



January 23, 2019

<p><b>SUBJECT</b></p> <p><b>2019 STRATEGIC PLAN</b></p>	<p><input type="checkbox"/> Action</p> <p><input checked="" type="checkbox"/> Information</p>
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### **SUMMARY OF THE ISSUE**

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First 5 California's (F5CA) 5-Year Strategic Plan is set to expire this year. F5CA staff has prepared draft Strategic Plan documents. During the Retreat, the Commission will review and provide feedback on the 2019 Draft Strategic Plan Framework (Attachment A) and the 2019 Draft Strategic Plan (2019 Plan) (Attachment B). In addition, F5CA staff will discuss the Managers' Planning Forecast List (Attachment C), which will be used to implement the final Plan.

### **RECOMMENDATION**

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This is an information-only item. F5CA staff is not requesting action at this time. The 2019 Plan will be presented for approval to the Commission at its April 25, 2019, meeting.

### **BACKGROUND OF KEY ISSUES**

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#### **Current Plan**

In 2014, the Commission adopted the current Strategic Plan, incorporating four Strategic Priority Areas. At the time it adopted the Plan, the Commission requested F5CA staff to provide an in-depth analysis of the Plan in its third year (2017).

In February 2017, F5CA held a Retreat to discuss the current Plan. F5CA staff identified both accomplishments and shortcomings. Staff recommended amendments to the Plan to better reflect F5CA's work in the identified priority areas, which the Commission approved at its April 27, 2017, meeting.

## **April 25, 2018, Commission Meeting**

When envisioning the 2019 Plan, and in consultation with the F5CA Strategic Planning Advisory Committee (the Committee), F5CA opted to restructure the 2019 Plan to be more reflective of the overarching priorities and strategic strategies of the agency.

On April 25, 2018, F5CA held a Strategic Plan meeting to discuss the Plan, and provide the Commission with a detailed development process for the 2019 Plan. After the discussion and providing recommendations, Commissioners endorsed the development process.

## **2019 STRATEGIC PLAN WORK TO DATE**

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While F5CA made minor changes to its vision, mission, and values, a majority of the work has been devoted to updating the Plan's priorities and supportive strategies. The 2019 Plan was prepared by engaging in a highly interactive process, which included feedback from:

- F5CA Commission
- The Committee
- F5CA Staff
- First 5 Association Executive Committee
- Other Key Community Partners

### **A. Commission Feedback and Recommendations**

As stated above, F5CA Commissioners were engaged early in the drafting process during its April 25, 2018, Commission meeting. In addition to supporting the proposed development plan, Commissioners provided input regarding content for the 2019 Plan. At that time, F5CA staff was directed to work closely with the Committee to receive on-going guidance and recommendations toward completion of the 2019 Plan.

F5CA staff has kept the Committee fully engaged in the drafting of the 2019 Plan, conducting teleconferences to seek feedback, input, and suggested edits. This on-going collaboration with the Committee has been invaluable in framing the direction F5CA staff took in preparing the 2019 Plan.

At its October 25, 2018, meeting, the Commission was provided with an update of the progress toward preparation of a 2019 Plan, and it provided additional guidance to F5CA staff as to the content of the 2019 Plan.

### **B. First 5 California Staff Input**

Input was sought from F5CA staff on the 2019 Plan. In addition to numerous meetings with F5CA managers, F5CA held two All-Staff meetings dedicated solely to discussions of the 2019 Plan. During this process, a strong theme emerged to incorporate and imbed principles of equity throughout the 2019 Plan. Toward that end, a number of

F5CA staff volunteered to be members of an F5CA Equity Workgroup. The Workgroup met regularly, and developed a recommended equity statement that represents a vision and lens for implementing equity practices throughout the 2019 Plan. With input from the Committee, the Equity Statement is specifically highlighted in the 2019 Plan.

F5CA staff also expressed a desire to have the 2019 Plan continue to spell out opportunities to build internal capacity among staff. A small group of F5CA staff agreed to serve on a F5CA Workplace Development and Culture Workgroup. The Workgroup has assisted in developing staff capacity building opportunities into the 2019 Plan.

The Equity and Workforce Development Workgroups will continue to provide guidance and counsel after the approval of the Plan to ensure F5CA is implementing the recommendations as envisioned by their proposals.

