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Agenda: Children and Families Commission 02-2014

735 East Carnegie Drive, Suite 150, San Bernardino, California 92408

**Meeting date, time,
and place** February 5, 2014

OPEN HOUSE

1:00 to 3:00 p.m.

COMMISSION MEETING

3:30 p.m. to 5:00 p.m.

First 5 San Bernardino
735 East Carnegie Drive, Suite 150
Commission Conference Center
San Bernardino, CA 92408

**Pledge of
Allegiance**

Chair or designee will lead the Pledge of Allegiance

**Special
Presentation**

Ribbon Cutting Ceremony

**Conflict of Interest
Disclosure**

Commission members shall review agenda item contractors, subcontractors, and agents, which may require member abstentions due to conflict of interest and financial interests.

A Commission member with conflicts of interests shall state their conflict under the appropriate item. A Commission member may not participate in or influence the decision on a contract for which their abstention has been recorded.

Report

Advisory Committee Report by Margaret Hill, Chair

Report

Executive Director's Report by Karen E. Scott

Consent Item

The following consent items are expected to be routine and non-controversial and will be acted upon by the Commission at one time unless any Commissioner directs that an item be removed from the Consent Agenda for discussion.

The agenda and supporting documents are available for review during regular business hours at First 5 San Bernardino, 735 East Carnegie Drive, Suite 150, San Bernardino, California 92408.

Interpreters for hearing impaired and Spanish speaking individuals will be made available with forty-eight hours notice. Please call Commission staff (909) 386-7706 to request the service. This location is handicapped accessible.

Agenda: Children and Families Commission 02-2014

February 5, 2014

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Item No.	CONSENT ITEM
1	Approve minutes of January 8, 2014 Commission Meeting. (Presenter: Ann M. Calkins, Executive Assistant, 252-4252)

Item No.	DISCUSSION ITEM
2	Approve First 5 San Bernardino's contribution to the development of the San Bernardino County Community Indicators Report in the amount of \$12,000. (Presenter: Cindy Faulkner, Operations Manager, 252-4253)

Item No.	INFORMATION ITEM
3	Receive information on First 5 California Strategic Plan. (Presenter: Scott McGrath, Supervisor, 252-4259)

Public Comment Persons wishing to address the Commission will be given up to three minutes and pursuant to Government Code 54954.2(a)(2) "no action or discussion will be undertaken by the Commission on any item NOT on the agenda."

Commissioner Roundtable Open to comments by the Commissioners

**Next Meeting
March 5, 2014** 3:30 p.m. to 5:00 p.m.
First 5 San Bernardino
Commission Conference Center
735 East Carnegie Drive, Suite 150
San Bernardino, CA 92408

The agenda and supporting documents are available for review during regular business hours at First 5 San Bernardino, 735 East Carnegie Drive, Suite 150, San Bernardino, California 92408.

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**CHILDREN AND FAMILIES COMMISSION
for San Bernardino County
AGENDA: February 5, 2014**

Subject: Information Relative to Possible Conflict of Interest

Instructions: Contractors, subcontractors, principals and agents are listed below for each applicable agenda item. Commissioners are asked to review the items for possible conflicts of interest and to notify the Commission secretary prior to the Commission meeting of conflicts concerning items on the meeting's agenda. This procedure does not relieve the Commissioner of his or her obligations under the Political Reform Act.

Background: The Political Reform Act of 1974 (Government Code section 87100 et. Seq.) prohibits public officials from making, participating in making or in any way attempting to use their official position to influence a governmental decision in which they have reason to know they have a "financial interest." Additionally, Government Code section 1090 et seq. prohibits public officers and employees from being financially interested in any contract made by them in their official capacity or by the board of which they are members. A limited exception is allowed for County Children's and Families Commissions. (See Government Code section 1091.3)

Item No.	Contractor	Principals & Agents	Subcontractors; Principals & Agents	Commissioner Abstentions
1	N/A	N/A	N/A	
2	N/A	N/A	N/A	
3	N/A	N/A	N/A	

Revised Minutes: Children and Families Commission Meeting

735 East Carnegie Drive, Suite 150, San Bernardino, California 92408

Meeting Date, Time and Location January 8, 2014
3:30 p.m.
Chair Haugan called the meeting to order at 3:35 p.m.
County Government Center
Covington Chambers
385 North Arrowhead Avenue
San Bernardino, CA 92415

Pledge of Allegiance The Pledge of Allegiance was led by Chair Haugan

Conflict of Interest Disclosure Commission members shall review agenda item contractors, subcontractors, and agents, which may require member abstentions due to conflict of interest and financial interests.

