

First 5 Contra Costa 2020/21-2022/23 Strategic Plan Review

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Summary of First 5's Strategic Plan

VISION

Contra Costa's young children will be healthy, ready to learn, and supported in safe, nurturing families and communities.

MISSION

To foster the optimal development of our children, prenatal through 5 years of age.

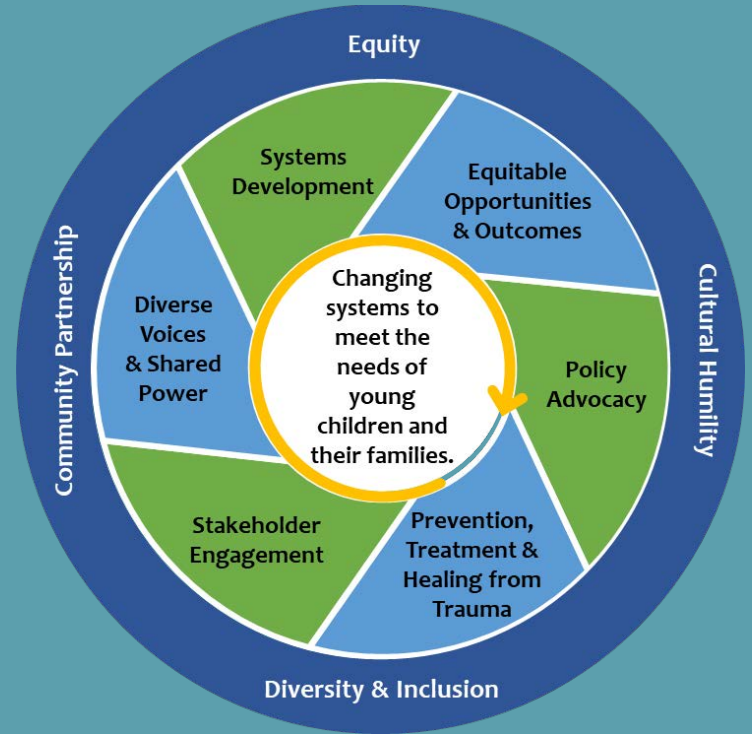
VALUES

- Diversity & Inclusion
- Equity
- Cultural Humility
- Community Partnership

STRATEGIC PRIORITIES

1. Integration of early childhood systems
2. First 5's impact and sustainability

Systems Change: Our Strategic Imperative



Summary of First 5's Strategic Plan

Strategic Priority 1

Integration of Early Childhood Systems

Goal: Strengthen the integration of early childhood systems that foster equitable opportunities and outcomes for all young children and their families.

Strategies:

- Systems Development
- Policy Advocacy
- Stakeholder Engagement

Strategic Priority 2

First 5's Impact & Sustainability

Goal: Build on, sustain, and/or grow First 5's investments in the early childhood system.

Strategies:

- First 5-developed Models and Systems
- Revenue Streams
- Data and Evaluation
- Communications
- Advocacy

