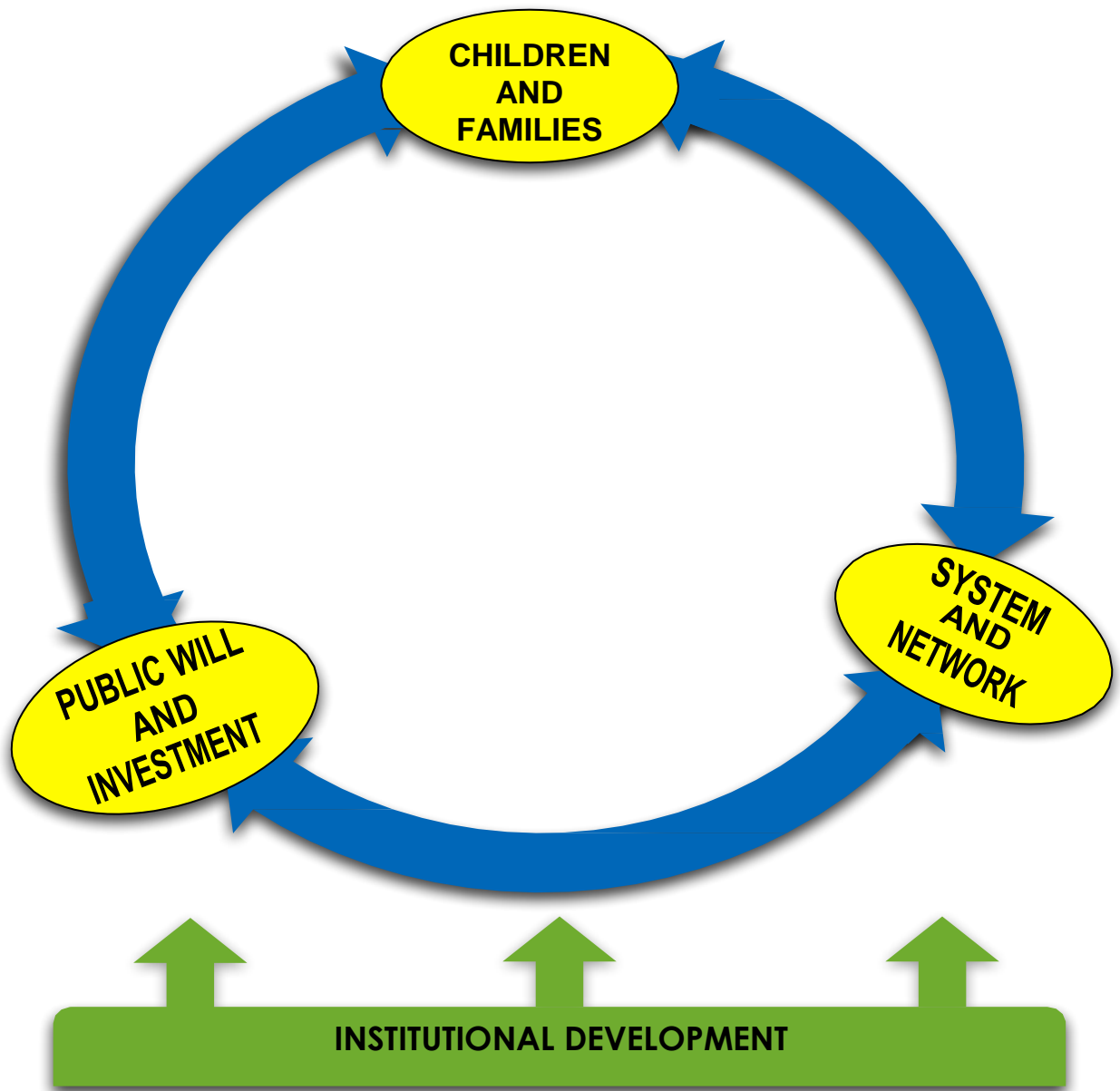
Building upon First 5 California's vision, mission, and values, four SPAs provide the primary focus areas for First 5 California's external and internal work. The three **externally-focused SPAs** of Children and Families, System and Network, and Public Will and Investment are critically linked, meaning 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.

¹ First 5 California Key Themes from Stakeholder Interviews and Survey

² Bold text in the SSD indicates language from the Proposition 10 statute.

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Figure 1. First 5 California Strategic Priority Areas



II. First 5 California Statement of Strategic 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.

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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, both directly and in partnership with First 5 county commissions and other allies, from the local to federal levels that increase 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, communication, 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 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 the question: **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 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.

