



## STRATEGIC PLANNING ROADMAP 2020:

*The First 5 Sonoma County Commission intends to develop a 5-year strategic plan to be implemented 2021-2026. To begin this process, we revisit the original intention and mandate of the First 5 statewide initiative.*

### FIRST 5'S MANDATE: PROPOSITION 10

In November 1998, California voters passed Proposition 10, the Children and Families Act of 1998. The act levies a tax on cigarettes and other tobacco products to provide funding for early childhood development programs. Revenues generated from the tobacco tax must be used to...

***“...create a comprehensive and integrated delivery system of information and services to promote early childhood development...enabling children to be more successful in school and ultimately to give them an equal opportunity to succeed in life.”***

Tobacco tax revenues are collected at the state level. Eighty percent of these funds are then allocated to the 58 counties according to annual birth rates. Counties are mandated to utilize tobacco tax revenue to work toward achieving **four strategic results**:

#### I. Improved Health and Development

Children who are healthy in mind, body, and spirit grow up confident in their ability to live a fulfilling, productive life. Healthy children have sufficient nutrition, health care, nurturing, guidance, and mental stimulation; and they live in families and communities that value them.

#### II. Improved Early Education

The importance of preparing children to succeed in school is critical. Skills that allow one to problem solve and think creatively are developed in early childhood education settings and nurtured through community and parental reinforcement.

#### III. Improved Family Resilience

Successful and strong families are those that are able to provide for the physical, mental, and emotional development of their children. Nurturing parents, as the child's first and most important teacher, provide the foundation for a child's ability to create successful relationships, solve problems, and carry out responsibilities.

#### IV. Improved Systems

Navigating complex systems of services, benefits and programs can be challenging for many parents and caregivers with young children. Eligibility criteria, geography, degree of alignment across funders and providers, degree of cultural responsiveness, restrictions on funding streams and many other factors can impact navigability and accessibility.

## DESIGNING THE ROADMAP

Proposition 10 requires each county is required to have a strategic plan focused on achieving the above *Strategic Results* and to update their plan every five years. Over the last ten years, First 5 Sonoma County has been guided by its 2010-2020 plan, updated in 2017, to address the changing landscape.

In August 2019, the First 5 Sonoma County Commission established a *Strategic Plan Design Team* composed of three Commissioners and senior staff members to develop a proposed design and roadmap for the strategic planning process for consideration by the Commission. The workgroup met four times to design the roadmap.

In January 2020, the Commission launches a 12-month strategic planning process. The process is designed to build off of the key lessons learned in Sonoma and around the state over the last 20 years, as well as the collaborative efforts of key stakeholders of Sonoma's 0-5 system. The 2017 Update to the current 2010-2020 strategic plan will serve as a jumping off point for the planning. Stakeholders will be engaged for input and feedback throughout the process, while also using the wealth of data that already exists.

### Purpose of the Strategic Planning Roadmap

1. Chart a clear future pathway that defines First 5 Sonoma County's strategic priorities, investment strategy, role, and core functions.
2. Adopt strategic priorities that will have the greatest impact on addressing disparities in outcomes for children 0-5 in the county.
3. Reshape the role of First 5 Sonoma County to provide responsive, strategic and effective leadership for the 0-5 system.