A Commission member with conflicts of interests shall state their conflict under the appropriate item. A Commission member may not participate in or influence the decision on a contract for which their abstention has been recorded.

Attendees **Commissioners Present**

- Mark Daniels
- Leslie Egge
- Linda Haugan
- Margaret Hill
- Maxwell Ohikhuare, M.D.
- James Ramos
- Elliot Weinstein, M.D.

Staff Present

- Karen E. Scott, Executive Director
- Cindy Faulkner, Operations Manager
- Ann M. Calkins, Executive Assistant
- Debora Dickerson-Sims, Administrative Supervisor II
- Staci Scranton, Supervising Office Assistant
- Mary Jaquish, Supervisor
- Scott McGrath, Supervisor
- Leslie Fountain, Media Specialist II
- Chrystina Smith-Rasshan, Staff Analyst II
- Amanda Ferguson, Staff Analyst II

Report –
Karen E. Scott
Executive
Director

Happy New Year!

First 5 staff is looking forward to an exciting year in 2014 as we continue to recognize and celebrate the 15 year anniversary of the passage of Prop 10 which created First 5 San Bernardino.

With more than a half million families already served to date by our First 5 funding, we will strive to obtain not only greater reach and stronger impact but new hope, new dreams and new aspirations for the future of our children of San Bernardino County.

Save the Date

The First 5 San Bernardino Open House is scheduled for Wednesday, February 5th from 1 pm – 3 pm. This will be an informal event, where folks can come and go as their time permits. We will provide tours, display some interesting video footage and share several reports on First 5 accomplishments. The address, directions and an aerial view of our building can be found on page 2 of the ED report.

Underscoring our commitment to the Countywide Vision, we will also unveil our new logo as shown on page 3 of this month's report.

First 5 San Bernardino's Service Summary for FY 2012/13 is located on Page 4. This information comes from data that was submitted to First 5 California in our annual report this past October and is a quick "bird's eye view" of numbers served under various strategies.

Staffing

With Commission's approval of Consent Item 2 today, Jeffrey Pontius will become our latest Staff Analyst II.

Jeffrey has worked for First 5 for nearly 10 years beginning as a Staff Aide, promoting to a Staff Analyst I and now a Staff Analyst II. Jeffrey has great skills in research and evaluation and has always been an important part of the Commission's work.

Partner Highlight

The ABCs of Safe Sleep for infants continues to be an important message to all caregivers of infants. That is, babies should sleep **A**lone, on their **B**ack, and in a **C**rib. Children's Network continues to promote and share this information.

An exciting partnership is one between Children's Network and American Medical Response Ambulance (AMR). Beginning on December 20th, AMR has placed magnetic posters on their fleet of 118 vehicles, with the message of the ABC's of Safe Sleep message.

Beginning in February 2013 and running through April 2013, the Safe Sleep for Infants campaign will once again be promoted at Regal Cinemas in San Bernardino and on billboards throughout the cities of San Bernardino and Colton.

Additionally, the Safe Sleep for Infants message will be advertised on the front and inside of grocery carts in Ralph's and Food-4-Less stores in Colton, Rialto, and San Bernardino.

The child death review data indicates that San Bernardino, Colton and Rialto geographic areas are the highest for infant deaths related to unsafe sleep environments.

Budget Status Quarterly Reports

4th Quarter of FY 2012/13 - we ended the year:

- expending 90% of the budgeted amount for Program and Evaluation Support
- 58.7% for Programs
- 86.4% for Community Engagement Support
- And almost 84% in Operations

Overall, First 5 expended 62% of our adopted budget amount of nearly \$39 million and the final Administrative Costs percentage to “actuals” budgeted was 11.28%.

1st Quarter of FY 2013/14

Once again, we see the profound issue of our contracted agencies not expending all of their contract dollars – an area that we continue to evaluate and adjust for more accurate forecasting and more strategic investment to ensure we realize “outcomes” annually to a greater degree, rather than having unspent dollars at the end of the year.

For FY 2013/14, we are well below expected expenditures in every area.

Our total budget dollars = \$39,709,713

Expenditures for the first quarter = \$1,558,551

Our Administrative Costs percentage to Actuals = 63.87% but will decrease as you will see in the next quarter’s report and as the year goes by.

