



February 24, 2017, Strategic Plan Retreat

SUBJECT THIRD YEAR REVIEW OF THE FIRST 5 CALIFORNIA STRATEGIC PLAN	<input type="checkbox"/> Action <input checked="" type="checkbox"/> Information
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SUMMARY OF THE ISSUE

The First 5 California (F5CA) Commission (the Commission) adopted a 5-Year Strategic Plan (the Plan) at its January 2014 meeting. At the time of adoption, the Commission requested that in the third year of the Plan, the F5CA staff provide an in-depth analysis of the Plan. This review is to include input from F5CA staff on each of the goals defined in the Plan's Strategic Priority Areas, staff's expectations for the goals, key accomplishments, lessons learned, and critical action points, decision points, or other next steps regarding the final two years of the Plan.

RECOMMENDATION

This is an information-only item. F5CA staff is not requesting action at this time. Based on Commissioners' feedback and suggestions, F5CA staff will return to the Commission with an action item at the April 27, 2017, meeting to approve any amendments to the Plan.

BACKGROUND

In April 2013, the Commission started developing a new strategic plan, setting a rapid time frame 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 its stakeholders statewide to inform the development of the Plan.

Building upon F5CA's vision, mission, and values, the Plan was divided into four Strategic Priority Areas (SPAs), which provide the primary focus areas for F5CA'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. This means that the intended outcomes for children will be achieved through a strong system of services, a network of providers and partners, and the public and political support to invest in early childhood.

Below are SPAs 1, 2 and 3, with their corresponding goals.

Strategic Priority Area 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.

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.

Additionally, the internally focused SPA of Institutional Development (SPA 4) recognizes that strengthening First 5 California's internal organizational capacity will improve its ability to accomplish its external programmatic goals. During the first three years of implementation, F5CA has far exceeded performance benchmarks in all categories identified in SPA 4, as indicated in the First 5 California Annual Survey results.

THE RETREAT

The Commission approved a five-year implementation period for the Plan. At the time of its approval, the Commission not only requested annual updates, but also mandated an in-depth analysis of the Plan in the third year of implementation. The purpose of the third-year analysis is to better assess the SPAs and their delineated goals, and to review key decision points. The intent is to hear from F5CA staff regarding accomplishments, coupled with lessons learned, to provide the Commission with sufficient information to better guide the remaining two years of the Plan.

To give full attention to this important charge, the Commission's Strategic Planning Advisory Committee (the Committee) and F5CA staff scheduled a full-day Retreat and retained the services of a facilitator, Jannelle Kubinec. Jannelle has been tasked to assist with the Retreat planning, to prepare the Retreat agenda, and to facilitate the Retreat discussions. Jannelle is an experienced facilitator with years of facilitation services background offered both in the private and public sectors.

Jannelle has developed a comprehensive Retreat agenda, which focuses on the Plan's purpose and intent, engages Commissioners to provide constructive feedback on the Plan, and provides a forum to discuss each of the SPA goals. The agenda was reviewed and approved by the Committee and F5CA staff.

Based on the need to emphasize the externally focused SPAs, and due to the successful implementation of SPA 4, the Committee and F5CA staff determined the Retreat will address only SPAs 1, 2, and 3. F5CA staff will report on SPA 4 during the April 2017 Commission meeting.

SUMMARY OF PREVIOUS COMMISSION DISCUSSION AND ACTION

Since adoption of the Plan in April 2014, the Commission has received first-year and second-year updates from F5CA staff regarding accomplishments toward meeting the goals of the Plan. Further, the Committee has met on several occasions to advise F5CA staff on the updates and the planning for the Retreat.

ATTACHMENTS

- A. F5CA's 2014–2019 Strategic Plan
- B. 2017 Strategic Plan Update and Analysis Matrix for SPA 1: Goals 1.1, 1.2, and 1.3
- C. 2017 Strategic Plan Update and Analysis Matrix for SPA 2: Goals 2.1 and 2.2
- D. 2017 Strategic Plan Update and Analysis Matrix for SPA 3: Goals 3.1 and 3.2
- E. First 5 California Fiscal Mapping to the Strategic Plan Chart

First 5 California Strategic Plan

January 23, 2014

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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	Child Health	Leadership as a Convener and Partner	Communications		Internal Structure and Systems	
	Early Learning					
	Family Community Support and Partnership	Resource Exchange and Stewardship	Legislative Engagement and Leadership		Team Development and Engagement	

II. First 5 California Statement of Strategic 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. 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 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.

¹ First 5 California Key Themes from Stakeholder Interviews and Survey

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

II. First 5 California Statement of Strategic Direction (continued)

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.