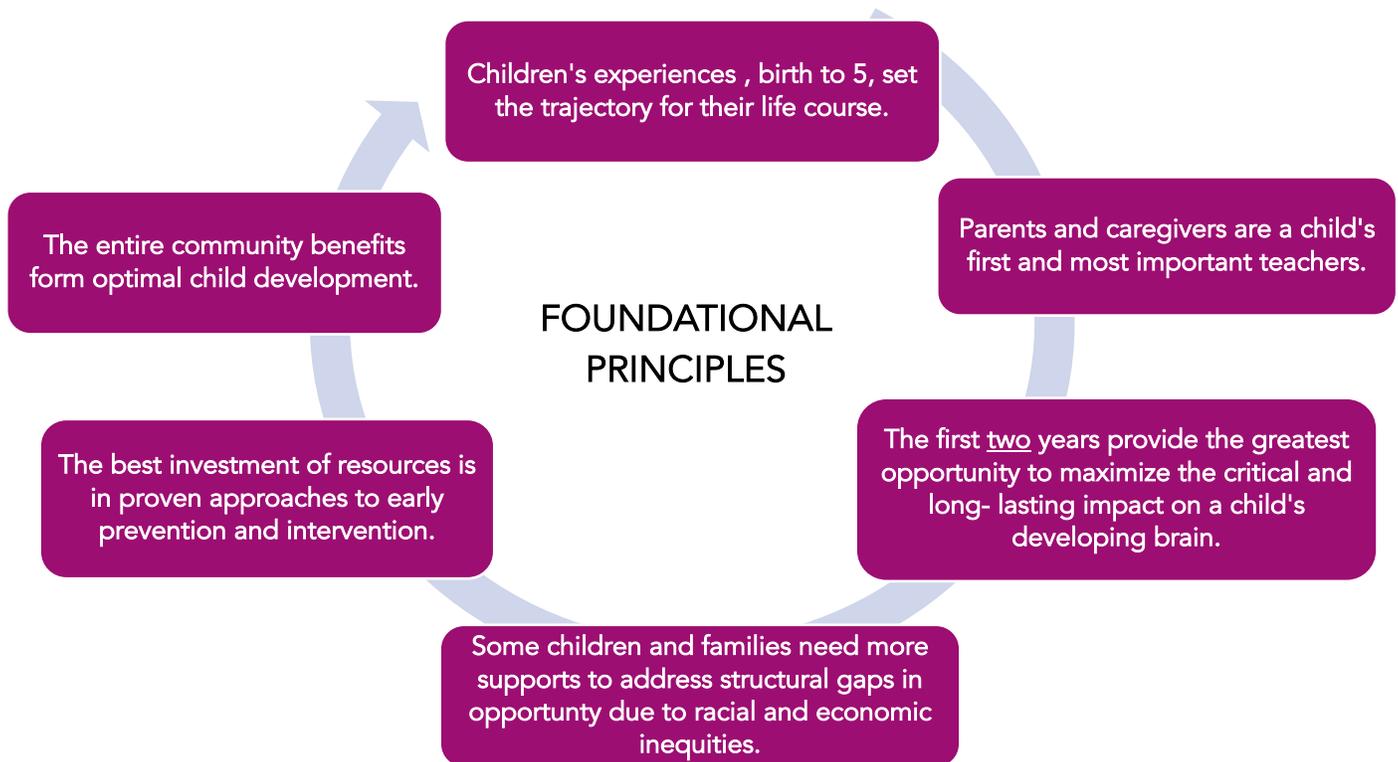
## FOUNDATIONAL ELEMENTS: Outcomes

First 5 Sonoma County has adopted and invested resources towards achieving the *four outcomes* below, as aligned with the four strategic results of the Proposition 10 mandate. These outcomes will continue to be our North Star as we plan for the next five years.



## FOUNDATIONAL ELEMENTS: Principles

Prioritization of strategies will be guided by the following *Foundational Principles*, which are grounded in current research and aligned with the statewide First 5 Network Strategy.