Consent

A motion was made by Commissioner Hill and seconded by Commissioner Ramos to approve the Consent Items. Without further comment or objection, motion carried by unanimous vote.

Item No.	CONSENT ITEMS
1	Approve minutes of November 6, 2013 Commission Meeting. (Affected Districts: All) (Presenter: Ann M. Calkins, Executive Assistant, 387-1502)
2	Approve employment contract between the County of San Bernardino, Children and Families Commission, and Jeffrey Pontius, Staff Analyst II, for an annual cost of \$80,793 (\$59,758 Salary, \$21,035 Benefits), effective January 25, 2014. (Presenter: Karen E. Scott, Executive Director, 252-4252)

Item No.	DISCUSSION ITEM
3	Select Chair and Vice-Chair for the Children and Families Commission of San Bernardino County. (Presenter: Karen E. Scott, Executive Director, 252-4252) Discussion A motion was made by Vice-Chair Ohikhuare and seconded by Commissioner Daniels to nominate Linda Haugan as Chair. Linda Haugan accepted the nomination. A motion was made by Commissioner Daniels and seconded by Commissioner Weinstein to nominate Commissioner Ohikhuare as Vice Chair. Dr. Ohikhuare accepted the nomination. As no further nominations were received from the floor, the nominations were closed and the slate was put to a vote. Without further comment or objection, the slate was elected by a unanimous vote.

	<u>Public Comment</u> None.
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Item No.	INFORMATION ITEMS
4	<p>Receive information on Local Evaluation Report for 2012-2013 (Presenter: Scott McGrath, Supervisor, 252-4259 and Dr. Joelle Greene, Harder+Co)</p>
5	<p>Receive information on Asset Mapping Results and Highlights (Presenter: Scott McGrath, Supervisor, 252-2459)</p> <p>Commissioner Ramos asked when the Muscoy and Joshua Tree reports will be ready. Dr. Greene answered within the next four or five weeks. He asked if the Commission will receive a presentation on those reports. Dr. Greene answered yes.</p> <p>Commissioner Weinstein congratulated Dr. Greene and her staff on their excellent report and commented on the lack of pediatricians noted on the mountain region document. Commissioner Weinstein stated that it is difficult to get pediatricians to work in an isolated mountain community; however, there are other states that have this type of situation and do attract providers in their respective areas. He stated it may be a good idea to look at best practices in other places to obtain ideas for provider retention.</p> <p>Commissioner Daniels thanked Dr. Greene for the comprehensive information and details noted regarding lack of service providers, especially for the high desert community of Needles.</p> <p>Vice-Chair Ohikhuare commended the Harder+Co staff for their efforts and especially appreciated their approach by asking the participants what they were most proud of in their communities because that enables them to open up on every issue. Vice-Chair Ohikhuare noted that this type of report will assist First 5 in their strategic planning for the future. He stated that many of the needs mentioned in the reports are known by county officials. He also noted that as far as obtaining medical service for the mountain regions, a mobile unit might be a temporary solution until a permanent one is found.</p> <p>Commissioner Egge suggested that Commissioner Ramos show this report to the Board of Supervisors. Chair Haugan stated that this report should be shared widely, going to different vision committees across the County and not limited to County government. Chair Hagan stated the Board of Supervisors would find this report very interesting. Gap analysis is not just for zero to five but for everyone. A report like this has never been done before in the County.</p> <p>Commissioner Ramos asked when the comprehensive report will be completed. Dr. Greene answered the end of February or beginning of March. Commissioner Ramos stated he looks forward to sharing the report with the Board of Supervisors once completed.</p> <p>Karen Scott stated she extended an invitation to all city leaders whose cities were mentioned in these reports to attend today's meeting. First 5 also planned to follow up with interested cities to help with the data and for collective impact and for any other endeavors already begun. The same invitation was sent to the Board of Supervisors.</p>

	These reports are on the First 5 website for public viewing.
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Public Comment Stephen P. Compton, City Manager, City of Colton

Commissioner Roundtable None

Adjournment A motion was made by Commissioner Ohikhuare and seconded by Commissioner Egge to adjourn the meeting. Without further comment or objection, meeting adjourned at 4:43 p.m.