### **C. First 5 Association and Other Key Community Partners**

F5CA also solicited input from key stakeholders to assist in identifying strategic priorities and strategies. F5CA contracted with the Glen Price Group (GPG) to conduct interviews and surveys on behalf of F5CA, and to synthesize the themes that emerged from the information.

The First 5 Association, through its Executive Committee, was invited to participate in a conference call to share input on various topics. Likewise, other key stakeholders and community partners were surveyed, including representatives from the California Departments of Education, Public Health, and Social Services, the California Resource and Referral Network, the Packard Foundation, the Los Angeles Area Chamber of Commerce, Children Now, the California Child Development Administrators Association, Parent Voices, First 5 Los Angeles, and members of the Legislature.

After the information was compiled, F5CA learned that its partners would like the agency to:

- continue to participate in the First 5 Network Strategy related to communications, advocacy, and state agency relations
- work to review the role of the state and the First 5 county commissions
- partner with other state agencies to coordinate and integrate services
- focus on the whole child approach to early childhood issues
- increase the focus of advocacy
- build upon and expand media efforts, especially the Talk. Read. Sing.<sup>®</sup> campaign
- review and define F5CA's roles in Quality Rating and Improvement System implementation
- improve internal processes to improve effectiveness and efficiencies

## D. Draft Documents

Incorporating the input received from the Commission, the Committee, F5CA staff, and F5CA partners, three documents have been prepared for review: 1) the 2019 Draft Strategic Plan Framework, 2) the 2019 Draft Strategic Plan, and 3) the Managers' Planning Forecast List.

1. **The Strategic Plan Framework** is intended to provide the reader with an easy-to-understand, one-page representation of the framework of the 2019 Plan (see Attachment A). It is depicted as a house, representing F5CA's core framework to include its vision (the roof), the mission and values (the beams), the priorities (the overarching structure), the supportive strategies (the main supports), and the F5CA workplace and development (the foundation).

In comparing the Framework to the previous Plan, a number of notable changes were made. The values were expanded so that Equity for Children and Families is specifically called out as a fundamental value. Other terms such as Evidence-Based and Commitment were renamed to better reflect the work performed. The priorities of Child Health, Child Development, and Family Functioning are intended to align F5CA work with the particular language contained in the California Children and Families Act. Finally, the Supportive Strategies have been identified to coincide with the categories used by the First 5 Network.

2. The **2019 Draft Strategic Plan** (Attachment B) represents a blueprint for the Commission's investments and the agency's primary programs, partnerships, services, outreach efforts, and advocacy. To ensure a high-quality product, F5CA enlisted the services of its previous Chief Deputy Director, Diane Levin Canepa, who returned from retirement to assist in the drafting process. In addition, GPG provided invaluable support to assure key input from staff and stakeholders is reflected in the 2019 Plan.

The 2019 Plan starts by providing an introduction, and describing how F5CA's work is part of a larger statewide effort (the First 5 Network) to increase influence, impact, and funding. Then, it defines F5CA's vision, mission, and values. In addition to other core values, the draft reflects the highlighted emphasis on Equity for Children and Families, a value from which all other values emanate.

Next, using the Framework document described above, the 2019 Plan explains its content and structure, identifying its framework, statements of strategic direction, and its priorities and supportive strategies.

Aligning with the mandates of Proposition 10, the 2019 Plan identifies three overarching priorities: Child Health, Child Development, and Family Functioning. Each of the three priorities are separated into sections. The 2019 Plan begins each section with a statement, called the Goal, to frame F5CA's aspiration as it pertains to that priority. Thereafter, Proposition 10 Act guidelines are cited to define the alignment between the Act and the 2019 Plan.

The sections then continue with identifying how each of the priorities will be operationalized in the context of children and families, community partners, and policies and systems.

Finally, examples of the type of projects and activities that will be performed are provided.

F5CA also has included a section which focuses on internal workplace development and culture.

3. **The Managers' Planning Forecast List** is provided to give the Commission a preview of the types of specific work that coincide with each of the priorities and supportive strategies of the Plan.

After the 2019 Plan is approved, F5CA will hone and continually update this list of work, which will serve as an internal implementation tool. The tool will be used to measure F5CA staff accomplishments in the supportive strategies provided in each section.