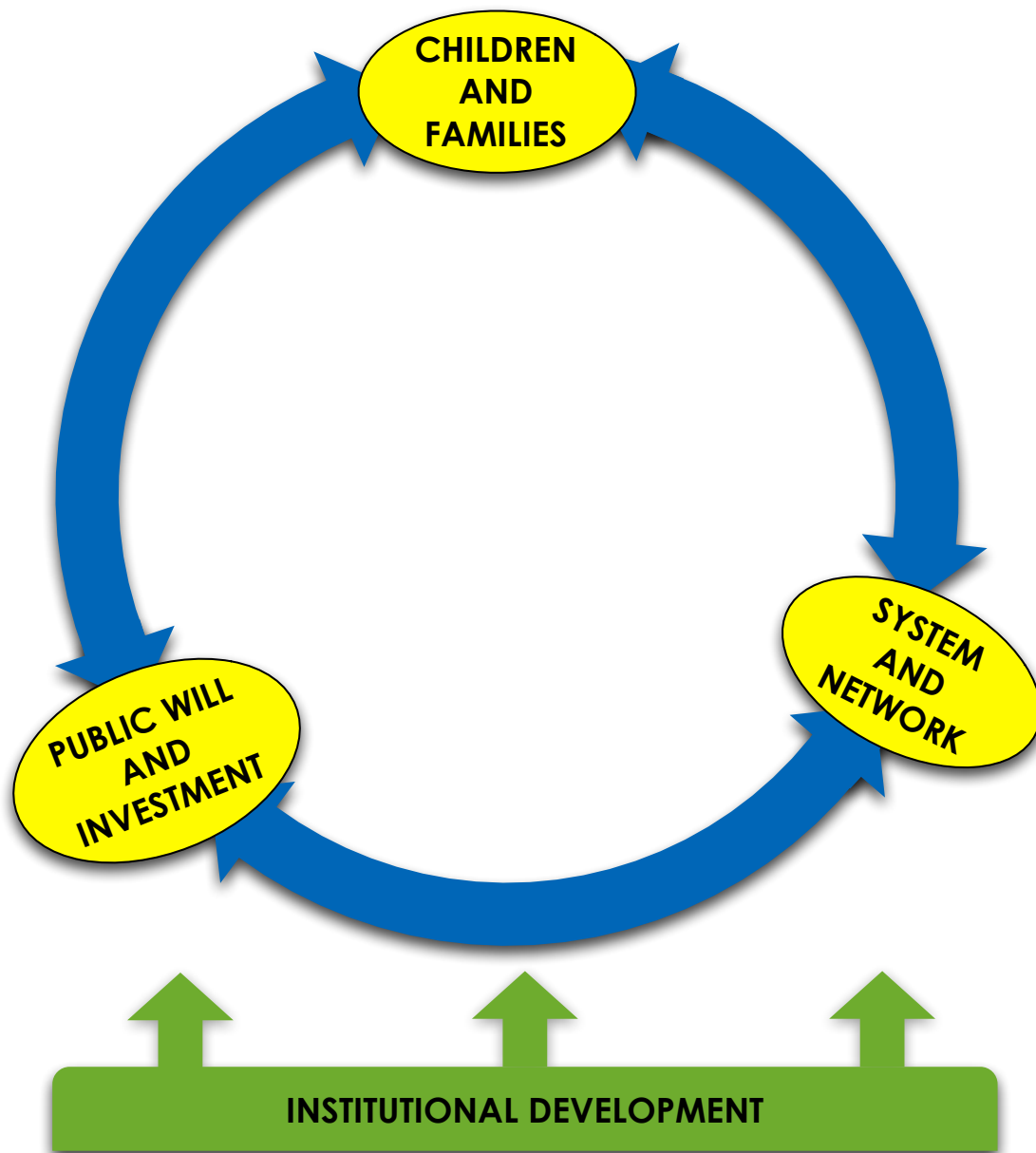
Sustainability: We maintain and grow the impact and success of the First 5 movement for all children prenatal through 5 wherever they reside in California.

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 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.

II. First 5 California Statement of Strategic Direction (continued)

Figure 1. First 5 California Strategic Priority Areas



II. First 5 California Statement of Strategic Direction (continued)

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 Statement of Strategic Direction (continued)

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 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 address 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 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 families of

III. First 5 California Strategic Objectives and Activities Framework (continued)

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 its ability to accomplish the work described in this document will be only 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. First 5 California has begun internal implementation planning to outline the specific action steps that will be necessary for success.

III. First 5 California Strategic Objectives and Activities Framework (continued)

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. Identify gaps in and 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 inventory state and county health services (prenatal, preventive, 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.

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>).

III. First 5 California Strategic Objectives and Activities Framework (continued)

Indicators of Success:²

- 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 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 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: <ul style="list-style-type: none">• Baseline data gathered [Years 1–2].	

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.

III. First 5 California Strategic Objectives and Activities Framework (continued)

- 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].

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

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>.

III. First 5 California Strategic Objectives and Activities Framework (continued)

	<p>California.</p> <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
1.2.2. Support and pilot culturally and linguistically effective strategies to engage Dual Language Learners (DLL) in the classroom.	<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 to share and disseminate scalable aspects of the model.
<p>Indicators of Success:</p> <ul style="list-style-type: none"> 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 	

III. First 5 California Strategic Objectives and Activities Framework (continued)

with stakeholders [Year 5].

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.	<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.• 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: <ul style="list-style-type: none">• 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.	

III. First 5 California Strategic Objectives and Activities Framework (continued)

- Pilot families/parents demonstrate increased understanding of their specific role in ensuring the optimal development of their child(ren). (See also second Indicator of Success for Objective 3.1.1.)

III. First 5 California Strategic Objectives and Activities Framework (continued)

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.	<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
Indicators of Success: <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.

III. First 5 California Strategic Objectives and Activities Framework (continued)

- 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	

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.

III. First 5 California Strategic Objectives and Activities Framework (continued)

<p>planning capacity for statewide prenatal through age 5 efforts.</p> <ul style="list-style-type: none">• 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 <i>all</i> First 5 county commissions to accomplish their goals.	<ul style="list-style-type: none">• 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 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 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.
<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 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)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.

III. First 5 California Strategic Objectives and Activities Framework (continued)

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

- 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: <ul style="list-style-type: none">• 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

III. First 5 California Strategic Objectives and Activities Framework (continued)

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.
Indicators of Success: <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.

III. First 5 California Strategic Objectives and Activities Framework (continued)

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).	<ul style="list-style-type: none">• 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: <ul style="list-style-type: none">• 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	

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.

III. First 5 California Strategic Objectives and Activities Framework (continued)

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 of county commissions in its annual report.

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
3.2.1. Develop and implement a policy platform to advocate for and influence positive change for children prenatal through age 5.	<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.
Indicators of Success: <ul style="list-style-type: none">• Policy platform developed.• Shared policy goals identified.	

¹³ First 5 CA Strategic Planning Stakeholder Survey.

III. First 5 California Strategic Objectives and Activities Framework (continued)

- 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.

¹⁴ First 5 CA Strategic Planning Stakeholder Survey.

III. First 5 California Strategic Objectives and Activities Framework (continued)

SPA 4. Institutional Development <i>Strengthen internal capacity of First 5 California to realize its mission and achieve greater impact.</i>	
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.
Indicators of Success: <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.

III. First 5 California Strategic Objectives and Activities Framework (continued)

accountability through an integrated approach, drawing on input from all relevant units.	<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.

III. First 5 California Strategic Objectives and Activities Framework (continued)

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.
Indicators of Success: <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.
Indicators of Success: <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 	

III. First 5 California Strategic Objectives and Activities Framework (continued)

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.