Next Commission Meeting

Open House – New Administrative Office Location
1:00 p.m. to 3:00 p.m.
First 5 San Bernardino
735 East Carnegie Drive, Suite 150
San Bernardino, CA 92408

Commission Meeting
3:30 p.m. to 5:00 p.m.
First 5 San Bernardino
Commission Conference Center
735 East Carnegie Drive, Suite 150
San Bernardino, CA 92408

Attest

Chair, Linda Haugan

Ann M. Calkins, Commission Secretary



**AGENDA ITEM 2
FEBRUARY 5, 2014**

Subject	San Bernardino County Community Indicators Report 2014
Recommendations	Approve First 5 San Bernardino's contribution to the development of the San Bernardino County Community Indicators Report in the amount of \$12,000. (Presenter: Cindy Faulkner, Operations Manager, 252-4253)
Background Information	<p>In 2010, the Community Foundation, serving the counties of Riverside and San Bernardino, was asked by the James Irvine Foundation to create a report for each County that could be used as a tool by key community, government, business, corporate and philanthropic leaders to identify and address the economic, social and health issues facing the region.</p> <p>The Community Foundation, along with Community Task Force members and other partner organizations, develops and releases an annual Community Indicators Report. The report for San Bernardino County is developed in partnership with and inclusive of all sectors of the community and highlights the Countywide Vision and its ongoing objectives. Source data is coordinated and analyzed from a variety of available systems.</p> <p>The Community Indicator report looks at "quality of life" in San Bernardino County and includes a section on the First 5 funded services available to young children and their families. The report aids in countywide efforts to support the success of each child from "cradle to career," certainly the focal point for First 5 San Bernardino. This report has been a valuable resource for the Commission and the Advisory Committee when making recommendations for future initiatives.</p> <p>With Commission approval, First 5 San Bernardino will contribute \$12,000 to the development of the San Bernardino County Community Indicators Report for 2014.</p>
Financial Impact Review	<p>\$12,000 for Fiscal Year 2013/14 from approved Community Engagement budget.</p> <p>Regina Coleman, Commission Counsel</p>

Report on Action as taken	
Action:	
Moved: _____	Second: _____
In Favor:	
Opposed:	
Abstained:	
Comments: _____	
Witnessed:	



**AGENDA ITEM 3
FEBRUARY 5, 2014**

3

Subject	First 5 California Strategic Plan
Recommendations	Receive information on the First 5 California Strategic Plan (Presenter: Scott McGrath, Supervisor, 252-4259)
Background Information	<p>In April 2013, under the consultation of the Glen Price Group, First 5 California began developing a new strategic plan. The State Commission called for extensive input and engagement from key stakeholders statewide through a highly participatory process. The strategic plan was developed in two parts:</p> <ul style="list-style-type: none"> • Statement of Strategic Direction (SSD) • Strategic Objectives and Activities <p>The Statement of Strategic Direction was approved by the State Commission in October 2013.</p> <p>The Strategic Objectives and Activities was presented to the State Commission and approved on January 23, 2014.</p> <p>Review of First 5 California's plan may provide influence and direction to the revision of First 5 San Bernardino's Strategic Plan for fiscal years 2015-2020 which is currently being researched and drafted in consult with the First 5 staff, First 5 San Bernardino Advisory Committee and local evaluator, Harder+Co.</p>
Financial Impact	None
Review	Regina A. Coleman, Commission Counsel

Report on Action as taken
Action:
Moved: _____ Second: _____
In Favor:
Opposed:
Abstained:
Comments: _____
Witnessed:



AGENDA ITEM: 8

DATE OF MEETING: January 23, 2014

ACTION: X

INFORMATION: _____

STRATEGIC PLAN PROCESS

SUMMARY

Staff requests approval of the draft Strategic Objectives and Activities Framework, the final portion of the Strategic Plan. Over the last nine months, the Glen Price Group (GPG) has facilitated the Commission's Strategic Plan development process. At the January meeting, GPG will provide Commissioners with the draft Strategic Objectives and Activities Framework. Staff also requests that any approval of modifications needed for this portion of the Plan subsequent to the January 23 meeting be delegated to the Strategic Planning Advisory Committee (Commissioners Halvorson and Icenhower).

BACKGROUND

At the October 24, 2013, Commission meeting, GPG presented the draft Statement of Strategic Direction, the first portion of the Plan, and it was approved by the Commission. Since then, GPG has continued to gain input to finalize the Plan. Input, guidance, and support have been provided by over 1500 stakeholders, First 5 California staff, and the Core Planning Team (consisting of Chair Halvorson and Commission Icenhower, Moira Kenney from the First 5 Association, and First 5 California staff).