## **NEXT STEPS**

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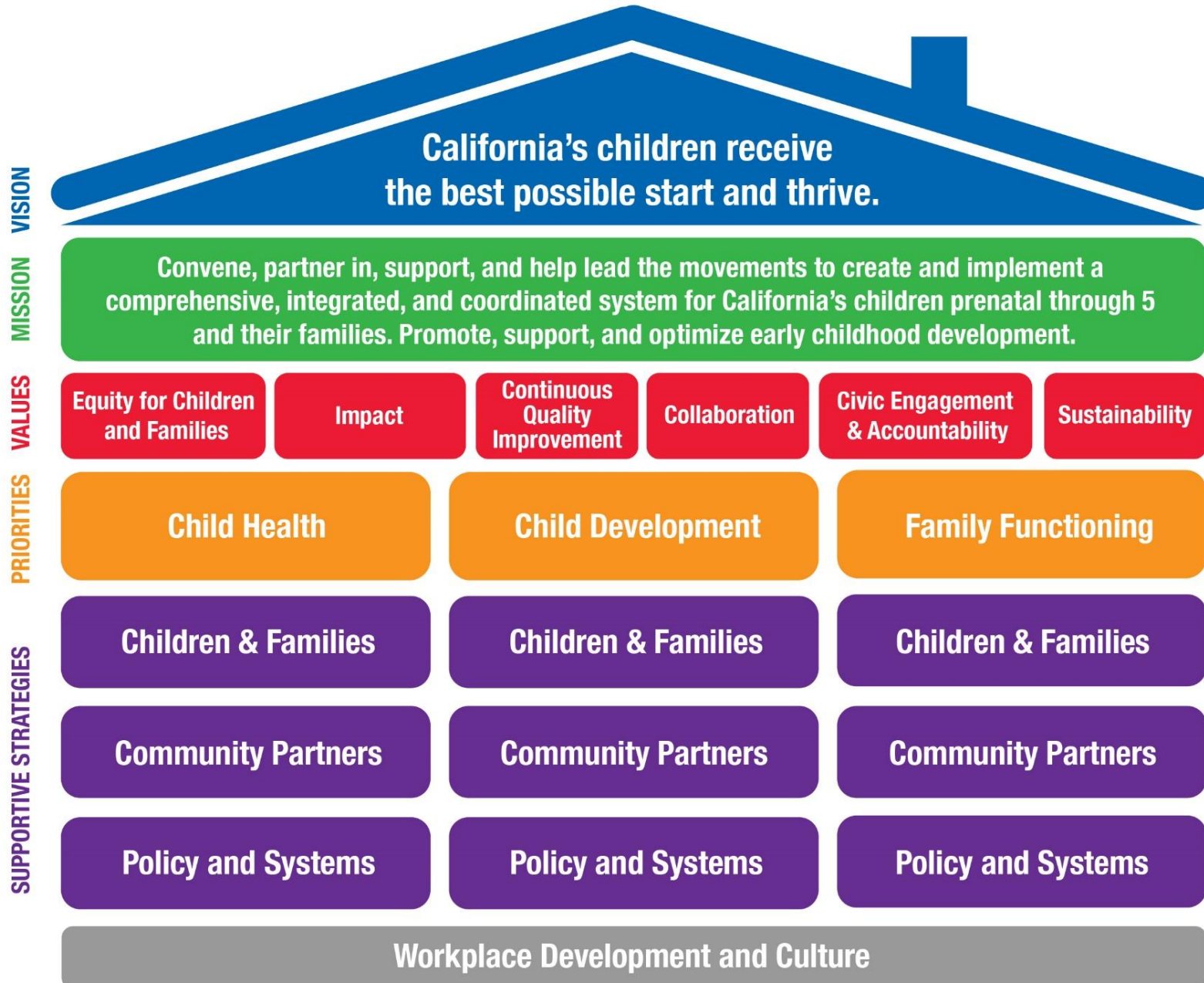
F5CA will take the recommendations from the Retreat, incorporate them into the 2019 Plan, and finalize the Plan to be presented for approval at the April 25, 2019, Commission meeting.

## **ATTACHMENTS**

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- A. 2019 Draft Strategic Plan Framework
- B. 2019 Draft Strategic Plan
- C. Managers' Planning Forecast List

## STRATEGIC PLAN FRAMEWORK



## **First 5 California – Strategic Plan 2019**

### **INTRODUCTION**

The California Children and Families Commission and staff of First 5 California are pleased and proud to present the agency's 2019 Strategic Plan. This five-year plan (2019 – 2024) is a reflection of the remarkable evolution of First 5 California and its work since its inception.