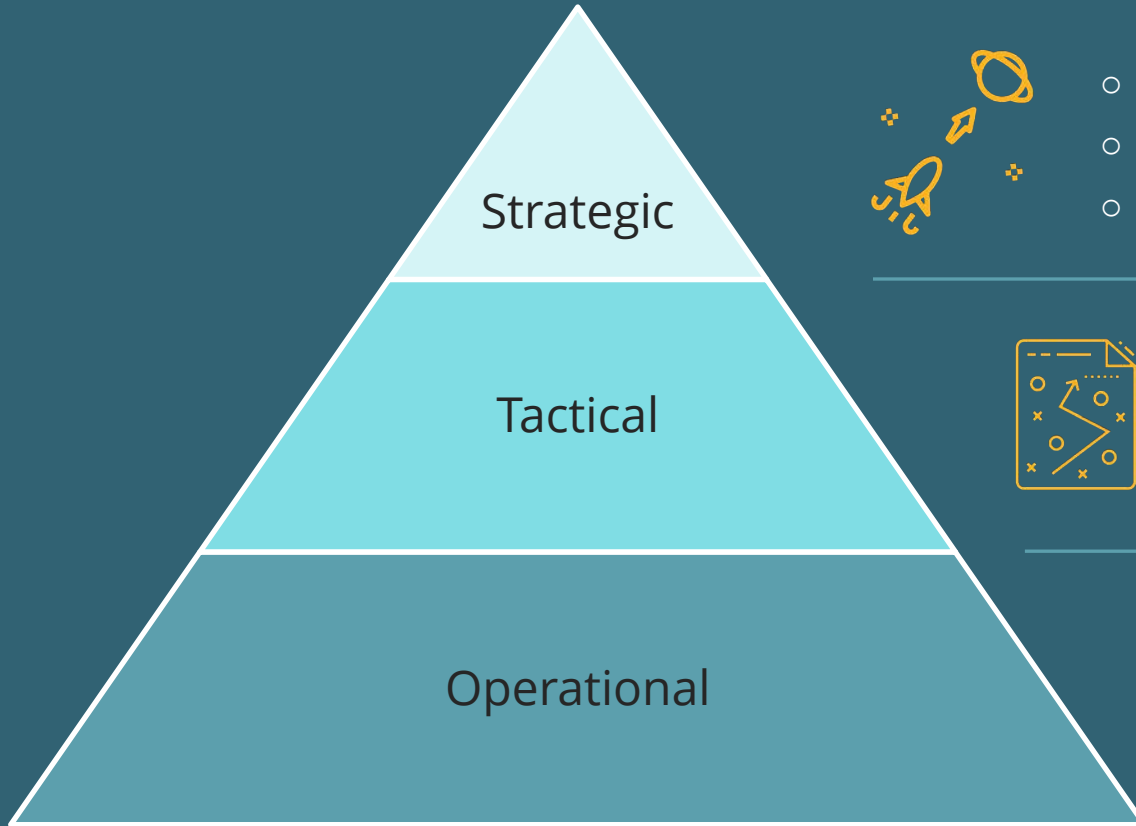
First 5 Contra Costa Today

Our Imperative

"As a leaner organization with fewer resources, the plan mandates further strategic examination of First 5 Contra Costa's shifting roles and funding approach to create an enduring impact for the greatest number of young children in Contra Costa."



Layers of Organizational Planning



- Big picture, long-term
- Policy-level organizational goals
- Complex, non-routine



- Implementation, short-term
- Map strategy to org. goals
- Less complex; "Plannable"



- Day-to-day work
- Concrete
- Routine

Viewing the Strategic Plan Through Different Lenses



FISCAL STEWARDSHIP LENS

If we succeed, how will we look to our stakeholders?



COMMUNITY & PARTNERS LENS

What do families & children, community partners, commissioners, and elected officials expect from us?



PROCESS LENS

What processes must we excel in to satisfy our community & partners?



PEOPLE & CULTURE LENS

To be successful, how must our organization learn and continuously improve?



Assessing Progress: **Progress to Date**

Operationalizing Systems Change

- Completed Internal Infrastructure Assessment
- Developed Theory of Change: Defined Strategies & Outcomes
- Ongoing focus on systems development, policy advocacy and stakeholder engagement
- Internal/External Capacity Building: REDI & Trauma-Informed Practices and Principles

Impact and Sustainability

- Updated fiscal projections through 2024 & decreased Fund Balance Drawdown
- Pursued diversified revenue streams, including leveraging First 5's investments with other public funding streams—Measure X, MHSA, looking into MediCal/CalWorks, and Federal funding (ARPA, Community Project)

Strategy Roadmap

- New Evaluation Plan—Results Based Accountability (RBA)
 - *Define Impact Measurements: How Much/How often, How Well, Who or What is Better off as a result?*
- Sharpening Our Focus: Strategic Investments & Policy Advocacy



Operationalizing Systems Change



Organizational Study

- Conducted organizational study to assess: effective organizational structure and staffing, identify resources necessary to support Strategic Plan, increase efficiencies, identify best management practices
- Commissioned Koff & Associates to conduct the study
- Methodology for the study included: employee anonymous surveys, position description questionnaires, internal document review, employee and supervisor interviews, and interviews with staff from 7 comparator organizations

Comparator agencies included:



Their Future First



Organizational Study Findings

Five Themes:



Organizational
Structure & Staffing



Administrative
Infrastructure



Strategic Plan
Execution



Communications



Program Initiatives
& Funding

Organizational Study Recommendations

Thematic Findings:

Recommendations:

- | | | |
|--|---|---|
|  Organizational Structure & Staffing | → | Prioritize recruitment of key roles that are currently vacant and define structural changes for improved efficiency. |
|  Administrative Infrastructure | → | Continue organizational-wide documentation/update of policies and standard operating procedures; establish a Succession Plan; Continue efforts towards technology improvement. |
|  Strategic Plan Execution | → | Establish clarity regarding strategic goals, priorities, and action plans; establishing a thematic goal for organizational focus is key. |
|  Communications | → | Continue efforts to improve internal and external communication. |
|  Program Initiatives & Funding | → | <ul style="list-style-type: none">○ Continue staff skills development and growth.○ Establishing well-defined roles and responsibilities within departments based on reorganized roles. |



ORGANIZATIONAL
STRUCTURE



ADMINISTRATIVE
INFRASTRUCTURE



STRATEGIC PLAN
EXECUTION

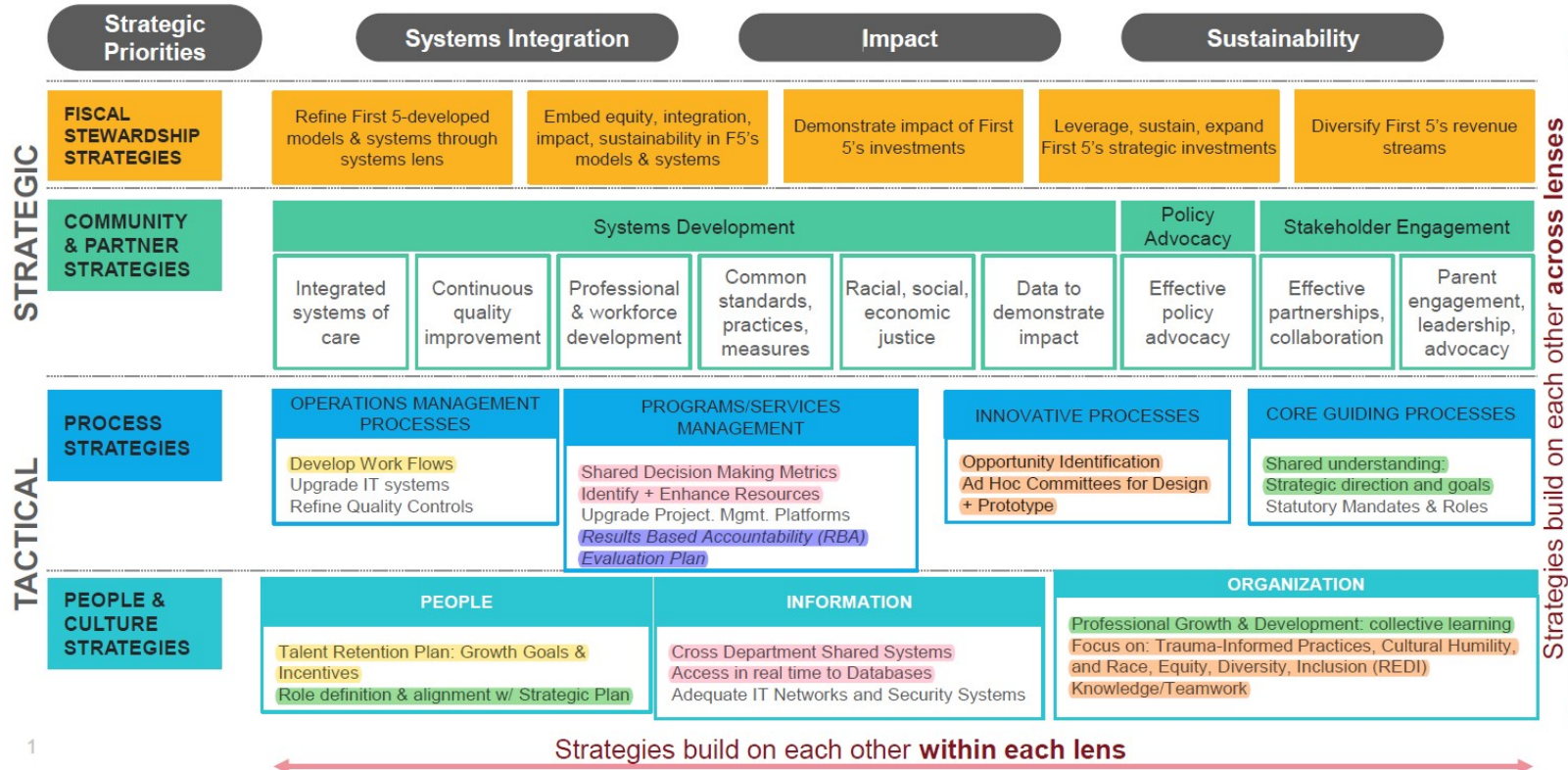