Attached is the full draft Strategic Plan, which includes the Statement of Strategic Direction, and Strategic Objectives and Activities Framework.

ATTACHMENTS

- Draft Strategic Plan

First 5 California Strategic Plan

January 23, 2014

Prepared by the Glen Price Group
www.glenpricegroup.com

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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	Resource Exchange and Stewardship		Legislative Engagement and Leadership		Team Development and Engagement	
	Family Community Support and Partnership						

II. First 5 California Strategic Statement of 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.¹ 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.² 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**. The Commission approved the SSD on October 24, 2013.

First 5 California Vision

The vision is an aspirational statement of what First 5 California would like 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.***³

¹ This work was designed and facilitated by the Glen Price Group (GPG), an integrated services consulting firm specializing in strategic planning, resource development, and capacity building. For more information, please see: www.glenpricegroup.com.

² First 5 California Key Themes from Stakeholder Interviews and Survey

³ Bold text in the SSD indicates language from the Proposition 10 statute.

II. First 5 California Strategic Statement of Direction

First 5 California Values

The values represent First 5 California's essential and enduring tenets. They are a small set of general guiding principles and focus all the work First 5 California undertakes.

Child and Family Focus: *We place the needs of children prenatal through 5 at the center of our work and we do so in culturally and linguistically effective ways.*

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.*

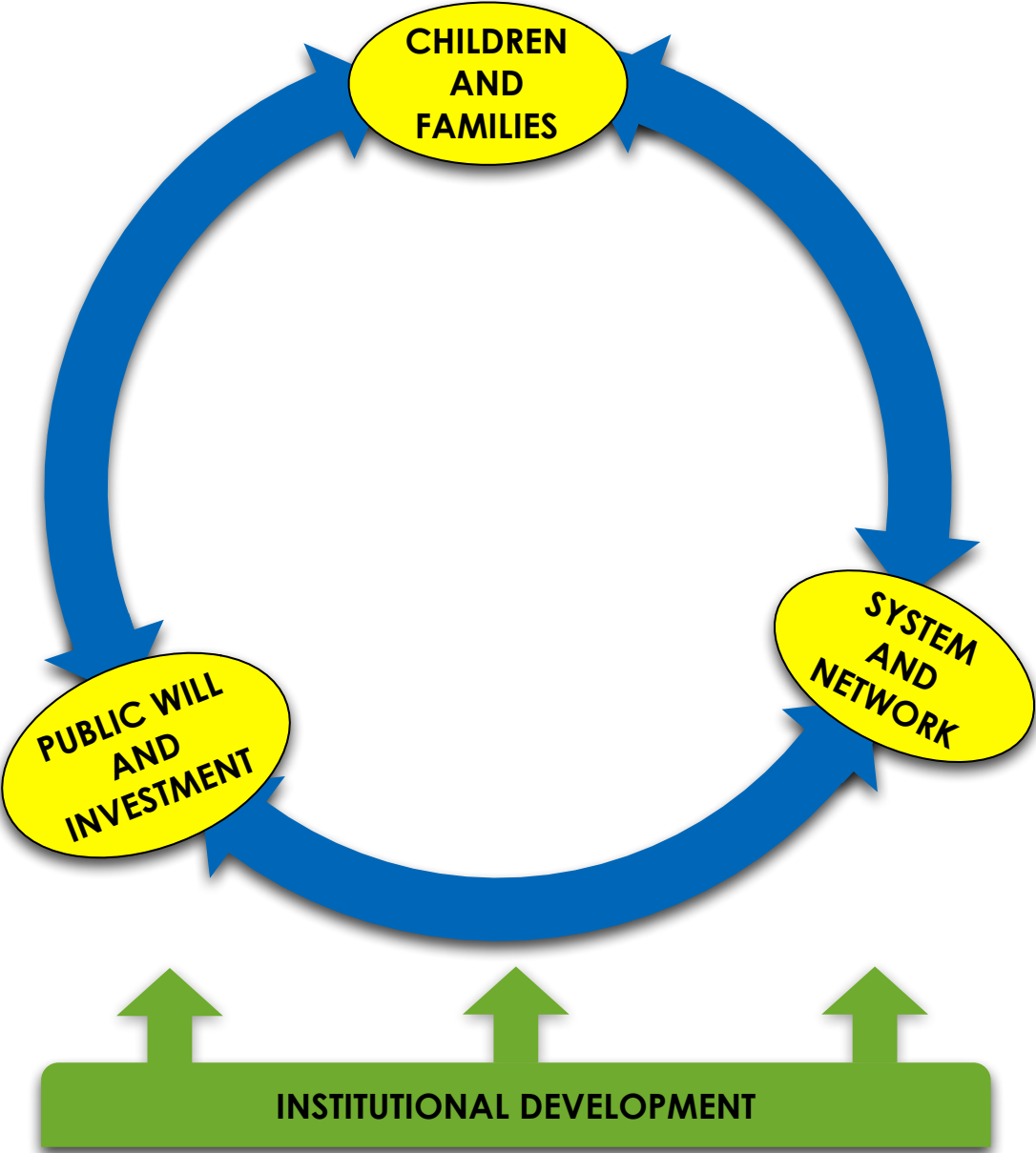
Sustainability: *We maintain and grow the impact and success of the First 5 movement for all children prenatal through 5 wherever they reside in California.*