First 5 California, a state agency, was created in 1998 with the passage of Proposition 10, a state ballot initiative passed by California voters. Proposition 10 secured a new and dedicated funding stream to support early education and health programs, services, and resources specifically for young children prenatal through age 5 and their families. It was enacted into law as the California Children and Families Act of 1998 ("the Act") in Health and Safety Code, Sections 130100-130155.

The 2019 Strategic Plan represents a blueprint for the State Commission's investments and the agency's primary programs, partnerships, services, outreach efforts, and advocacy. The plan builds on the strengths of First 5 California's 2014 Strategic Plan, while reflecting current direction from the Commission. It also incorporates the in-depth input and feedback from First 5 county commissions, numerous stakeholder groups in early childhood education and health, partner state agencies, and California families.

First 5 California's administrative resources and declining revenues are key challenges for the Commission's future work. Despite these challenges, however, its efforts and investments will strive to be the most impactful and achievable. The Commission continues to support and advocate for the strong start our young children deserve to optimize early childhood health and education.

A fundamental objective of First 5 California remains to ensure all parents giving birth in this state, and particularly those living in poverty, receive critical information about early brain development in their babies' first months and years of life, along with providing them with critical information about what they can do to shape and enhance their children's physical, emotional, and educational well-being and future.

### **THE FIRST 5 NETWORK**

First 5 California is part of a larger statewide network. The Act established the State Commission as well as commissions in each of California's 58 counties, noting the intent that "this system should function as a network that promotes accessibility to all information and services from any entry point into the system." First 5 county commissions and First 5 California, in partnership with the First 5 Association, increase influence, impact, and funding to best serve children across the state from prenatal

through age 5 and their families.<sup>1</sup> This collective statewide effort is grounded in the intent of the Act, rooted in the science of early brain growth and healthy child development, and focused on the whole child.

The Network strategy seeks to coordinate respective roles for the 58 county commissions, the Association, and First 5 California in policy, advocacy, and systems building while contributing to common language, framing, and resources to advance systems change at the state and local levels. As a voice for California's youngest children, the Network brings together partners, fosters collaboration, and leverages multiple funding sources to strengthen systems of care through communication, advocacy, collaboration, skill building, innovation, and learning.

As a partner and leader in the First 5 Network, First 5 California has an important role in amplifying the work of its local counterparts, creating a more cohesive First 5 narrative, supporting local efforts to collaborate with state agencies, advocating for policies and investments that support children and families, and building public awareness and support around the early experiences that result in healthy child development.

The evolution of the First 5 Network, First 5 California, and the 58 First 5 county commissions includes the stark reality that the primary funding source for the First 5 Network (the additional tax on tobacco products generated by Proposition 10) has been in decline for well over a decade. This trend is indicative of a positive health outcome – that the state's smoking rates and tobacco use are in decline, which is one of the intended outcomes of Proposition 10.

However, the steady revenue decline also means the First 5 Network must seek new and innovative approaches to continue its important work on behalf of California's youngest children and their families. It means leveraging precious dollars, while prioritizing investments to better ensure that programs, services, and other targeted efforts designed to serve the whole child result in wide-reaching, positive outcomes of the greatest impact. It means finding new and sustainable sources of funding and resources through strategic partnerships and collaborations with other agencies, organizations, and foundations. It calls for coordinating, aligning, and streamlining high-quality efforts to most effectively and efficiently serve *all* of the state's youngest children, each of whom deserves this level of attention and support from the moment they are born. And through this collaborative work and commitments, our collective efforts will ensure that by the time young children enter the classroom, they will be ready to learn and thrive.

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<sup>1</sup> The First 5 Association is a nonprofit membership organization that advocates for and works with the state's 58 First 5 county commissions to build strong, effective, and sustainable systems serving California's youngest children.



## DEVELOPMENT OF THE 2019 STRATEGIC PLAN

The 2019 Strategic Plan was developed through a year-long, comprehensive process designed to gather information and feedback from State Commissioners, county commissions, First 5 California management and staff, state agencies, and a variety of key stakeholder groups and thought partners from around the state. This process allowed First 5 California to assess its contributions in the areas of child health and education, better understand how its work and leadership are perceived, and identify future opportunities for creating even greater impacts.