COMMUNICATIONS



PROGRAM INITIATIVES
& FUNDING

First 5 Contra Costa Tactical Plan



Short-Term Goals



Organizational Structure & Staffing

Prioritize recruitment and hiring of vacant positions—bring organizational capacity to a 100% and adopt shifts in organizational structure for optimal efficiency and workflow integration.



Administrative Infrastructure

Integrate automated electronic platforms to optimize workflows & revise processes for increased flexibility and efficiency.



Strategic Plan Execution

Ongoing work to align department and program action plans to organizational goals and develop new RBA Evaluation Plan

Short-Term Goals



Communications

Increase opportunities for internal work groups to promote employee engagement & ongoing external stakeholder engagement.



Program Initiatives and Funding

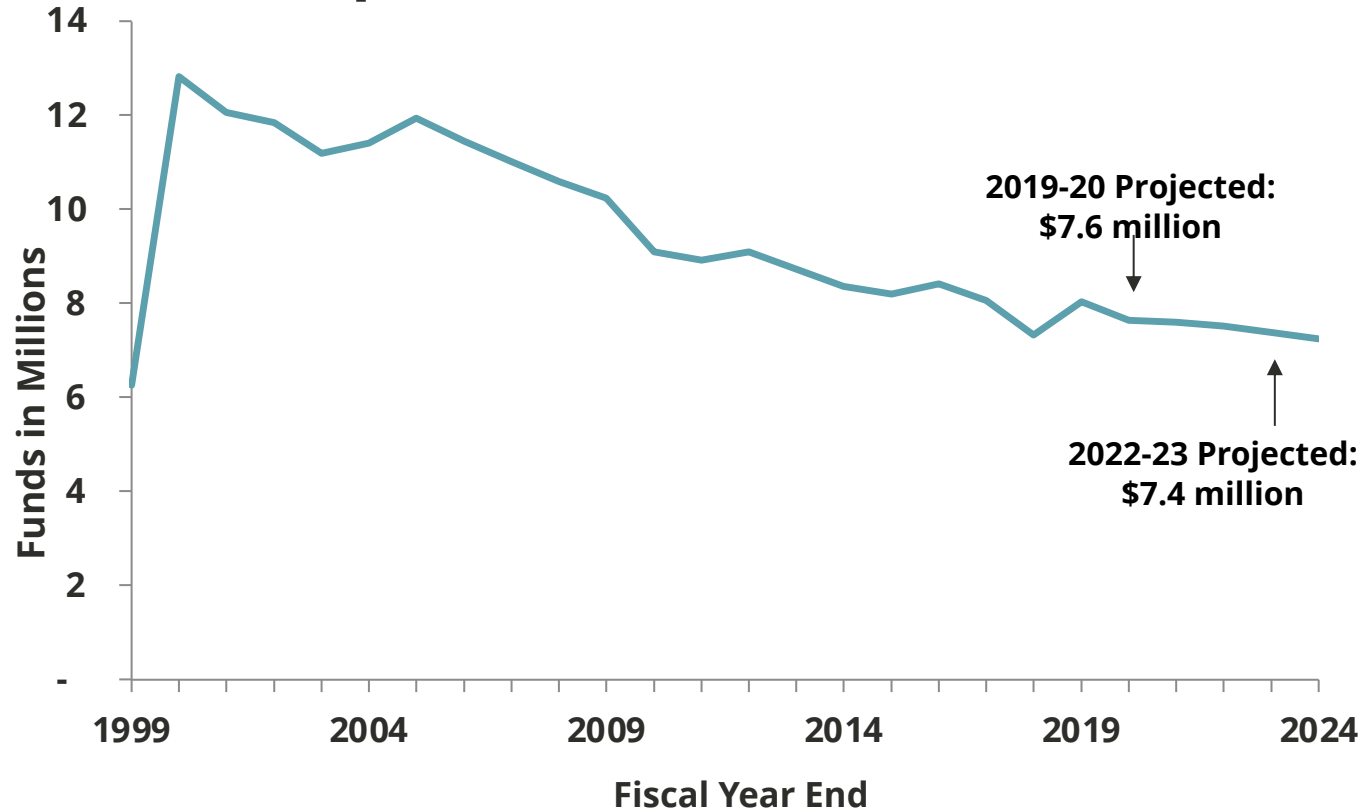
Ongoing effort to learn about and engage in partnership opportunities that help leverage Prop 10 funds, grow the pie of funding for young children in the County