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STAFF ASSESSMENT of GOAL and OBJECTIVES		<input type="checkbox"/> RED (Significant Changes) <input checked="" type="checkbox"/> YELLOW (Technical Changes) <input type="checkbox"/> GREEN (No Changes)	
CHALLENGES <input type="checkbox"/> Fiscal <input checked="" type="checkbox"/> Staffing <input checked="" type="checkbox"/> Scope <input type="checkbox"/> Timeline <input type="checkbox"/> Political Concerns <input type="checkbox"/> External Partners			
WHAT WE LEARNED		We learned F5CA plays more of a <i>supportive</i> role in statewide and local activities toward improving child health (Objective 1.1.1) and developmental screening (Objective 1.1.2) rather than a <i>directive</i> role. For both objectives, F5CA does not hold directive authority over these areas nor a dedicated funding account.	
RECOMMENDATION		Modify Objectives 1.1.1. and 1.1.2. and “Indicators of Success” to reflect F5CA’s <i>supportive</i> (rather than <i>directive</i>) roles for state and local efforts (as described in activities) toward administrative alignment, legislative advocacy, program implementation, evaluation, and data collection.	
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.		
Objective	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.		
Planned Activities (1.1.1.)		Planned Activities Completed/Ongoing	Additional Activities Completed/Ongoing
<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 inventory state and county health services (prenatal, preventive, 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		<ul style="list-style-type: none">Attended multi-agency workgroups to represent F5CA. Current health taskforces include Child Welfare Council, Home Visiting (CHVP), Office of Child Abuse, Interdepartmental Coordinating (ICC) Council, Mental Health, Collective Impact, Statewide Screening Collaborative/Early Childhood Comprehensive Systems (CDPH), Covering Kids & Families, CHDP Oral Health Subcommittee, Advocate Roundtable and other related meetings, Early Childhood Ed Partnership (CDPH, NEOPB), CA Pediatric Obesity Collaborative Improvement and Innovation Network, Essentials for Childhood (CDC child maltreatment prevention collective	<ul style="list-style-type: none">Funded California Health Interview Survey (CHIS) child questionnaire as part of statewide data infrastructure to track dental and health care access and utilization. Data disseminated through many venues (e.g., kidsdata.org) and research publications.Funded Small Population County Funding Augmentation (SPCFA) for 20 counties including local health access programs (e.g., oral health).Collect and publish Annual Report data on Result Area “Improved Child Health.”Funding First 5 Association for Annual Report data collection redesign and

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<p>access to and receipt of health care services.</p> <ul style="list-style-type: none">• 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.	<p>impact grant to CDPH and CDSS/OCAP), CA Home Visiting Coalition (Los Angeles), and Defending Childhood Initiative (CA Attorney General).</p> <ul style="list-style-type: none">• Essentials for Early Childhood Data Workgroup development of child well-being data indicators and dissemination of Adverse Childhood Experiences (ACES) data on kidsata.org.• Collaborate with the CA Dept. of Education (Early Education and Support and Special Education Divisions) and the State Board of Education to write and submit the federal Preschool Expansion Grant, which focuses on high-quality, inclusive preschool.• First IMPACT includes child and health and family support as part of "Comprehensive Early Childhood System and First 5 IMPACT Seven System Function" design.• Collaboration with First 5 Association on strategies, advocacy, and more.• Legislative advocacy and support (see F5CA Children's Policy Agenda).• Funded smokers' helpline in partnership with CDPH (1-800-NOBUTTS).	<p>community-level indicators related to health.</p>
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Objective	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. Identify gaps in and improve access to the full spectrum of health care Services (developmental, behavioral, oral, vision, and physical) for all young children.		
Planned Activities (1.1.2.)	Planned Activities Completed/Ongoing	Additional Activities Completed	
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Participate in workgroups: California Statewide Screening Collaborative, Help Me Grow California, California Developmental Screening Network (CA-DSN) for QRIS. • Provided funding to First 5 Alameda to support some statewide coordinator efforts and training and technical assistance. • Partnered with the Packard Foundation and provided funding to Children and Families Commission of Orange County to support local data collection and statewide evaluation of Help Me Grow. • Included developmental screening in First 5 IMPACT and the CA-QRIS Rating Matrix. • Included use of developmental screening in Child Signature Program data collection and evaluation reports (2012-13, 2013-14, 2012-15). 	<ul style="list-style-type: none"> • Funded California Health Interview Survey (CHIS) child questionnaire with parent questions on child developmental screening experience. 	

with special developmental, behavioral, and health care needs.		
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STAFF ASSESSMENT of GOAL and OBJECTIVES		<input type="checkbox"/> RED (Significant Changes) <input type="checkbox"/> YELLOW (Technical Changes) <input checked="" type="checkbox"/> GREEN (No Changes)	
CHALLENGES <input type="checkbox"/> Fiscal <input type="checkbox"/> Staffing <input type="checkbox"/> Scope <input type="checkbox"/> Timeline <input type="checkbox"/> Political Concerns <input type="checkbox"/> External Partners			
WHAT WE LEARNED		Efforts to implement Goal 1.2., Objective 1.2.1., as highlighted in the wide-ranging activities below, have been successful and effective. This body of work demonstrates F5CA's commitment, investment, and role as a leader, supporter, advocate, and collaborator in statewide efforts to align and improve early learning priorities and the capacity of local and regional infrastructure. This success is reinforced in evaluation data, as well as commitment by and feedback from consortia (including First 5 county commissions), other state agency partners, and stakeholder groups.	
RECOMMENDATION		Recommend staying on course with the goals, objectives, and activities for Goal 1.2, Objective 1.2.1 currently underway and that remain in alignment with the Strategic Plan. No revisions to this portion of the Plan recommended at this time.	
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 1.2	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	1.2.1. Lead, support, and collaborate on statewide efforts to create and align statewide early learning goals and priorities.		
Planned Activities (1.2.1.)		Planned Activities Completed/Ongoing	Additional Activities Completed/Ongoing
<ul style="list-style-type: none"> Partnered with CDE in implementation and support of the RTT-ELC grant (sunset 12/16). Developed and implemented RFA for First 5 IMPACT building of RTT, in collaboration with the Association and CDE – all 58 counties participating. Working with CDE to align QRIS Block Grant and First 5 IMPACT under the umbrella of CA-QRIS. 		<ul style="list-style-type: none"> F5CA is responsible for ensuring statewide consistency in use of assessment tools: <ul style="list-style-type: none"> CLASS (beginning with CARES Plus and continuing through First 5 IMPACT) Environment Rating Scales (ERS) (beginning with contract from CDE as Statewide Anchor under RTT-ELC, continuing through First 5 IMPACT funding to CA-QRIS, and soon through T&TA RFP) 	