Through in-depth interviews and discussion groups, First 5 California stakeholders provided information and valuable feedback regarding First 5 California's strengths, opportunities, challenges, and investments. This input informed a process in which First 5 California staff from across the organization drafted a Strategic Plan framework and set of priorities, worked in topic-specific workgroups to develop components of the plan, participated in staff planning sessions, engaged with State Commissioners, and iteratively crafted the 2019-2024 Strategic Plan.

## CONTENT AND STRUCTURE OF THE STRATEGIC PLAN

### Strategic Plan Framework

*[Insert "Strategic Plan Framework" house graphic]*

The above diagram represents a metaphoric illustration of the framework or "structure and foundation" of the Strategic Plan and the focus areas of First 5 California's efforts. The Priorities and Supportive Strategies, representing the content of the plan, are described below.

### Statements of Strategic Direction

The Strategic Plan begins with First 5 California's **Vision** and **Mission** statements, which have not changed from the 2014 and 2017 Strategic Plans. First 5 California's **Values and Guiding Principles** form the foundation for all its work. A key value, upon which all others are based, is **Equity**.

## **Priorities and Supportive Strategies**

Sections I through III of the Strategic Plan highlight First 5 California's key areas of focus and work, all of which are reflected in the following three overarching **Priority Areas** derived from the Act:

- **Child Health**
- **Child Development**
- **Family Functioning**

The **Supportive Strategies** highlighted in the plan are cross-cutting in nature and are embedded throughout the spectrum of efforts enacted and supported by First 5 California. The strategies represent the primary work and key activities that will be developed and implemented by First 5 California around the three Priority Areas during the next five years. These strategies, which are described in detail in Sections I through III, are designed specifically to support the following entities and efforts:

- **Children and Families** – Target populations for First 5 California program investment, support, and messaging, including children prenatal through age 5 and their families, along with their early learning caregivers in all setting types
- **Community Partners** – State and local entities, including, but not limited to, First 5 county commissions; educational, advocacy, governmental, community-based, health-related, and family-focused foundations and nonprofits – each of which plays a role in or complements goals that align with First 5 California's vision and mission
- **Policy and Systems** – Communication, advocacy, legislation, research, and evaluation efforts designed to catalyze public will and investment in systems that support the optimal development of the state's children and families

## **First 5 California Workplace Development and Culture**

Section IV of the Strategic Plan highlights the internal organizational structures and interpersonal practices that guide the day-to-day operations and internal considerations of First 5 California. These practices foster a positive and productive environment to support the work of the agency and promote the successful implementation of the plan.

## FIRST 5 CALIFORNIA – VISION, MISSION, AND VALUES/GUIDING PRINCIPLES

### VISION

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

### MISSION

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

### VALUES AND GUIDING PRINCIPLES

The values and guiding principles highlighted below are woven into the fabric of all efforts undertaken by First 5 California. Key among them – a value from which all others emanate – is **Equity for Children and Families**.

**Equity for Children and Families:** First 5 California places the needs of children prenatal through age 5 at the center of its work, and will do so in equitable, culturally, and linguistically effective ways. It prioritizes equity in all policies, practices, investments, and partnerships to help all of California's children (and their families) achieve their full potential. First 5 California believes all children deserve high-quality early learning experiences and differential supports, both in health and education, based on their individual needs and abilities. Honoring families' cultures, languages, and the ways in which children learn and grow yields economic and civic benefits. The practice of equity is necessary to close – or better, to *prevent* – the achievement gap. First 5 California is committed to using data to identify and address inequities, advocate for just and fair policies, and maximize investments to eliminate disparities in order for all families to thrive, and so children will attain optimal social, emotional, physical, and cognitive development.

**Impact:** First 5 California strives to create positive impacts and outcomes through investments based on scientific research and best practices, employing evaluation and data to monitor and assess the effectiveness of its activities.

**Continuous Quality Improvement:** Within the changing context of broadened and improved understanding about the importance of supporting a child's earliest years, First 5 California remains dedicated to building integrated, continuously improving, innovative, and cost-effective programs, policies, and systems to maximize investments that result in the highest quality services for children and families.

**Collaboration:** First 5 California facilitates and participates in partnerships across disciplines, First 5 county commissions, state and local agencies, and stakeholder groups.

**Civic Engagement and Accountability:** First 5 California supports and advocates for public policies and increased resources to improve outcomes and support systems for children prenatal through age 5 and their families. It is accountable to the people of California for the responsible and effective use of public funds.