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 **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 Strategic Statement of Direction

Figure 1. First 5 California Strategic Priority Areas



II. First 5 California Strategic Statement of Direction

Goals: Within each SPA, key goals have been developed representing the focus for First 5 California's work over the next five years. The following tables detail these goals within each of First 5 California SPA. First 5 California's strategic objectives and activities build out from these goals.

SPA 1. Children and Families | *Support children prenatal through age 5 and their families by providing culturally and linguistically effective resources, knowledge, and opportunities for them to develop the skills needed to achieve their optimal potential in school and life.*

Goal 1.1. Child Health | Children prenatal through age 5 and their families access the full spectrum of health and behavioral health services needed to enhance their well-being.

Goal 1.2. Early Learning | Children birth through age 5 benefit from high quality early education, early intervention, family engagement, and support that prepares all children to reach their optimal potential in school and life.

Goal 1.3. Family and Community Support and Partnership | Families and communities are engaged, supported, and strengthened through culturally effective resources and opportunities that assist them in nurturing, caring, and providing for their children's success and well-being.

SPA 2. System and Network | *Provide leadership to the First 5 movement and the development of a support system serving children prenatal through age 5, their families, and communities that results in sustainable and collective impact.*

Goal 2.1. Leadership as a Convener and Partner | Work with First 5 county commissions, state agencies, and other stakeholders to convene, align, collaborate on, support, and strengthen statewide efforts and initiatives to **facilitate the creation of a seamless system of integrated and comprehensive programs and services** to improve the status and outcomes for children prenatal through age 5 and their families.

Goal 2.2. Resource Exchange and Stewardship | Strategically fund and co-fund, align resources, facilitate the exchange of information and best practices, and seek new opportunities to maximize positive impact for children prenatal through age 5 and their families.

II. First 5 California Strategic Statement of Direction

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.

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, communications, 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 Draft 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: **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 addresses 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 will 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

III. First 5 California Draft Strategic Objectives and Activities Framework

families of 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 that its ability to accomplish the work described in this document will only be 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. Upon approval of this framework, First 5 California will begin internal implementation planning to outline the specific action steps that will be necessary for success.

III. First 5 California Draft Strategic Objectives and Activities Framework

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 ²
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, preventative, 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.
<p>Indicators of Success:³</p>	

¹ The term “culturally and linguistically effective” is adopted from use in health care settings and includes the concepts of “cultural

² The activities described here will be further detailed by First 5 California staff as part of their annual planning processes.

³ 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 Draft Strategic Objectives and Activities Framework

- 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
<p>1.1.2. Collaborate on the development and implementation of a plan to ensure that children with special developmental, behavioral, and health care needs, birth through age 5, receive the services they need.</p>	<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:

- Baseline data gathered [Years 1–2].
- 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].

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Goal 1.2. Early Learning Children birth through age 5 benefit from high-quality early education, early intervention, family engagement, and support that prepares all children to reach their optimal potential in school and life.	
Objective	Activities
<p>1.2.1. Lead, support, and collaborate on statewide efforts to create and align statewide early learning goals and priorities.</p>	<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 own 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), 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.⁴ • 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 the state. • 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>	

⁴ The CCELP outlines key recommendations in areas such as Access to Quality Early Learning and Care, Program-Level Continuous Improvement, Workforce Development, Family Partnership, and Supporting Dual Language Learners among others. To download the CCELP and read its full recommendations visit: <http://www.cde.ca.gov/sp/cd/ce/documents/compearlylearningplan2013.pdf>.