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<ul style="list-style-type: none"> • Implementing Regional Hub infrastructure (10) across the state to support efficiencies and alignment. • Supporting implementation of CA-QRIS workgroups (meet regularly) to make decisions about evaluation, rating, communications, professional development (Pathways) to improve alignment across early learning entities and improve implementation based on research and what we learned from RTT-ELC. • Have prioritized key recommendations in CCELP and advocated for alignment. • In collaboration with Packard and CDE, spearheaded implementation of the Institute of Medicine's 2015 report, Transforming the Workforce for Children Birth Through Age 8 (TWB8), for California. Invited as one of 5 states to lead an interagency workgroup and participate as in a series of cross-state meetings to develop an implementation plan from the TWB8. California's plan was completed winter 2016 and is focused on: <ul style="list-style-type: none"> ○ Licensing, permitting, and credentialing requirements 	<ul style="list-style-type: none"> • Collect and publish Annual Report data on Result Area "Improved Child Development." • Funded California Health Interview Survey (CHIS) child questionnaire with questions on <i>Talk.Read.Sing.</i> campaign exposure and behavior change by parents. • RTT-ELC, CARES Plus, and CSP evaluations provided baseline data for the development of First 5 IMPACT and the CA-QRIS statewide direction and the upcoming statewide evaluation of the CA-QRIS. • Facilitated the coordination of statewide early learning work, by convening key partners and aligning the early learning work with K-12 system through our continued work with the Early Learning Collaborative, and our leadership role in the Early Childhood Education Coalition and Early Learning Leadership Team (tri-agency workgroup). 	
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<ul style="list-style-type: none"> ○ Professional pathways and lattices and Higher education. Now, in F5CA continues to partner in leading the efforts to implement recommendations ● Ongoing conversations with Heising-Simons, Packard, others to discuss alignment of priorities for funding and co-funding opportunities (e.g., TK Evaluation Study; discussing Registry). ● Developing RFP to study statewide implementation of CA-QRIS (expect release spring-fall 2017). 		
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STAFF ASSESSMENT of GOAL and OBJECTIVES		<input type="checkbox"/> RED (Significant Changes) <input checked="" type="checkbox"/> YELLOW (Technical Changes) <input type="checkbox"/> GREEN (No Changes)	
CHALLENGES <input type="checkbox"/> Fiscal <input checked="" type="checkbox"/> Staffing <input type="checkbox"/> Scope <input checked="" type="checkbox"/> Timeline <input type="checkbox"/> Political Concerns <input checked="" type="checkbox"/> External Partners			
WHAT WE LEARNED		The Dual Language Learner (DLL) Pilot has been a more ambitious undertaking than anticipated. Due to the complexity of issues and multiple stakeholder input, we learned it would be necessary to be more thoughtful and reasonably paced in the development process to ensure the framework for the pilot would provide results to meet goals for evidence-based effectiveness.	
RECOMMENDATION		While we are pleased with progress made to-date on the Pilot, the “Indicators of Success” timeline for Objective 1.2.2. should be extended to allow additional time to ensure the success of the Pilot. In addition, language of Goal 1.2 should be broadened to include more diverse early learning settings.	
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 1.2	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	1.2.2. Support and pilot culturally and linguistically effective strategies to engage Dual Language Learners (DLL) in the classroom.		
Planned Activities (1.2.2.)		Planned Activities Completed/Ongoing	Additional Activities Completed/Ongoing
<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 to share and disseminate scalable aspects of the model.		<ul style="list-style-type: none">Convened stakeholders for input on DLL direction.Conducted extensive literature review; include experts in the field every step of the way.Completed a Working Paper with research to support Pilot direction.Received approval from Commission for funding (\$20M, including evaluation).Decided to implement two RFPs – one for evaluation and one for implementation; evaluation RFP will precede	

	implementation RFP to ensure evaluation design informs selection of applicants for implementation.	
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STAFF ASSESSMENT of GOAL and OBJECTIVES		<input checked="" type="checkbox"/> RED (Significant Changes) <input type="checkbox"/> YELLOW (Technical Changes) <input type="checkbox"/> GREEN (No Changes)	
CHALLENGES <input type="checkbox"/> Fiscal <input checked="" type="checkbox"/> Staffing <input checked="" type="checkbox"/> Scope <input checked="" type="checkbox"/> Timeline <input checked="" type="checkbox"/> Political Concerns <input checked="" type="checkbox"/> External Partners			
WHAT WE LEARNED		Based on what we learned in the process of developing the DLL Pilot, we know the development of the Family Engagement Pilot will be complex, and that it must involve many stakeholders at the local and state levels. In the initial development of this Pilot, we realized advocacy and partnership opportunities will provide the potential for greater impact. We believe the success of this Pilot likely will require developing state and local partnerships to support parents and prevent child maltreatment and a reasonable timeline to ensure its success.	
RECOMMENDATION		The “Indicators of Success” for Objective 1.3.1. should be updated to better reflect the activities and extend the timeline. Add clarity around this objective supporting state and local family strengthening systems change efforts.	
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 1.3	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	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.		
Planned Activities (Objective 1.3.1.)		Planned Activities Completed/Ongoing	Additional Activities Completed/Ongoing
<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.Collaborate with partners, including those with expertise in home visiting, parent education/coaching, and		<ul style="list-style-type: none">Collected, reviewed, and analyzed existing research and programs related to family engagement.Collaborated with key partners: F5Association, CDPH, DSS on potential direction for Pilot including conducting a literature review, leveraging existing efforts and identifying gaps.	<ul style="list-style-type: none">Collected and published Annual Report data on Result Area “Improved Family Functioning.”

<p>strengthening families to develop and/or expand and fund an evidence-based prevention and early intervention pilot for at-risk communities/families.</p> <ul style="list-style-type: none">• 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.		
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Strategic Priority Area 2

