



# Our Focus, Our Future

First 5 Association/California  
Children & Families Foundation

2022-24 Strategic Plan

California State Association of Counties

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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.*

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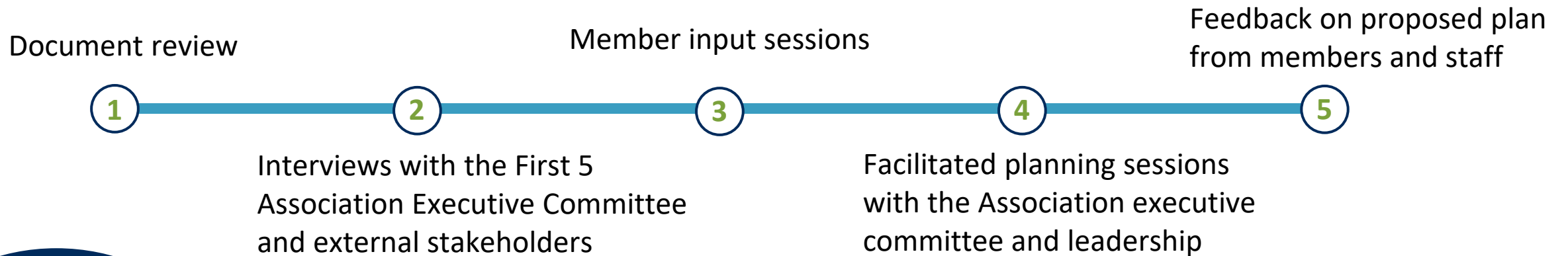


# OUR ROLE AND APPROACH

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



# 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.*

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# Our Focus

*The First 5 Association 2022-2024 Strategic Plan*





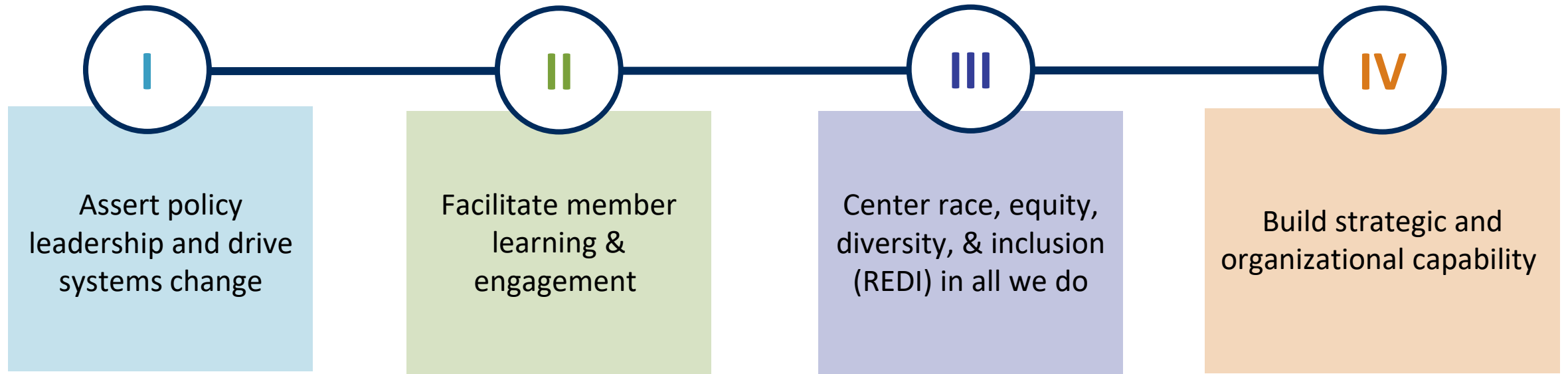
***Our Focus, Our Future 2022-2024***  
*Strategic Plan builds on First 5s’  
history of leadership and  
partnership to ensure young  
children are safe, healthy, and  
ready to succeed in school and life.*

*It provides clear goals and  
strategies for the next three years  
that will focus our collective efforts  
and sharpen our impact.*

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# LEADERSHIP, SYSTEMS CHANGE, LOCAL IMPACT



# 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



# PRIORITY III

## *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



# REDI: A CORE PRINCIPLE

*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



# PRIORITY IV

## *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



- And other local First 5 Counties



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



- Trauma-informed healing-centered, and culturally responsive systems
- Safe, stable and nurturing relationships and environments

# AN ALIGNED VISION





*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.*

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# Responding to COVID-19 Pandemic in San Mateo County – Child Care



# Responding to COVID-19 Pandemic in San Mateo County – Child Care

## Child Care Relief Fund

- **\$5.3M** distributed (\$4.5M CARES + \$530K private)
- **287 child care programs** (79 centers + 208 FCCs)
- **8,000+ children**