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- 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 with stakeholders [Year 5]. 	

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Goal 1.3. Family and Community Support and Partnership Families and communities are engaged, supported, and strengthened through culturally effective resources and opportunities that assist them in nurturing, caring, and providing for their children's success and well-being.	
Objective	Activities
<p>1.3.1. 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.</p>	<ul style="list-style-type: none"> Meet and collaborate with existing statewide child welfare workgroups and stakeholders to identify key issues for affecting systems change in child welfare practices that will reduce the number of children, birth through age 5, who have contact with the child welfare system. 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.
<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]. 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. Pilot families/parents demonstrate increased understanding of their specific role in ensuring the 	

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optimal development of their child(ren). (See also second Indicator of Success for Objective 3.1.1.)

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SPA 2. System and Network | Provide leadership to the First 5 movement and the development of a support system serving children prenatal through age 5, their families, and communities that results in sustainable and collective impact.

Goal 2.1. Leadership as a Convener and Partner | Work with First 5 county commissions, state agencies, and other stakeholders to convene, align, collaborate on, support, and strengthen statewide efforts and initiatives to **facilitate the creation of a seamless system of integrated and comprehensive programs and services** to improve the status and outcomes for children prenatal through age 5 and their families.

Objective	Activities
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.⁵ • 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.⁶

Indicators of Success:

- Interagency and multidisciplinary workgroup formed [Years 1–2].
- Workgroup convened on a regular basis [Years 2–5].

⁵ 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).

⁶ This will involve significant collaboration and coordination with leaders of initiatives working on similar goals such as the Race to the Top- Early Learning Challenge (RTT-ELC) and the Early Childhood Comprehensive Systems (ECCS) Grant both of which have interagency leadership workgroups.

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- In the annual First 5 California survey, 1.5% increase each year on state agency stakeholder agreement with the statement: "First 5 California collaborates and partners successfully with other state agencies." (Baseline: 74%, 2013)⁷
- 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)⁸

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 against 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.
<p>Indicators of Success:</p> <ul style="list-style-type: none"> • Participants in existing workgroups report that collaboration provided stronger evaluation and planning capacity for statewide prenatal through age 5 efforts. 	

⁷ 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.

⁸ First 5 CA Strategic Planning Stakeholder Survey.

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- Inventory of data currently collected by First 5 California from First 5 county commissions mapped to outcomes for children [Years 1–2].
- Areas of improvement for data coordination with First 5 county commissions identified and priority action items recommended [Years 2–4].
- Plan developed and implemented to enhance research and evaluation capacity of First 5 California in coordination with data collection from First 5 county commissions [Years 4–5].

Objective	Activities
<p>2.1.3. Strengthen the capacity of <i>all</i> First 5 county commissions to accomplish their goals.</p>	<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 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)⁹ • In the annual First 5 California survey, 2% increase each year on participating First 5 county commissioners and staff agreement with the statement: "First 5 California collaborates and partners successfully with local county commissions." (Baseline: 63%, 2013)¹⁰ 	

⁹ First 5 CA Strategic Planning Stakeholder Survey.

¹⁰ *ibid*

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- 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.
<p>Indicators of Success:</p> <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]. 	
Objective	Activities
2.2.2. Provide increased support to service providers with the dissemination of resources to support	<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

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<p>children prenatal through age 5 and their families.</p>	<p>and effective methods of communication.</p>
<p>Indicators of Success:</p> <ul style="list-style-type: none"> • Stakeholder communication survey conducted [Year 1]. • A regular e-newsletter launched as a preliminary and primary method of communication with a network of stakeholders. • Results of survey and next steps for improving communication system with stakeholders are shared [Years 2–3]. • Increase in active, up-to-date, e-newsletter list members [Years 2–3]. • In the annual First 5 California survey, 1.5% increase each year on stakeholder agreement with the statement: "First 5 California communicates effectively with stakeholder groups." (Baseline: 74%, 2013)¹¹ 	

¹¹ First 5 CA Strategic Planning Stakeholder Survey.

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SPA 3. Public Will and Investment | Build public engagement in, investment in, and support of the optimal well-being and development of children prenatal through age 5, their families, and communities.