Attachment C

STAFF ASSESSMENT of GOAL and OBJECTIVES		<input type="checkbox"/> RED (Significant Changes) <input type="checkbox"/> YELLOW (Technical Changes) <input checked="" type="checkbox"/> GREEN (No Changes)	
CHALLENGES <input type="checkbox"/> Fiscal <input checked="" type="checkbox"/> Staffing <input type="checkbox"/> Scope <input type="checkbox"/> Timeline <input type="checkbox"/> Political Concerns <input checked="" type="checkbox"/> External Partners			
WHAT WE LEARNED		Through First 5 IMPACT and the CA-QRIS, we believe all goals, objectives, and targets have been met successfully as outlined in the Strategic Plan and reflected in the scopes of work and contractual expectations for each effort. This success has been validated and reinforced in evaluation data, advances in statewide collaboration and alignment of early learning efforts, funding partnerships, along with survey results and feedback from stakeholder groups and the public	
RECOMMENDATION		Recommend staying on course with the goals, objectives, and activities for Goal 2.1, Objective 2.1.1 currently underway. No revisions to this portion of the Plan recommended at this time.	
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	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.		
Planned Activities (2.1.1.)		Planned Activities Completed/Ongoing	Additional Activities Completed/Ongoing
<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.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.		<ul style="list-style-type: none">Participate on the State Advisory Council (SAC)Collaborated with CDE on review of external RTT-ELC evaluation to validate QRIS tier ratings and assess child outcomesConvene and facilitate CA-QRIS Consortium with participants(Four meetings/year through 2016; starting Jan 2017 will be biannual) and related Workgroups (Evaluation, Continuous Quality Improvement Pathways, Communications, and	<ul style="list-style-type: none">Collect and publish Annual Report data on Result Area “Improved Systems of Care”Co-convened the Early Learning Leadership Group on a regular basis to facilitate communication and reduce silos among early learning state agency 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.Collaborated with early learning partners via the Early Childhood

Strategic Priority Area 2

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<ul style="list-style-type: none"> Collaborate with partners to align early childhood services and resources through coordinated communication, advocacy, policymaking, and other capacity-building efforts. 	<p>Rating Matrix). Convene and facilitate weekly CA-QRIS state support team meetings with the California Department of Education.</p> <ul style="list-style-type: none"> Convene and collaborate with funders and foundations in areas such as dual language learners and workforce development (e.g. Heising-Simons, David and Lucile Packard, Heising-Simons, McKnight, Sobrato, Televisa, and Gates Foundations). Convene and facilitate California's Transforming the Workforce Birth to 8 Team, the Early Care and Education Professional Learning Team. Provide financial support to Educare Silicon Valley and Board participation. Host the 2015 and 2017 First 5 Child Health, Education, and Care Summit. Participate in statewide conferences/activities such as the Children's Advocate Roundtable and Essentials for Childhood Initiative Leadership Action Team. Support statewide alignment of QRIS-related tools (e.g., Environment Rating Scales and CLASS) by providing training and support for participating state agencies. 	<p>Education Coalition and Alliance for Education Success to align early childhood services and resources through coordinated communication, advocacy, policymaking, and other capacity-building efforts, which resulted in significant budgetary increases for early learning.</p> <ul style="list-style-type: none"> Attend multi-agency workgroups to represent F5CA; bring information back via meeting summary notes. Below are current early education workgroups and committees: • Early Childhood Education Professional Learning • State Advisory Council * Workforce Registry (WRAB) * Childcare Research Partnership Grant Co-convened representatives from diverse stakeholder groups, funders, and providers, to join a formal interagency and multidisciplinary statewide prenatal through age 5 workgroup through our leadership with the Quality Early Learning Collaborative to establish a shared early learning policy learning community. Coordinated the second year of Early Childhood Education Coalition advocacy for the 2016-17 Budget Act, which resulted in a multi-year budget deal to provide approximately \$500 million in funding for child care and early learning programs. Launched a federal advocacy partnership with F5LA to support
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	<ul style="list-style-type: none">• Developed high-quality training/trainer certification process for CARES Plus and building off these in CA-QRIS.	<p>increased federal early learning resources.</p> <ul style="list-style-type: none">• Promoted policy maker and early learning advocate awareness of First 5-funded research on early learning programs.• Promoted policy maker and early learning advocate awareness of First 5-funded early learning systems.
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Strategic Priority Area 2

Attachment C

STAFF ASSESSMENT of GOAL and OBJECTIVES		<input checked="" type="checkbox"/> RED (Significant Changes) <input type="checkbox"/> YELLOW (Technical Changes) <input checked="" type="checkbox"/> GREEN (No Changes)	
CHALLENGES <input type="checkbox"/> Fiscal <input type="checkbox"/> Staffing <input type="checkbox"/> Scope <input type="checkbox"/> Timeline <input type="checkbox"/> Political Concerns <input type="checkbox"/> External Partners			
WHAT WE LEARNED		We have learned that the creation of programs in tandem with evaluations is the optimal approach for creating effective early childhood systems. We believe all goals, objectives, and timelines ore on target and have been met successfully as outlined in the Strategic Plan and reflected in the activities below.	
RECOMMENDATION		Recommend staying on course with the goals, objectives, and activities for Goal 2.1, Objective 2.1.2 currently underway. No revisions to this portion of the Plan recommended at this time.	
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 sustainableand 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	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.		
Planned Activities (2.1.2)		Planned Activities Completed/Ongoing	Additional Activities Completed/Ongoing
<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		<ul style="list-style-type: none">Data and Evaluation Survey conducted with First 5 county commissions to understand needs for data, data systems, and T&TA (2015)First 5 IMPACT Regional Training and Technical Assistance (T&TA) Hubs Survey (2015)Collaborating with First 5 Association on Annual Report data collection redesign and community-level indicators (revisions may apply to FY 2017-18 reporting)Development of CA-QRIS Common Data File standards for reporting of up to 4,800 sites statewide (as part of CA-QRIS Consortium)	<ul style="list-style-type: none">As part of California Health Interview Survey contracts, funded: 1) a brief on ten-year trends in CA child health and report on profiles of families with young children; 2) research memo on possible use of child well-being indices to summarize multiple indicators at sub-county levels; 3) breakout of child data by ages 0-5, race-ethnicity, and living in poverty within the Ask CHIS Neighborhood Edition query and mapping toolAdvisory Board member for California Health Interview Survey (UCLA Center for Health Policy Research)Advisory Board member for Maternal and Infant Health Assessment (MIHA) survey