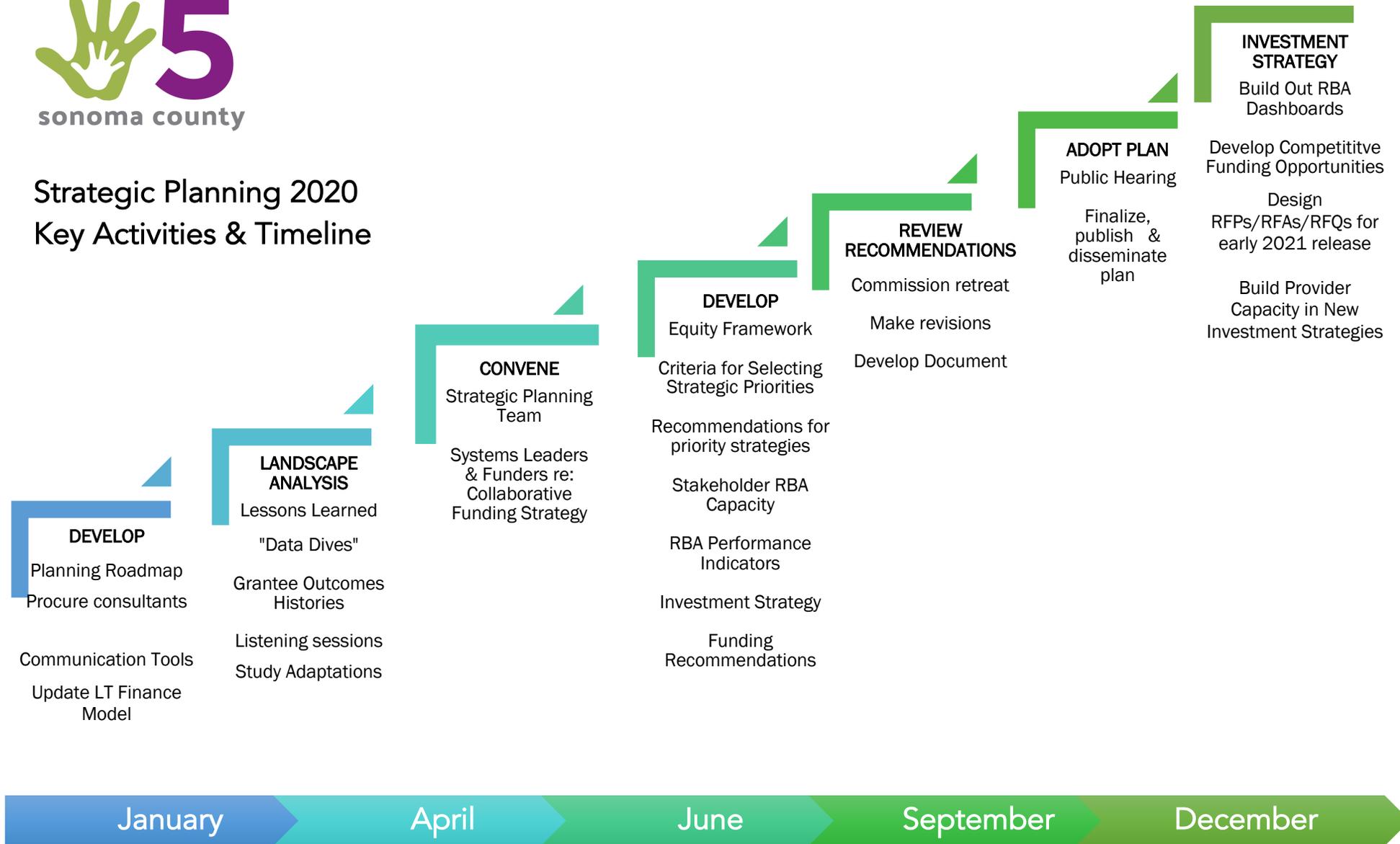
## The Role of First 5 Sonoma County

First 5 Sonoma County was re-established as an independent public agency, separate from the County of Sonoma, in July 2019. This structural change has both improved the long-term fiscal sustainability of the Commission and strengthened its position as a strategic systems leader. The Commission will continue to refine and reshape its role to strategically advance the development of a vibrant system for children 0-5 and their families, serving as a catalyst, collaborator, capacity builder and policy advocate by fulfilling the following duties:

- Contribute to a countywide collective impact strategy to ensure all children are ready for kindergarten
- Serve as an intermediary and convener
- Sustain and grow investments to support systems integration, advocacy, policy change and prevention and early intervention service strategies
- Advocate for policy change at the local, state, and national level that supports the well-being of children, 0-5, their parents and caregivers



## Strategic Planning 2020 Key Activities & Timeline



## KEY PLANNING ACTIVITIES & TIMELINE

### JANUARY - MARCH 2020

- Engage consultant
- Update Long-term Financial Model
- Develop a “landscape” analysis that synthesizes all current and relevant data
- Convene providers to review, analyze & interpret data, ground in practitioner wisdom
- Conduct listening sessions through FRC Network to gather local parent input
- Develop summaries of programs, current investments, grantee outcomes
- Develop website page to communicate strategic planning information

### APRIL - JUNE 2020

- Collaborate with Upstream Investments and consultant(s) to build staff, provider and funder capacity in Results Based Accountability framework
- Research acceptable adaptations of evidence-based programs (current investments)
- Convene discussions with funders and systems leaders to identify opportunities for collective impact through aligned, leveraged and collaborative funding
- Raise the bar on discourse on equity through presentation, discussion, and accountability activities with Commission, staff and stakeholders
- Strategic Planning Advisory Team develop a set of priority strategies that are proven to contribute to the four outcomes and maximize opportunities for collective impact

### JULY - SEPTEMBER 2020

- Commission convene to review preliminary recommendations for priority strategies
- Revise and develop formal plan document

### OCTOBER - DECEMBER 2020

- Present draft strategic plan via public hearing & seek adoption from Commission
- Develop agency-level accountability measures that feed to population measures of shared outcomes and build out RBA dashboards
- Develop co-funded competitive funding opportunities
- Design RFPs/RFAs/RFAs to conduct procurement of contractors in early 2021

## KEY PLANNING QUESTIONS

The planning process will focus on the following core questions:

- What is the vision for First 5 Sonoma County over the next five years?
- What changes do we need to make to more effectively and sustainably fulfill the Proposition 10 mandate in Sonoma County?
- What are the key needs, criteria and values that elevate priorities?
- What are the evidence-informed/based strategies and initiatives we should employ?
- How can we work with systems leaders and funders to improve 0-5 systems county-wide?
- How do we make early childhood a priority across our public, nonprofit and private systems?
- How do we braid together a diverse portfolio of investments?

## STRATEGIC PLANNING ADVISORY TEAM MEMBERSHIP

The Strategic Planning Advisory Team will be made up of 11 individuals drawn from five groups: First 5 Sonoma County staff, First 5 Sonoma County Commission, Cradle to Career Sonoma County Goal 1 Workgroup, Sonoma County Funders Circle and the First 5 Sonoma County Leadership Advisory Roundtable. Team members will possess the following ideal individual personal and professional characteristics:

- Capacity and time to synthesize, integrate and apply the landscape assessment (a complex array of quantitative and qualitative info about the demographics and needs of children and families, outcomes and costs of existing programs & services, etc.)
- Informed by an understanding of how multiple systems work and the levers of change - public, private, community-based
- Positioned to influence monetary and non-monetary resources that drive systems
- Committed to making recommendations through an equity lens
- Committed to set aside personal/organizational interest to achieve collective impact