## 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

## 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

## 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

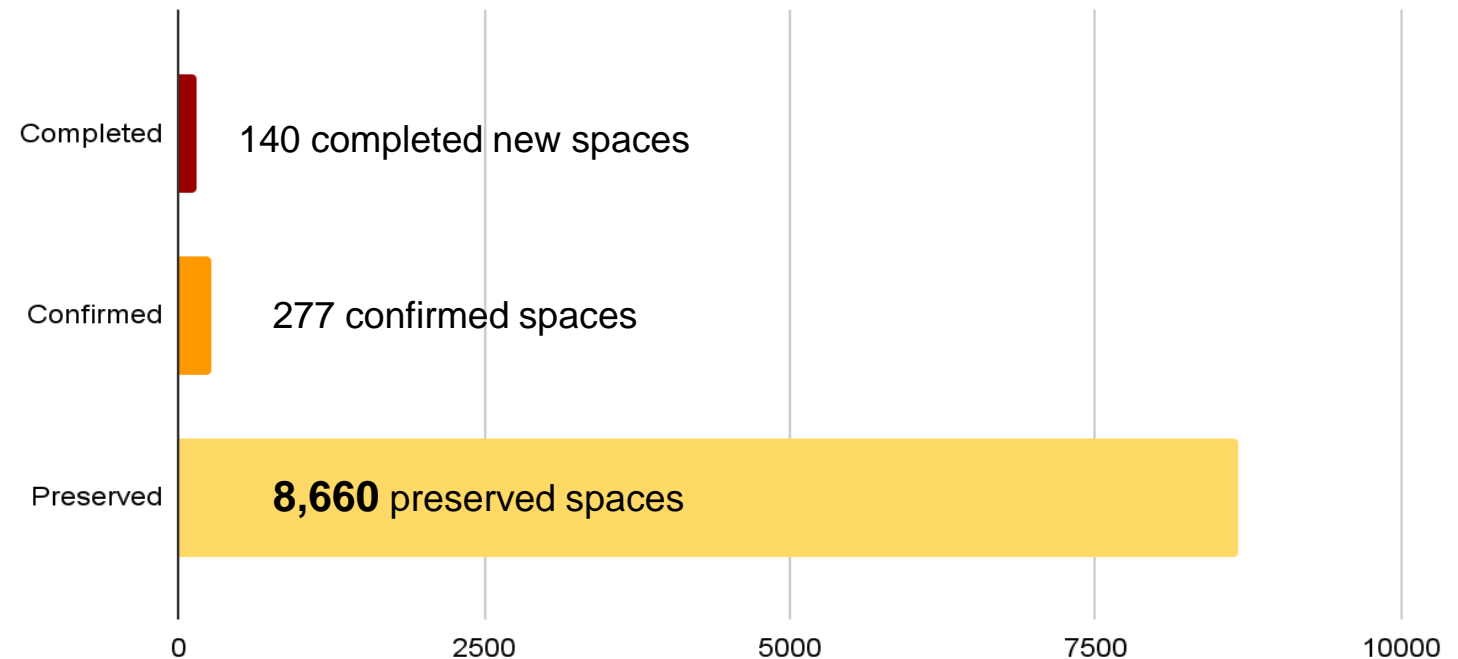
# Impact of COVID-19 on the Early Learning and Care Sector in San Mateo County

- 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



Build Up SMC Pipeline

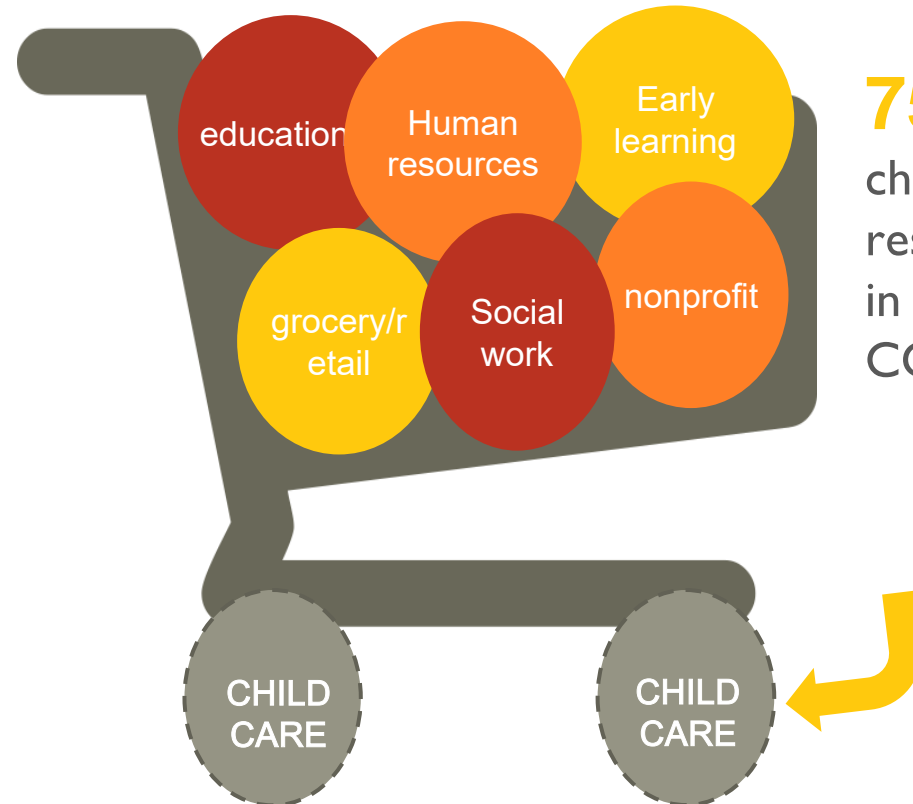




# Child Care Keeps Our Economy Moving

**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.