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<p>statewide impact, including where county commissions need local and statewide data.</p> <ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • Memorandum of Understanding between CDE and F5CA to use CA-QRIS Common Data File for sites receiving CDE block grant (Infant/Toddler, CA State Preschool Program) and First 5 IMPACT funding • Partial financial support of local QRIS data systems with First 5 IMPACT funds • Co-funded study of AIR's California Transitional Kindergarten implementation and child outcomes (with Heising-Simons and Packard foundations). AIR shared reports and findings widely via webinars, conferences, and legislative briefings. • Interagency and multidisciplinary workgroups formed and convened on a regular basis. • Participate on the State Advisory Council (SAC) • Convene and facilitate CA-QRIS Consortium (Four meetings/year through 2016; starting Jan 2017 will be biannual) and related Workgroups (Evaluation, Continuous Quality Improvement Pathways, Communications, and Rating Matrix). Convene and facilitate weekly CA-QRIS state support team meetings with the California Department of Education. • Contract with WestEd education experts for technical assistance with QRIS and development of small county programs and evaluation. 	<p>(CDPH MCAH) for California women who have recently given birth</p>
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	<ul style="list-style-type: none"> • Convene and collaborate with Dual Language Learner Input Group and participate with other funders and Foundations in related workgroups (e.g. Heising-Simons, David and Lucile Packard, Heising-Simons, McKnight, Sobrato, and Gates Foundations) • Convene and facilitate California's Transforming the Workforce Birth to 8 Team, the Early Care and Education Professional Learning Team • Execute Educare contract • Host the 2015 and 2016 First 5 Child Health, Education, and Care Summit • Participate in statewide conferences/activities: • Children's Advocate Roundtable • Essentials for Childhood Initiative Leadership Action Team including Data Workgroup development of child well-being data indicators and dissemination of Adverse Childhood Experiences (ACES) data on kidsata.org • Develop and carry out a plan for training and support for participating state agencies on Environment Rating Scales and CLASS tools 	
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	<ul style="list-style-type: none">• Develop high-quality training/trainer certification process for Component A CARES Plus• Funded Small Population County Funding Augmentation (SPCFA) for 20 counties with requirements for program evaluation. For SPCFA, F5CA developed the Evaluation Toolkit webpage and is developing additional T&TA materials.	
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STAFF ASSESSMENT of GOAL and OBJECTIVES		<input type="checkbox"/> RED (Significant Changes) <input checked="" type="checkbox"/> YELLOW (Technical Changes) <input type="checkbox"/> GREEN (No Changes)	
CHALLENGES <input type="checkbox"/> Fiscal <input type="checkbox"/> Staffing <input checked="" type="checkbox"/> Scope <input type="checkbox"/> Timeline <input type="checkbox"/> Political Concerns <input type="checkbox"/> External Partners			
WHAT WE LEARNED		We learned that local perspectives for development of state programs and policies are invaluable.F5CA successfully gathered and analyzed data from multiple sources including surveys, interviews, and Annual Reports that informed the development of our T&TA, SPCFA, and First 5 IMPACT.	
RECOMMENDATION		Recommend staying on course with the goal and activities for Goal 2.1, Objective 2.1.3 currently underway. However, modify Objective language to more accurately reflect collaborative systems building and T&TA efforts across the state and county First 5s, including other partners.	
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 sustainableand 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	2.1.3. Strengthen the capacity of all First 5 county commissions to accomplish their goals.		
Planned Activities (2.1.3.)		Planned Activities Completed/Ongoing	Additional Activities Completed/Ongoing
<ul style="list-style-type: none">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 California/First 5 Association Partnership Council to prioritize, develop, and implement strategies to facilitate ongoing		<ul style="list-style-type: none">Conducted surveys and interviews, and received multiple Annual Performance Reports from F5 county commissions, First 5 IMPACT Consortia and Hub lead agencies in development and then implementation of First 5 IMPACT and SPCFA.Convened and collaborated with F5 Association’s SPCFA in development of Framework Implementation Plans, the terms and conditions for the next SPCFA funding phase, and are working on the development of additional TA as well as a sustainability plan.	<ul style="list-style-type: none">Moved from funding programs that only some counties could participate in to the First 5 IMPACT inclusive frame that intentionally builds capacity of all counties and supports quality across the entire state.

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<p>communication and areas of support from First 5 California.</p> <ul style="list-style-type: none">• 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.	<ul style="list-style-type: none">• In collaboration with other state agencies and partners, organized, hosted, and staffed the 2015 and 2016 First 5 Child Health, Education, and Care Summit and a QRIS Pre-Summit in 2016. Included a session specifically targeting county commissioners.• F5CA is implementing systems-building approaches (e.g., First 5 IMPACT, CA-QRIS) and includes F5 county commissions and other partners in developing statewide T&TA	
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STAFF ASSESSMENT of GOAL and OBJECTIVES		<input type="checkbox"/> RED (Significant Changes) <input checked="" type="checkbox"/> YELLOW (Technical Changes) <input type="checkbox"/> GREEN (No Changes)	
CHALLENGES <input checked="" type="checkbox"/> Fiscal <input checked="" type="checkbox"/> Staffing <input type="checkbox"/> Scope <input type="checkbox"/> Timeline <input checked="" type="checkbox"/> Political Concerns <input type="checkbox"/> External Partners			
WHAT WE LEARNED		While large-scale diminishing revenue challenges have been offset by F5CA activities to-date (e.g., Small Population County Funding Augmentation), further progress on this Objective will require significant structural investments to identify a long-term sustainable pathway. Despite progress, staff does not believe the Strategic Plan activities as outlined currently are sufficient to yield the goal of sustainability.	
RECOMMENDATION		Staff recommends modifications to the Plan to better address long-term revenues and sustainability.	
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 sustainableand collective impact.		
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	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.		
Planned Activities (2.2.1.)		Planned Activities Completed/Ongoing	Additional Activities Completed/Ongoing
<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.		<ul style="list-style-type: none">Maintained strong collaborative relationships with potential co-investors across sectors through relationships with Service Employees International Union (SEIU), California Medical Association (CMA) and the California Hospital Association (CHA).Funded Small Population County Funding Augmentation (SPCFA) for 20 counties including local health programs (e.g., oral health), family engagement, and early learning.Meet regularly with First 5 partners to identify and respond to funding opportunities through legislation and ballot initiatives.	<ul style="list-style-type: none">Advocated for inclusion in the 2016 Tobacco Tax Initiative via the legislative special session and ultimately the Proposition 56 ballot initiative; achieved inclusion in Proposition 56 for both backfill and increased revenues from e-cigarette taxation for Prop 10 purposes.Successfully advocated for a legislative package that restricts Board of Equalization charges to First 5 funds for tobacco licensing enforcement, creates alternative funding for Board of Equalization administration costs, and transfers one-time savings from BOE reserves back to First 5 funds.