DRAFT

## SECTION I – CHILD HEALTH

[Insert house graphic with “Child Health” section highlighted]

### Priority Area I: CHILD HEALTH

#### **GOAL: Children thrive by achieving optimal health prenatal through age 5.**

State Commission Guidelines from the Act specific to **Child Health** describe the following key areas of work:

*The provisions of child health care services that emphasize prevention, diagnostic screenings, and treatment not covered by other programs; and the provisions of prenatal and postnatal maternal health care services that emphasize prevention, immunizations, nutrition, treatment of tobacco and other substance abuses, general health screenings, and treatment services not covered by other programs*

In alignment with these guidelines, and in coordination with the First 5 Network, state agencies, and other key stakeholders, the work of First 5 California over the next five years will be driven by a comprehensive focus on child health. First 5 California is working strategically to realize its vision of a future in which all young children have access to the full spectrum of health care services, receive timely developmental screenings, and are referred to appropriate developmental services when services are necessary. These efforts will support equitable policy, programs, and systems to improve the health and well-being of children prenatal through age 5, with the goal of ensuring that these children are ready to enter and succeed in school.

#### **Supportive Strategies: Child Health**

##### **I.A. Children and Families**

- Support children prenatal through age 5 and their families through investments in health resources and services, along with the dissemination of information about available state and local programs designed to optimize and sustain the health and well-being of young children.
- Support resources, programs, and systems for developmental monitoring, screenings, and assessments.

## I.B. Community Partners

- Collaborate in and support efforts to improve access to the full spectrum of health care services (developmental, mental health, behavioral, oral, vision, and physical) for all young children.
- Collaborate to ensure children from birth through age 5 with special developmental, mental health, behavioral, and health care needs receive all essential services.
- Collaborate in public education and outreach efforts to parents and families regarding access to a range of health resources and programs, including trauma-informed services, for young children.

## I.C. Policy and Systems

- **Communication:** Build public engagement in, invest in, and support the optimal health, well-being, and development of young children using research to ensure equitable outcomes for all. Key work in this area includes statewide campaigns to inform the public about early brain development and the critical role parents and other caregivers of young children play in that development through regular, caring verbal engagement with children from the moment they are born.
- **Advocacy and Legislation:** Develop and implement a policy platform to advocate for and influence positive change for children's health, prenatal through age 5, using research and best practices, including, but not limited to:
  - Protecting access to health care for children and families, while supporting coordination across health care systems to ensure affordable and comprehensive health insurance coverage and services for all children from birth through age 5 and their mothers.
  - Supporting and promoting universal developmental screenings, assessments, referrals, and treatments.
- **Research and Evaluation:** Enhance research, evaluation, and data collection capacity to inform practice and demonstrate accomplishments in supporting policy and equitable access to the appropriate services, programs, and resources necessary to improve the health and well-being of pregnant mothers and for children from birth through age 5.

## Priority Area Examples

To promote and support child health, First 5 California will engage in projects and activities such as:

- Smoking cessation helpline (1-800-NOBUTTS) and website ([www.nobutts.org](http://www.nobutts.org))
- *Kit for New Parents*
- *Talk. Read. Sing.* campaign
- First 5 California Parent Website ([first5california.com](http://first5california.com))
- Training on developmental screenings and referrals
- *Help Me Grow* developmental screening and assessment networking
- Collection and sharing of data about California children (e.g., California Health Interview Survey)
- *Essentials for Childhood Initiative* (a collaboration with the California Department of Public Health and the California Department of Social Services to raise awareness and commitments to promote safe, stable, and nurturing environments for children and families)
- Advocacy for health access and collaboration

## SECTION II – CHILD DEVELOPMENT

*[Insert house graphic with “Child Development” section highlighted]*

### Priority Area II: CHILD DEVELOPMENT

**GOAL: Children have equitable access to high-quality, nurturing environments that ensure learning readiness for children from birth through age 5.**

State Commission Guidelines from the Act specific to **Child Development** describe the following key areas of work:

*The availability and provisions of high-quality, accessible, and affordable child care, both in-home and at child care facilities, that emphasizes education, training and qualifications of care providers, increased availability and access to child care facilities, resource and referral services, technical assistance for caregivers, and financial and other assistance to ensure appropriate child care for all households*

In alignment with these guidelines, and in coordination with the First 5 Network and other key stakeholders, the work of First 5 California over the next five years will continue to embrace a comprehensive focus on child development efforts to ensure all children have equitable access to quality early learning settings, and enter kindergarten learning-ready. The vision is for the work of First 5 California to address the whole child, informing and supporting families on all they need to know and do for their young children to ensure their optimal health and well-being. Additionally, First 5 California’s efforts will support the development and sustainment of a well-trained and sufficiently prepared workforce, striving to ensure young children have access to high-quality early learning settings that prepare them to enter school well-prepared and able to succeed.