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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 effective¹ 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
1.1.1. Collaborate in and support efforts to improve access to the full spectrum of health care services (developmental, behavioral, oral, vision, and physical) for all young children.	<ul style="list-style-type: none">• 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 support integrated state and county health services (prenatal, preventive, developmental, behavioral, oral, physical, early intervention, etc.) for children prenatal through age 5—in particular their alignment of eligibility requirements and funding sources.• Work with partners to support priority 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.

¹ The term “culturally and linguistically effective” is adopted from use in health care settings and includes the concepts of “cultural competence” and “cultural appropriateness” but goes beyond these terms to focus on measurable outcomes. DataHaven defines culturally effective services, resources, and strategies as being “respectful of and responsive to the beliefs and practices, and cultural and linguistic needs of diverse populations” (<http://www.ctdatahaven.org/CultComp.php>). The American Academy of Pediatrics uses the term “culturally effective” to stress improved service delivery and care leading to optimal health outcomes. (<http://pediatrics.aappublications.org/content/114/6/1677.full>).

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Indicators of Success:²

- F5CA staff participate in existing multi-agency health taskforces.
- Collaboration with partners shows progress toward identified goals.

Objective	Activities
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.	<ul style="list-style-type: none"> • Meet and work with key state agencies and stakeholder organizations to address identified 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. • Support and 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 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. • Track First 5 support efforts to improve access.

Indicators of Success:

- F5CA staff participate in existing taskforces.
- Collaboration with partners show progress toward identified goals.

² 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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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.	<ul style="list-style-type: none"> Consolidate and align planning and implementation efforts by existing workgroups for early learning statewide initiatives, such as First 5 California's 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), and 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.³ 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 California.

³ 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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	<ul style="list-style-type: none"> 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.
<p>Indicators of Success:</p> <ul style="list-style-type: none"> 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
<p>1.2.2. Support and pilot culturally and linguistically effective strategies to engage Dual Language Learners (DLL) in early learning settings.</p>	<ul style="list-style-type: none"> 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 and disseminate information about scalable strategies and the conditions under which they are highly effective. Ensure cultural and linguistic responsiveness is infused in all First 5 California efforts and investments.
<p>Indicators of Success:</p> <ul style="list-style-type: none"> A minimum of one implementation pilot is funded by First 5 California and implemented by select county commissions and/or other local agencies in partnership with their local First 5. Pilot evaluation is funded by First 5 California to address the conditions under which DLL strategies implemented in pilot are highly effective. Evaluation of pilot shared with public, including information about effective family engagement, intentional teaching, and professional development strategies for infants and toddlers, and preschoolers. 	

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- As results are obtained, access to effective DLL teaching strategies is expanded through collaboration with stakeholders and integrated into First 5 California's efforts.

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
<p>1.3.1. Promote statewide infrastructure and pilot evidence-based strategies in community settings to engage families living in poverty in innovative, culturally sensitive, and linguistically appropriate ways to enhance their children's safe and healthy development.</p>	<ul style="list-style-type: none"> • 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. • Develop and provide evidence-based, culturally and linguistically responsive, relationship-based family engagement training to early childhood educators. • In collaboration with partners (e.g., those with expertise in home visiting, parent education/coaching, and strengthening families), explore development of an evidence-based prevention and early intervention pilot for at-risk communities/families; develop recommendations to include a family engagement pilot in next Strategic Plan. • Ensure family engagement strategies are integrated into all applicable First 5 California efforts.

Indicators of Success:

- Recommendation for future family engagement pilot presented to Commission.
- Access to effective prevention and early intervention family engagement strategies is expanded through trainings with early childhood educators.

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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
<p>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.</p>	<ul style="list-style-type: none"> • Invite representatives from diverse stakeholder groups, including policymakers and providers, to join a formal interagency and multidisciplinary statewide prenatal through age 5 workgroup.⁴ • 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.⁵
<p>Indicators of Success:</p> <ul style="list-style-type: none"> • Interagency and multidisciplinary workgroup formed [Years 1–2]. • Workgroup convened on a regular basis [Years 2–5]. 	

⁴ 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).

⁵ 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)⁶
- 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)⁷

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.	<ul style="list-style-type: none"> • Inventory data collected from First 5 county commissions and compare with 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: <ul style="list-style-type: none"> • Participants in existing workgroups report that collaboration provided stronger evaluation and planning capacity for statewide prenatal through age 5 efforts. 	

⁶ 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.