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<ul style="list-style-type: none">• Identify and develop a sustainability pathway for funding a strong early childhood system, including new sources of public revenue.	<ul style="list-style-type: none">• Collaborative relationships with co-investors have been focused primarily on ECE system capacity not F5CA programmatic backfill	
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STAFF ASSESSMENT of GOAL and OBJECTIVES		<input type="checkbox"/> RED (Significant Changes) <input type="checkbox"/> YELLOW (Technical Changes) <input checked="" type="checkbox"/> GREEN (No Changes)	
CHALLENGES <input type="checkbox"/> Fiscal <input type="checkbox"/> Staffing <input type="checkbox"/> Scope <input type="checkbox"/> Timeline <input type="checkbox"/> Political Concerns <input type="checkbox"/> External Partners			
WHAT WE LEARNED		We have learned that through our efforts, as reflected in the goals and objectives of the Strategic Plan, F5CA has become a valuable resource across the state for providing training and technical assistance. F5CA brings partners to the table to identify and acknowledge best and promising local practices to scale up, and draws on national expertise to maximize local practices.	
RECOMMENDATION		Recommend staying on course with the goals, objectives, and activities for Goal 2.2, Objective 2.2.2 currently underway. No revisions to this portion of the Plan recommended at this time.	
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 2.2	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	2.2.2. Provide increased support to service providers with the dissemination of resources to support children prenatal through age 5 and their families.		
Planned Activities (2.2.2.)		Planned Activities Completed/Ongoing	Additional Activities Completed/Ongoing
<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. 		<ul style="list-style-type: none"> The FOCUS e-newsletter captures current F5CA activities disseminated to Commissioners, key partners, and staff. Ongoing T&TA provided in multiple diverse methods (e.g., web-ex, in-person, phone, Fact Sheets, etc.) to counties and other partners on early childhood systems functions, QRIS, and program requirements. Implemented Higher Education Practice-Based Coaching Pilot with University of Washington and interested CARES Plus/CSP/RTT-ELC counties and their higher education partners 	<ul style="list-style-type: none"> Award Statewide Training and Technical Assistance RFP to align and coordinate Coaching Certification/Institutes, Leader Communities of Practice, Family Engagement Training, and CA-QRIS Training Modules

	<ul style="list-style-type: none"> • Developed and disseminated resources as part of the statewide CA-QRIS work • Developed and disseminated Professional Development to Go (PD2GO) training modules for use by center directors, trainers, and coaches to improve teacher effectiveness. • Held Child Signature Program (CSP) annual and quarterly meetings to disseminate and share current best practices and research among local CSPs. • Develop and disseminate developmental screening toolkit for ECE providers. • Presented at state and national conferences such as: NAEYC PDI, NAEYC and CAEYC, Zero to Three, BUILD QRIS National Meeting, CAPP, and R&R. • Developed and maintained web resources, including Professional learning communities, Resource library, Events page, Blogs, and PD2GO training resources. • In collaboration with other state agencies and partners, organized, hosted, and staffed the 2015 and 2016 First 5 Child Health, Education, and 	
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	<p>Care Summit and a QRIS Pre-Summit using Open Space Technology in 2016.</p> <ul style="list-style-type: none"> • Outreach to faith-based leaders, other state agencies, • Contracted evaluation included a survey to evaluate the impact of the <i>Talk. Read. Sing.</i>™ Campaign. The survey conducted by NORC from the University of Chicago concluded the campaign ads and messaging not only were familiar to those surveyed but also let them to improve verbal engagement with their children. • Both the F5CA Parent website and state website are updated regularly to include the most current and relevant information for users, in addition to providing mechanisms for users to offer feedback to F5CA. • F5CA conducted a survey with all First 5 counties to determine usefulness of tools and funding provided to counties for hosting local Town Halls. 	
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STAFF ASSESSMENT of GOAL and OBJECTIVES		<input type="checkbox"/> RED (Significant Changes) <input type="checkbox"/> YELLOW (Technical Changes) <input checked="" type="checkbox"/> GREEN (No Changes)	
CHALLENGES <input type="checkbox"/> Fiscal <input type="checkbox"/> Staffing <input type="checkbox"/> Scope <input type="checkbox"/> Timeline <input type="checkbox"/> Political Concerns <input type="checkbox"/> External Partners			
WHAT WE LEARNED		We learned that accurate and important messaging provided in “surround sound” through a multi-media approach is highly successful in reaching our target population and having an impact on behavior. This success has been validated and reinforced in evaluation data, along with survey results and feedback from stakeholder groups and the public.	
RECOMMENDATION		Recommend staying on course with the goals, objectives, and activities for Goal 3.1, Objective 3.1.1 currently underway and that remain in alignment with the Strategic Plan. No revisions to this portion of the Plan recommended at this time.	
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	3.1.1. Increase public awareness on the importance of the investment in the early years (prenatal through age 5).		
Planned Activities (3.1.1.)		Planned Activities Completed/Ongoing	Additional Activities Completed/Ongoing
<ul style="list-style-type: none">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		<ul style="list-style-type: none">At the core of all public education and outreach efforts is the targeted objective of ensuring that 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.All planned processes and activities, as highlighted in previous column, have been completed and are ongoing for both the development and implementation of the TRS campaign and the <i>Kit for New Parents</i>.	<ul style="list-style-type: none"><u>TRS Campaign.</u> In addition to expanding the campaign, we also took advantage of a variety of “added value” media opportunities. These consisted of radio and television interviews, op-ed articles for newspapers around the state, partnerships with major sports teams and networks, national media exposure (Dr. Oz Show) and a related book donation program, and expansion of the messaging and outreach to include the importance of dual language learning. Additionally, a “Talk. Read. Sing. Coalition” was established between F5CA and other state agencies to amplify messaging to agency programs, as appropriate (e.g., home visiting