### Supportive Strategies: Child Development

#### II.A. Children and Families

- Support children prenatal through age 5 and their families by providing culturally and linguistically effective resources, knowledge, and opportunities for young children to develop the skills necessary to achieve their optimal potential in school and life.
- Support workforce quality in all early learning settings with the dissemination of evidence-based professional development resources and standards-based coaching and training to promote optimal outcomes for children birth through age 5.



## II.B. Community Partners

- Lead, support, and collaborate on statewide efforts to create and align goals and priorities for early learning and systems building, including higher education.
- Strengthen the capacity of First 5 county commissions and other local partners to accomplish specific goals and address collaborative early childhood systems building.
- Strategically fund and co-fund, align resources, facilitate the exchange of information and best practices using research and evaluation, and seek new opportunities to maximize positive impacts for children and families.

## II.C. Policy and Systems

- **Communication:** Increase public awareness through education and outreach to inform parents and the public about the importance of investments during a child's earliest years (prenatal through age 5) and available child development information and services. Through public education and outreach campaigns, First 5 California will disseminate specifics about programs, resources, and other efforts supported by the agency and available to children and families across the state.
- **Advocacy and Legislation:** Develop and implement a policy platform to advocate for and influence positive change for children birth through age 5, including, but not limited to, the following:
  - Expand access to quality early care and education programs for children from birth through age 3.
  - Support implementation of high-quality, universal preschool access for all low-income four-year-olds, and high-quality kindergarten and transitional kindergarten statewide.
  - Support a process to define, measure, and achieve learning readiness for all California children prior to kindergarten.
  - Support and advocate for the needs of dual language learners and their families.
  - Support a high-quality early learning workforce through strengthened qualifications, compensation, stability, diversity, and robust professional development systems.

- Promote statewide access to and participation in quality improvement systems.
- Research and Evaluation: Enhance research, evaluation, and data collection capacity to identify needs, inform practice, and demonstrate accomplishments in supporting policies and equitable access to programs and resources to improve outcomes for children prenatal through age 5.

### **Priority Area Examples**

To promote and support child development, First 5 California will engage in projects and activities such as:

- IMPACT 2.0
  - Support local consortia quality improvement efforts in early care and education settings in which quality is not sufficiently supported through other state and federal funding streams (e.g., non-subsidized center-based and family child care, and alternative settings, such as family resource centers and family, friend, and neighbor care)
  - Ensure equitable participation statewide through specialized support for counties and regions with fewer resources, including small and rural counties.
- Quality Counts California, in partnership with the California Department of Education
  - Data systems for QRIS and the ECE workforce
  - T&TA infrastructure for assessments and coaching
  - Leadership development training
  - QRIS Rating Matrix
  - Coordination with state agencies and other state-level partners
  - Evaluation of funding outcomes
  - Small Population County Funding Augmentation (SPCFA)
- Public Education and Outreach

- *Talk. Read. Sing.* campaign
- First 5 Express
- Multi-media outreach (e.g., television, radio, social and digital media, outdoor media)
- First 5 California Parent Website ([first5california.com](http://first5california.com))
- Dual Language Learner Pilot Study
- Family Engagement
- Transforming the Workforce for Children Birth Through Age 8 (TWB8)
  - Higher Education supports for ECE in California
- Reimbursement rate improvement
- ECE workforce development policy
- Address “gaps” for key policy data (e.g., early care and education access, financial costs; workforce characteristics; future needs)

## SECTION III – FAMILY FUNCTIONING

[Insert house graphic with “Family Functioning” section highlighted]

### Priority Area III: FAMILY FUNCTIONING

**GOAL: Families have the knowledge, skills, and resources to support their children’s optimal development.**

State Commission Guidelines from the Act specific to **Family Functioning** describe the following key areas of work:

*Parental education and support services in all areas required for, and relevant to, informed and healthy parenting*

In alignment with these guidelines, and in coordination with the First 5 Network and other key stakeholders, the vision for the work of First 5 California over the next five years will highlight a focus on family support and engagement. In tandem with the Network and other partner agencies, First 5 California will continue to prioritize its strategic and comprehensive efforts to ensure all families have equitable access to information, resources, services, and programs designed to optimize their children’s learning, health, and overall well-being.