Impact and Sustainability

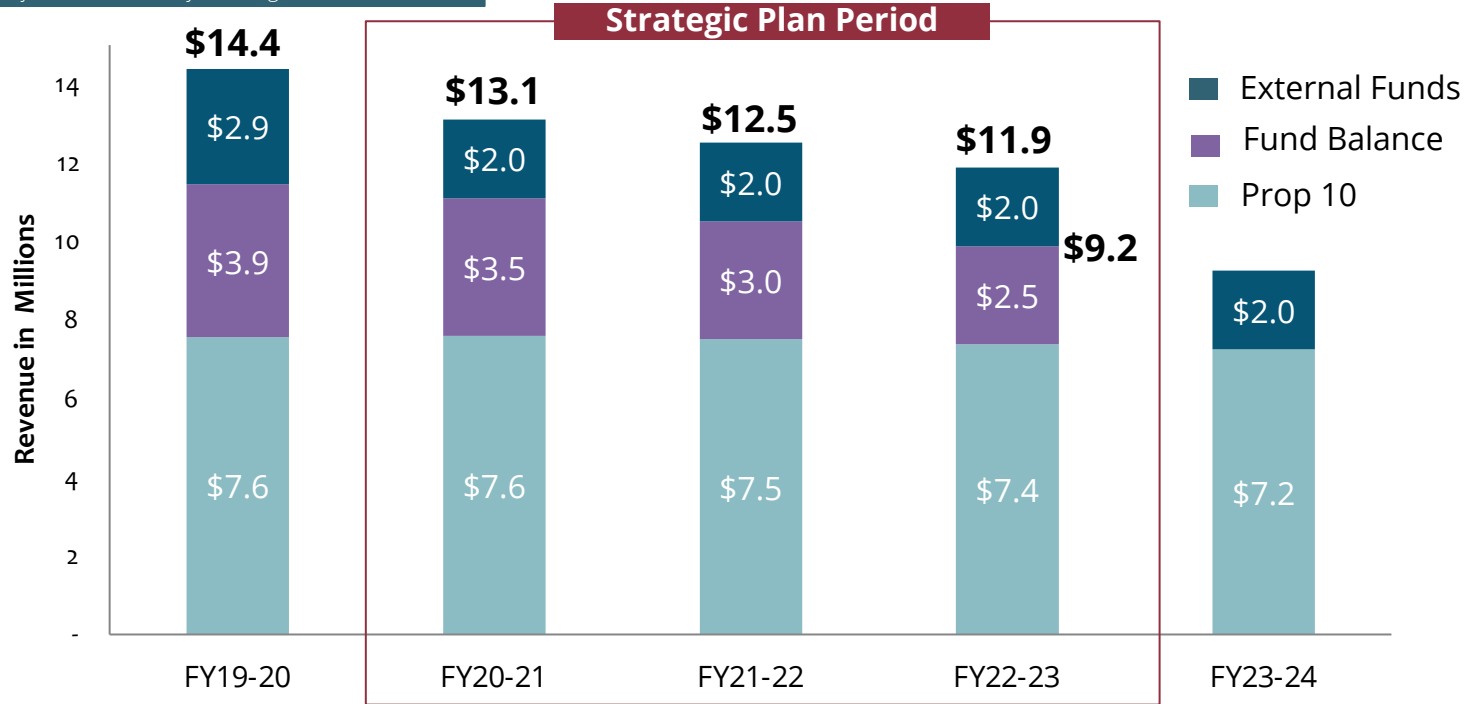


Proposition 10 Revenue, 1999-2024



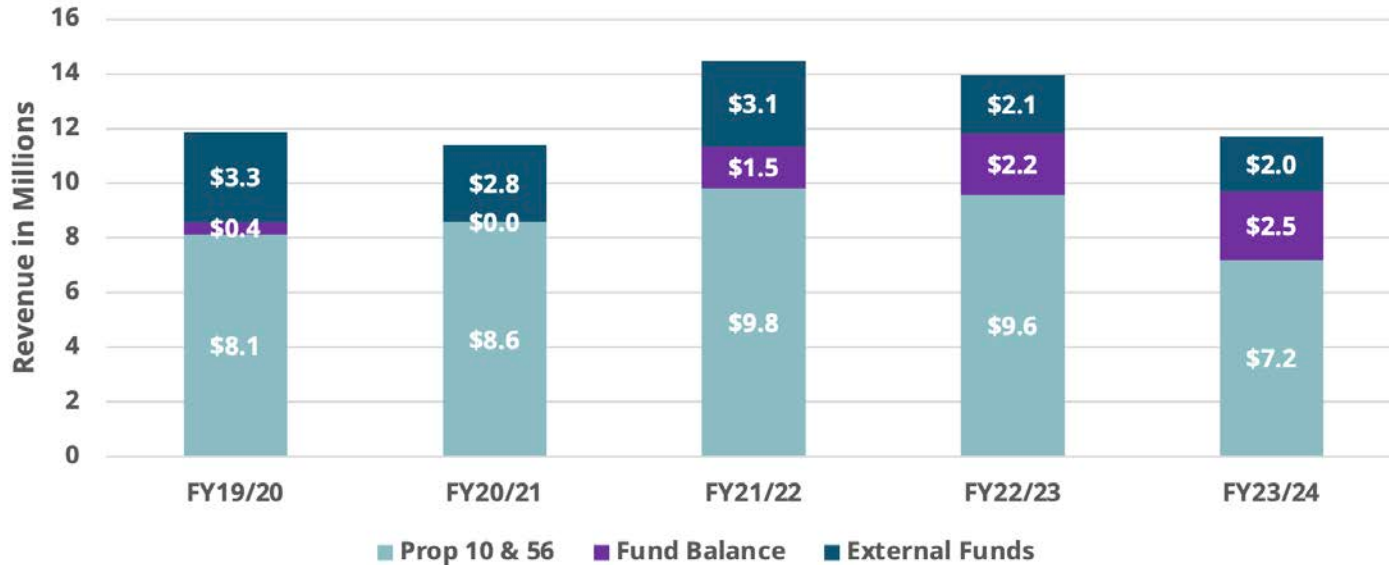
Strategic Plan 2020-2023: Three- Year Fiscal Plan

Projected Revenue by Funding Source, 2019 - 2024



Fiscal Actuals and Projections

Projected Revenue by Funding Source, 2019-2024



2019-Beginning of Strategic Plan Expected Fund Balance Drawdown:	\$	12.9
2022-Updated Strategic Plan Expected Fund Balance Drawdown:	\$	6.7



Strategy Road Map

Systems Development

- RBA Framework to sharpen our focus for strategic investment
- On-going examination and assessment of current needs, gaps, and emerging models
- ACEs grant as a launch to a county-wide Coordinated Systems of Care



Policy Advocacy

- Internal Policy Committee to advance policy agenda
- Early Learning and Leadership efforts to Support the Early Childhood Education Workforce
- First 5 Regional Group led housing protections in Antioch and Concord



Stakeholder Engagement

- Ready Kids East County Ecological Approach to School Readiness
- Children's Leadership Council – bringing together leaders and the community to advance children's issues
- Regional Groups and Children's Advisory Councils continue to voice the most pressing issues residents in the county face





Ongoing Work and Next Steps

Leveraging Our Strengths

Intermediary Agency:

With over 20 years of experience procuring early childhood services and resources, First 5 is well positioned to comprehensively bundle services through partnerships with service agencies and providers.

Convener:

First 5 CC is looked to as a trusted local convener of organizations and leaders interested in addressing emerging trends, gaps and needs for young children and their families

Influencer/Advocate:

First 5 Contra Costa is poised to be a strong influencer of change in the systems serving children and families by addressing the conditions that maintain inequities in place.

Backbone Infrastructure:

First 5 Contra Costa looks to leverage our expertise, credibility and knowledge of early childhood to promote collective impact on behalf of children .





**Thank You
and Questions**