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<p>messages the value of early childhood investments with success stories.</p> <ul style="list-style-type: none"> • Include evidence-based, culturally and linguistically effective messages, and grassroots and traditional media strategies. • Improve transparency of First 5 California investments and impact. 	<p>Examples:</p> <p><u>TRS Campaign:</u></p> <ul style="list-style-type: none"> • F5CA contracted with media company Fraser Communications in the creation and implementation of several multi-media campaigns. The first campaign was the original Talk. Read. Sing: Your Words have the Power to Shape Their World campaign, which launched in March 2014. • In second iteration of the TRS campaign launched early in 2016. F5CA amended the tag line of the campaign to “How I Really Got Here.” The focus of this multi-media campaign was to feature successful Californians from disadvantaged backgrounds who attribute their success in life to the loving and regular verbal engagement early on by their families. • Campaign messages and PSAs were distributed via multi-media strategies, including TV and radio ads, social media, blogs, the First 5 California Parent Website, and other statewide and targeted media outreach strategies. • Additionally, we filmed “recreated” versions of the first two TV spots, and obtained lifetime use rights for those ads (unlike previous ads, for which use was limited and restricted to a relatively short amount of time). 	<p>programs in both the California Department of Education and the Health and Human Services Agency, and the Education Development Department in the Paid Family Leave program).</p> <ul style="list-style-type: none"> ○ Upcoming: Working on Trusted Messenger RFA for recipients on TRS Messaging. • <u>Kit for New Parents.</u> Normally, during each Kit contract cycle, the content of the Kits remains relatively stagnant. However, within the current cycle, the Kit has gone through some updating and refreshment, incorporating additional and current information and materials to stress to new parents the importance of early brain development (e.g., inclusion of brain development card, brochure, early brain development stickers on Kit box, and the replacement of the Advice for New Parents book with UC Berkeley’s Parent Guide).
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	<ul style="list-style-type: none"> • In addition to educating and informing parents, caregivers, and the population at large, the purpose of all ads is to drive audiences to the First 5 California Parent Website. The website is updated and refreshed regularly to keep it current, and to ensure visitors have access to relevant information about early brain development as well as the health, education, nutrition of young children and their families. The site also includes a video library and links and references to other resources that may be beneficial (e.g., Paid Family Leave program). • In the interest of promoting healthy meals and positive family engagement, we also developed, published, and distributed a new cookbook, <i>Fast, Fresh, and Fun: Food from First 5</i>, with both English and Spanish versions included in each book. The cookbook also includes the brain development card information at its centerfold. 	
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STAFF ASSESSMENT of GOAL and OBJECTIVES		<input type="checkbox"/> RED (Significant Changes) <input type="checkbox"/> YELLOW (Technical Changes) <input checked="" type="checkbox"/> GREEN (No Changes)	
CHALLENGES <input type="checkbox"/> Fiscal <input type="checkbox"/> Staffing <input type="checkbox"/> Scope <input type="checkbox"/> Timeline <input type="checkbox"/> Political Concerns <input type="checkbox"/> External Partners			
WHAT WE LEARNED		Our legislative, policy, and advocacy efforts to-date have been well received, and have enabled F5CA to successfully meet all Goals and Objectives as outlined in the Strategic Plan. Our efforts have been validated by the shared policy platform developed in partnership with the First 5 Association, early childhood advocates, and the Legislature.	
RECOMMENDATION		Recommend staying on course with the goals, objectives, and activities for Goal 3.2, Objective 3.2.1 currently underway and that remain in alignment with the Strategic Plan. No revisions to this portion of the Plan recommended at this time.	
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 3.2	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	3.2.1. Develop and implement a policy platform to advocate for and influence positive change for children prenatal through age 5.		
Planned Activities (3.2.1.)		Planned Activities Completed/Ongoing	Additional Activities Completed/Ongoing
<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.		<ul style="list-style-type: none">Met 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.Developed a shared policy platform with the First 5 Association to collaborate on shared policy goals.Participated in a legislative team with representatives from a coalition speaking with a unified voice on behalf of early learning and health (First 5 Partnership calls, ECE Coalition, Home Visiting Coalition, DentiCal Coalition).	<ul style="list-style-type: none">Created the Town Hall Toolkit in partnership with Association and funded the First 5 Town Hall initiative in 8 pilot counties.Co-funded and facilitated the Early Childhood Education Coalition (ECE), which promotes a unified voice and budget advocacy on ECE issues between diverse ECE partners, including the field.Created a regular policy partnership and check-in meetings with First 5 policy partners: Association and First 5 LA on state and federal legislation.

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<ul style="list-style-type: none">• 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.	<ul style="list-style-type: none">• Shared the First 5 California Children’s Policy Agenda (policy platform) with early childhood advocates to coordinate and collaborate on shared policy priorities.• Conducted outreach and education efforts to all legislators and statewide elected leaders, including the Lt. Governor, Governor, and State Superintendent.• Identified, recruited, and cultivated promising freshman legislators as potential First 5 movement champions, including the Legislative Women’s Caucus, and senators and assemblymembers in both parties.	<ul style="list-style-type: none">• Created regular policy meetings between agency leadership at First 5 California, CDE, and DSS on ECE issues.• Sponsored legislation in partnership with key ECE stakeholders, to achieve goals of Policy Agenda.• Conducted outreach and education efforts to candidates for Governor and State Superintendent of Public Instruction on ECE issues.• Co-sponsored First 5 Advocacy Day with Association.
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Goal #	Goal Name	Goal Description	Total	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
Strategic Plan Area 1									
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.	\$ 208,781,419	\$ 17,767,899	\$ 55,613,520	\$ 44,850,000	\$ 44,850,000	\$ 44,850,000	\$ 850,000
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.	\$250,885,818	\$ 31,379,557	\$ 65,356,261	\$ 51,100,000	\$ 51,100,000	\$ 51,100,000	\$ 850,000
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.	\$206,000,010	\$ 3,236,490	\$ 58,763,520	\$ 48,000,000	\$ 48,000,000	\$ 48,000,000	\$ -

Goal #	Goal Name	Goal Description	Total	2015-16	2016-17	2017-18	2018-19	2019-20	2019-20
Strategic Plan Area 2									
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.	\$220,297,035	\$ 28,533,515	\$ 56,563,520	\$ 45,350,000	\$ 45,600,000	\$ 44,000,000	\$ 250,000
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.	\$243,196,194	\$ 32,682,674	\$ 60,413,520	\$ 49,400,000	\$ 49,650,000	\$ 49,400,000	\$ 1,650,000

Goal #	Goal Name	Goal Description	Total	2015-16	2016-17	2017-18	2018-19	2019-20	2019-20
Strategic Plan Area 3									
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.	\$149,118,872	\$ 35,162,180	\$ 31,991,145	\$ 18,365,547	\$ 21,750,000	\$ 21,500,000	\$ 20,350,000
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.	\$10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -

Goal #	Goal Name	Goal Description	Total	2015-16	2016-17	2017-18	2018-19	2019-20	2019-20
Strategic Plan Area 4									
4.1	Internal Structure and Systems	Create and implement an integrated and transparent approach to internal planning, communication, and decision making.	\$0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4.2	Team Development and Engagement	Depend management and staff awareness, understanding, knowledge, capacity, and involvement within and across organizational areas.	\$93,000	\$ 15,500	\$ 15,500	\$ 15,500	\$ 15,500	\$ 15,500	\$ 15,500