### Supportive Strategies: Family Functioning

#### III.A. Children and Families

- Support, engage, and strengthen families and communities through family-friendly and culturally appropriate information, resources, and opportunities designed to educate and assist them in nurturing, caring, and providing for their children’s optimal health, success, and well-being.

#### III.B. Community Partners

- Provide statewide leadership within the First 5 Network and K-12 in the development of a support system to serve children from birth through age 5 and their families, along with communities around the state, resulting in collective and sustainable impacts.

- Collaborate to promote a statewide infrastructure in community settings to engage families living in poverty and who have risk factors with innovative, culturally sensitive, and linguistically appropriate ways to enhance their children's safe and healthy development.

### III.C. Policy and Systems

- Communication: Increase public awareness about the importance of investments in young children and families, highlighting that parents are their children's first and most important teachers. The dissemination of information on early brain development and the importance of investments to support children and their families during the earliest months and years of a child's life are primary in this effort.
- Advocacy and Legislation: Develop and implement a policy platform to advocate for and influence positive change for children prenatal through age 5, such as:
  - Supporting effective parent education and engagement in a variety of areas, including parent awareness about early brain development, through strategic statewide efforts, such as the *Talk. Read. Sing.* campaign.
  - Supporting the sustainability of family resource centers and other comprehensive community hubs for integrated services for children and families.
  - Increasing supports for breastfeeding, paid family leave, and baby-friendly policies for all families in all settings.
  - Expanding voluntary home visiting programs.
- Research and Evaluation: Enhance research, evaluation, and data collection capacity. Expanding these components will inform policies and promote equitable access to programs and resources designed to improve outcomes for families with children prenatal through age 5.

#### Priority Area Examples

To promote family functioning and engagement, First 5 California will develop and promote projects, resources, and activities, such as:

- *Talk. Read. Sing.* campaign

- First 5 California Parent Website ([first5california.com](http://first5california.com))
- *Kit for New Parents*
- Messaging to parents about early brain science by partnering with other state agency programs (e.g., Women, Infants and Children Program of the California Department of Public Health)
- Small Population County Funding Augmentation (SPCFA)
  - Strengthening Families Framework (Five Protective Factors)
  - Evidenced-based programs for parenting
- Family engagement as part of IMPACT 2.0
- *Essentials for Childhood Initiative* (described in Section I)
- Policy and advocacy for:
  - Home visiting
  - Family leave policies to support parent-child bonding
  - Breastfeeding supports
  - Supporting family resource centers (FRCs)

## SECTION IV – FIRST 5 CALIFORNIA

### WORKPLACE DEVELOPMENT AND CULTURE

*[Insert house graphic with “Workplace Development and Culture” section highlighted]*

Based on First 5 California’s staff and manager input, the Workplace Development and Culture section of the Strategic Plan highlights the interpersonal dynamics and practices that guide day-to-day operations and internal considerations of the agency. These practices foster the creation and maintenance of a positive and productive work environment to support successful implementation of the plan. Accordingly, First 5 California values and promotes the following:

#### **Development of internal structures and processes**

- Collaboration and team development among State Commissioners, managers, staff, and external partners
- Integrated and transparent approaches to internal planning, communication, and decision-making at each organizational level
- Continuous improvement through the use of technology, reflective practice, planning, metrics, annual work plans, surveys of staff satisfaction, and review meetings focused on progress made on the implementation of the Strategic Plan
- Opportunities for ongoing professional learning and growth
- Opportunities for professional development to understand, assess, and promote equity in policies, practices, investments, and partnerships
- Consistent project management and business processes that reflect manager delegation and staff autonomy, while maintaining adaptability for change and creativity

#### **Positive relationships and supportive culture**

- A healthy, positive, inclusive, and respectful work environment
- Recognition and appreciation for staff dedication, innovation, and excellence
- Trust that staff will take ownership of and be accountable for appropriately assigned projects

- A positive “customer service” mindset for internal and external interactions and relationships
- Demonstration of internal values by celebrating diversity, accomplishment of goals, and achieving a collegial work environment through team building
- Job satisfaction – Employees are invested in and proud of work and accomplishments, while feeling their work is valued and important to the success of projects and agency goals

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