⁷ 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
<p>2.1.3. Strengthen the capacity of First 5 county commissions and other local partners across the state to accomplish their goals and address collaborative early childhood systems building.</p>	<ul style="list-style-type: none"> • Survey the First 5 Association, First 5 county commissions, and other partners 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 California/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, commissioners, and local and state partners 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.
<p>Indicators of Success:</p> <ul style="list-style-type: none"> • In the annual First 5 California survey, 2% increase each year on First 5 county commission, staff, and other local partners agreement with the statement: "Overall, First 5 California helps us accomplish our goals for the county more effectively." (Baseline: 65%, 2013)⁸ • In the annual First 5 California survey, 2% increase each year on participating First 5 county 	

⁸ First 5 CA Strategic Planning Stakeholder Survey.

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Commissioners, county commission staff, and other local partners agreement with the statement: "First 5 California collaborates and partners successfully with local county commissions and other partners." (Baseline: 63%, 2013)⁹

- In the surveys for the annual events, over 75% of attendees indicate their expectations were met and their knowledge improved.
- 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.	<ul style="list-style-type: none"> • 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].

⁹ ibid

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Objective	Activities
2.2.2. Provide increased support to service providers with the dissemination of resources to support children prenatal through age 5 and their families.	<ul style="list-style-type: none"> 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 and effective methods of communication.
<p>Indicators of Success:</p> <ul style="list-style-type: none"> 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)¹⁰ 	

¹⁰ First 5 CA Strategic Planning Stakeholder Survey.

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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
<p>3.1.1. Increase public awareness on the importance of the investment in the early years (prenatal through age 5).</p>	<ul style="list-style-type: none"> • To ensure <u>all</u> parents giving birth in California, and especially those living in poverty, receive critical information about early brain growth in their babies' first months and years of life, and what they can do to exercise their babies' brains and shape their children's future, continue this critical messaging through the successful <i>Talk. Read. Sing.</i> campaign, the <i>Kit for New Parents</i>, First 5 IMPACT, the Dual Language Learner Pilot, and advocacy efforts with legislators and policy makers around the state and country. • 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.

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Indicators of Success:

- Increase in public awareness each year across sectors on importance of early childhood investments.¹¹
- Increase in parent awareness on impact of parenting behaviors on childhood development.¹² (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 statement: "First 5 California communicates clearly with the public and external stakeholders." (Baseline: 75%, 2013)¹³
- First 5 California reports its own funding amounts and return on investments separate from those county commissions in its annual report.

¹¹ 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.

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.

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Goal 3.2. Legislative Engagement and Leadership Advocate for and influence policy change, both directly and in partnership with First 5 county commissions and other allies, from the local to federal levels that increase investments to improve conditions for children prenatal through age 5 and their families.	
Objective	Activities
<p>3.2.1. Develop and implement a policy platform to advocate for and influence positive change for children prenatal through age 5.</p>	<ul style="list-style-type: none"> • 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. • Develop a child policy advocacy/communications strategy, building upon existing efforts and in partnership with key early childhood advocates, to provide consensus information on the gap between current child outcomes and opportunities, and First 5 Policy Agenda goals. • Advocate at the state level for additional resources to improve children’s access to the full spectrum of health care services and quality early learning for all children ages 0 to 5.

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Indicators of Success:

- Policy platform developed.
- Shared policy goals identified.
- 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)¹⁴
- 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.

¹³ First 5 CA Strategic Planning Stakeholder Survey.

¹⁴ First 5 CA Strategic Planning Stakeholder Survey.

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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, communication, and decision making.	
Objective	Activities
4.1.1. Cultivate a culture of continuous improvement, high-quality work, and efficiency.	<ul style="list-style-type: none"> 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 policies 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.
<p>Indicators of Success:</p> <ul style="list-style-type: none"> 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 California business practices and internal systems enable them to carry out work effectively and efficiently.” (Baseline: 60%, 2013)¹⁵ 	
Objective	Activities
4.1.2. Improve planning, decision-making, program and policy development, and	<ul style="list-style-type: none"> 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

¹⁵ First 5 CA Strategic Planning Stakeholder Survey.

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<p>accountability through an integrated approach, drawing on input from all relevant units.</p>	<p>personnel to optimize performance and work quality.</p> <ul style="list-style-type: none">• 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.
<p>Indicators of Success:</p> <ul style="list-style-type: none">• 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)¹⁶	

¹⁶ First 5 CA Strategic Planning Stakeholder Survey.

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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, as individuals, fit into the organization, and how they can improve their skills and advance in their careers.	<ul style="list-style-type: none"> 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.
<p>Indicators of Success:</p> <ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.
<p>Indicators of Success:</p> <ul style="list-style-type: none"> 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)¹⁷

¹⁷ First 5 CA Strategic Planning Stakeholder Survey.