Our Focus, Our Future

First 5 Association/California Children & Families Foundation

2022-24 Strategic Plan

California State Association of Counties

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Kitty Lopez, Vice Chair, First 5 Association of California and Executive Director, First 5 San Mateo County
Our Approach

About the First 5 Association and the strategic planning process
Our vision is that one day, California’s success will be measured by the well-being of its youngest children.
OUR ROLE AND APPROACH

The First 5 Association and network of 58 First 5 county commissions has long played a role in building, advancing, and protecting California’s early childhood systems and supports through:

1. Harnessing the collective First 5 experience and expertise to advocate for whole child and whole family policies and systems

2. Supporting First 5 members’ systems change goals through learning, partnership, and strategic support

3. Partnering with other organizations, advocates, and coalitions around shared policy and systems goals
STRATEGIC PLANNING PROCESS

1. Document review
2. Interviews with the First 5 Association Executive Committee and external stakeholders
3. Member input sessions
4. Facilitated planning sessions with the Association executive committee and leadership
5. Feedback on proposed plan from members and staff
WHAT WE LEARNED

STRENGTHS

• Local presence and leadership in 58 counties
• Whole child and whole family systems approach
• Proven track record of systems change
• Support to members

OPPORTUNITIES

• Commit to race, equity, diversity and inclusion; bring forward parent and family perspective
• Advocate for whole child and whole family policies
• Develop tangible statewide solutions rooted in local experience/innovation
• Advance a focused set of policy priorities
• Refine governance and build organizational capacity
The power of First 5 is in our expertise and experience as systems change leaders and backbone organizations in our communities.

The First 5 Association aims to unify the collective First 5 work at the state level, and amplify the diverse First 5 county voices to create systemic change across California.
Our Focus

The First 5 Association 2022-2024 Strategic Plan
Our Focus, Our Future 2022-2024
Strategic Plan builds on First 5s’ history of leadership and partnership to ensure young children are safe, healthy, and ready to succeed in school and life.

It provides clear goals and strategies for the next three years that will focus our collective efforts and sharpen our impact.
LEADERSHIP, SYSTEMS CHANGE, LOCAL IMPACT

I. Assert policy leadership and drive systems change
II. Facilitate member learning & engagement
III. Center race, equity, diversity, & inclusion (REDI) in all we do
IV. Build strategic and organizational capability
PRIORITY I

Assert Policy Leadership and Drive Systems Change

1. **Policy and Systems Change Priorities.** Advance policies to improve outcomes for young children and promote integrated systems

2. **Statewide Leadership.** Grow the First 5 Association role and influence in statewide policy

3. **Sustainability and Scale.** Make the case to sustain and scale critical early childhood systems, including the essential role of local First 5 commissions
POLICY AND SYSTEMS CHANGE

How We’ll Drive Change

PROVIDE LEADERSHIP ON POLICY AND SYSTEMS CHANGE PRIORITIES

Effect tangible policy change in the following three areas:

1. Universal Home Visiting and Family Strengthening
2. Early Childhood Mental Health
3. Early Identification and Intervention Systems Development

SUPPORT OTHERS AND WORK IN PARTNERSHIP

Work in partnership with others to advance a holistic early childhood policy platform focused on:

- Family resilience and economic supports
- Comprehensive health and development
- A strengthened system of quality early learning and child care
- Overall sustainability and scale of comprehensive, integrated services for children and families.
PRIORITY II

Facilitate Member Engagement, Learning and Support

1. **Next Generation Leadership.** Develop the next generation of diverse First 5 leaders

2. **Member Networking and Exchange.** Facilitate member networking and best practices exchange

3. **In-Depth Member Learning.** Coordinate member in-depth learning that aligns with strategic priorities
Center Race, Equity, Diversity, Inclusion in All We Do

1. Policy Alignment. Center race, equity, diversity and inclusion in our policy agenda

2. Build Local First 5 Capacity to Advance REDI Locally. Facilitate member training / support to advance REDI goals locally

3. Family Voice and Leadership. Elevate the role and influence of family voices in advocacy & services

4. Internal Capacity to Advance REDI. Ensure internal Association capacity to advance REDI including family voice goals
In addition to our specific REDI strategic objectives, the principles of race, equity, diversity, and inclusion are integrated into every section of this plan, and will be embedded throughout our work.

This means:

- Grounding policy and systems approaches in targeted universalism—universal goals for all children, with targeted strategies to meet the needs of specific groups
- Strengthening the role and influence of parents and families in our advocacy work, including lifting up diverse voices and elevating families as leaders and drivers of change
- Building a diverse next generation of equity-centered leaders
- Creating opportunities for REDI learning and strengthened practices among member agencies
- Centering REDI in the Association’s governance, strategy, and internal capacity building
Build Strategic Capacity and Expertise to Meet Strategic Goals

1. **Association Capacity.** Build and adapt Association expertise and infrastructure
2. **Resources.** Secure and align resources with strategic priorities
3. **Governance Structure.** Evolve governance structure
Our Future

Moving forward in partnership
AN ALIGNED VISION

• Policy and systems change
• Race, equity, diversity, and inclusion
• Whole child, whole family, whole community
• Prevention

• And other local First 5 Counties

• Trauma-informed healing-centered, and culturally responsive systems
• Safe, stable and nurturing relationships and environments
AN ALIGNED VISION

58 FIRST 5 COMMISSIONS

FIRST 5 ASSOCIATION OF CALIFORNIA
Policy and systems change
Whole child, whole family, whole community
Race, equity, diversity, and inclusion
Prevention

FIRST 5 CALIFORNIA
Trauma-informed healing-centered, and culturally responsive systems
Safe, stable and nurturing relationships and environments
Whole child, whole family
The First 5 Association of California will advance statewide policy goals by amplifying the collective First 5 impact and expertise, and we will support the learning and growth of all First 5 members, as we move together into a future that is inclusive, impactful, and innovatively improving outcomes for the state’s diverse children and families.
Responding to COVID-19 Pandemic in San Mateo County – Child Care
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Child Care Relief Fund
• $5.3M distributed ($4.5M CARES + $530K private)
• 287 child care programs (79 centers + 208 FCCs)
• 8,000+ children

Emergency Health and Safety Supplies
• 559 deliveries to 300+ providers
• 5,160+ miles driven county-wide
• 7099 items: diapers, gloves, masks, disinfectant, hand sanitizer, alcohol wipes, children’s books
• $650M+ to providers for supplies

Collaborative Leadership, Collective Impact
• Met weekly to plan & coordinate support: essential worker survey, Relief Fund, supplies, emergency vouchers, communications, resources, advocacy
• Partnership with SMC Health, SMC Events Center, SM Credit Union

EQUITY Focus
Prioritized those with greatest need and highest risk:
• Socio-economically disadvantaged
• Students with special needs
• English language learners
• Reside in high-priority zip codes
• Infants and toddler
Impact of COVID-19 on the Early Learning and Care Sector in San Mateo County

• Approximately **62%** of our 935 licensed programs are **open** and they are facing:
  • Increased costs
  • Decreased enrollment

• **46** programs have **permanently closed** since last March

• **45%** of providers in San Mateo County who responded to a recent survey reported that they have **1 month or less of cash on hand**

• **39%** have incurred **COVID-related debt**
Responding to COVID-19 Pandemic in San Mateo County

- 140 completed new spaces
- 277 confirmed spaces
- 8,660 preserved spaces
Child Care Keeps Our Economy Moving

Especially for women, who are essential to our workforce

WOMEN
make up the vast majority of many essential industries

75% of women changed jobs as a result of breakdowns in child care before COVID-19.