Goal 3.1. Communications | Build public will in investing in early childhood by communicating the potential for positive outcomes for children and families, and the importance of prevention and early intervention.

Objective	Activities
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.
<p>Indicators of Success:</p> <ul style="list-style-type: none"> • Increase in public awareness each year across sectors on importance of early childhood investments.¹² • Increase in parent awareness on impact of parenting behaviors on childhood development.¹³ (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 	

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.

¹³ This indicator only included if financially feasible to do statewide polling. If so, the first year of polling would establish baseline data and the indicator would be measured annually thereafter.

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statement: "First 5 California communicates clearly with the public and external stakeholders."
(Baseline: 75%, 2013)¹⁴

- 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, 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.

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:

- Policy platform developed.
- Shared policy goals identified.

¹⁴ First 5 CA Strategic Planning Stakeholder Survey.

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- 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)¹⁵
- 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.

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¹⁵ First 5 CA Strategic Planning Stakeholder Survey.

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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, communications, 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 business practices and internal systems enable them to carry out work effectively and efficiently." (Baseline: 60%, 2013)¹⁶ 	
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

¹⁶ First 5 CA Strategic Planning Stakeholder Survey.

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<p>accountability through an integrated approach, drawing on input from all relevant units.</p>	<p>personnel to optimize performance and work quality.</p> <ul style="list-style-type: none"> • Create and train staff on a cross-unit, project-planning template for use on all First 5 California projects. • Organize project teams across units with explicit project lead(s). • Develop and implement cross-unit project work plans, including clear goals, regular status updates, timelines, milestones, and deliverables, and revisit often as part of every project. • Encourage cross-unit communication about duties, projects, priorities, and workload while promoting staff interests, skills, and knowledge, including at all staff meetings.
<p>Indicators of Success:</p> <ul style="list-style-type: none"> • Baseline data gathered [Years 1–2]. • Every significant project has a visible, accessible, easy-to-update, and easy-to-read, cross-unit project work plan that states project lead(s), goals, timelines, due dates, and status. • First 5 California employees agree that workload is fair and reasonable. • First 5 California employees understand roles, responsibilities, and expectations of being part of a cross-unit team. • First 5 California employees feel they enjoy more lead-time in projects and experience fewer surprises and delays. • In the annual First 5 California survey, 3% increase each year of First 5 California employees indicating agreement with the statement: “I am held accountable for achieving specific outcomes using high standards of quality.” (Baseline: 60%, 2013)¹⁷ 	

¹⁷ First 5 CA Strategic Planning Stakeholder Survey.

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Goal 4.2. Team Development and Engagement Deepen management and staff awareness, understanding, knowledge, capacity, and involvement within and across organizational areas.	
Objective	Activities
4.2.1. Employees understand job duties, where they fit into the organization, and how they can improve their skills and advance in their careers.	<ul style="list-style-type: none"> Implement formal and transparent HR processes including: orientation, ongoing clarification of job expectations, regular evaluation and feedback about job duties and performance, and exit interviews. Benchmark employee retention rate. Develop a system of ongoing communication on personal and professional goals between staff and supervising managers. Plan and budget for ongoing career planning and professional development opportunities for all employees.
<p>Indicators of Success:</p> <ul style="list-style-type: none"> All employees and their supervisors will develop and be invested in their own professional growth plan that reflects their job needs, goals, history, and interests. Baseline data gathered [Years 1–2]. Satisfactory employee retention. Increase in awareness of professional development opportunities. 	
Objective	Activities
4.2.2. Employees feel invested and proud of the work and accomplishments of the agency and feel their work is valued and important to the success of projects/goals.	<ul style="list-style-type: none"> Communicate specific outcomes and success stories of work with all employees on a regular basis. Create a committee of “internal champions” to initiate and carry out ways to celebrate project and personal successes, and develop these celebrations into traditions. Provide formal and encourage informal opportunities for all employees to support and appreciate each other.
<p>Indicators of Success:</p> <ul style="list-style-type: none"> Baseline data gathered [Years 1–2]. Improved employee satisfaction. In the annual First 5 California survey, 1.5% increase each year of First 5 California employees 	

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indicating agreement with the statement: "First 5 California leadership fosters a professional environment in which staff is encouraged to learn, share, and act across offices and divisions." (Baseline: 67%, 2013)¹⁸

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¹⁸ First 5 CA Strategic Planning Stakeholder Survey.