



# STRATEGIC PLAN 2017-2022



## ACKNOWLEDGMENTS

### **First 5 Alameda County would like to thank:**

Parents and families for sharing their experiences, strengths, and struggles to inform our work.

Partners for providing valuable insight and recommendations.

Staff for contributing countless hours and energy to thoughtful dialogue and decision-making.

F5AC Commissioners for their guidance and support.

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## Executive Summary



As we look to the future of First 5 Alameda County (F5AC), we are faced with both the challenge of declining tobacco revenue and the opportunity of increasing awareness and support around early childhood. Since 2000, Proposition 10 (Prop 10) allocations for Alameda County have declined by approximately 40 percent. This plan outlines how we will use the limited resources with which we've been entrusted in the most effective and impactful way to contribute to the early childhood movement in Alameda County and beyond. This means a shift away from direct service provision to a stronger embrace of our role as a catalyst, collaborator, capacity builder and policy advocate.

In recent decades there have been significant advances in understanding the critical role of the early childhood system of care as a preventive/early intervention strategy for supporting health outcomes, prevention of child abuse and neglect, and school readiness. As a result, early childhood best practices addressing those issues have been established. However, there is growing acknowledgement that if we are to have lasting impact on children and families, we need to support families around workforce, financial resources, housing stability, and ensure their basic needs are met. Consistent with these findings, we are expanding our work to focus on eliminating the persistent inequities and disparities in our communities, particularly those impacted by poverty, which undeniably keeps children from reaching their optimal health and wellbeing.

Currently, F5AC funds and staffs direct service programming. While we will continue to seek opportunities for external funding to help sustain our direct service efforts, the fiscal realities of Prop 10 necessitate strategic decisions to ensure the optimal impact of our work despite declining resources.

Moving forward we will work hand in hand with F5AC commissioners and partners to assure that the services and supports established over the last 15 years will be sustained. Most importantly, making sure families have what they need to help their children succeed and live in healthy communities. The continued evolution of this work may require new ways of thinking, new resources, and better support for and recognition of the existing strengths and social capital in our neighborhoods.

Limited Prop 10 dollars means that F5AC needs to distinguish our accountability to the children and families we directly touch through our programs (agency level results) from those investments that reach the entire 0-5 population and their families (population level results). F5AC adopted the Results Based Accountability (RBA) framework that provides scaffolding for implementation, monitoring, and continuous improvement. After an extensive ten month planning period that engaged staff, partners, F5AC commissioners and parents, we developed the following population and agency level indicators that will enable us to track our impact.

## POPULATION-LEVEL RESULTS & INDICATORS: THE COUNTY-WIDE MEASURES TO WHICH F5AC, AND MANY OTHER PARTNERS, CONTRIBUTE.

- **Children are ready for kindergarten, and can later achieve success in the third grade**
  - + Baseline INDICATOR: In 2015, 44 percent of children at 47 schools across Alameda County were fully ready for kindergarten.
- **Children are free from abuse and neglect**
  - + Baseline INDICATOR: In 2015, the incidence of substantiated allegations of abuse and neglect per 1000 children 0-5 in Alameda County is 3.8; the incidence of allegations is 29.4.

## AGENCY-LEVEL RESULTS: THE GOALS THAT GUIDE OUR WORK.

1. F5AC programs and investments support and strengthen parents/primary caregivers, families, and neighborhoods to create environments and relationships where children thrive.
2. F5AC programs and investments increase access and opportunity, particularly for children living in poverty, to quality early experiences that prepare children for school and help them reach their optimal developmental outcomes.
3. F5AC programs, investments, and policy advocacy support a system of care that is coordinated, accessible, and responsive, delivered by knowledgeable and caring providers.

## AGENCY-LEVEL HEADLINE MEASURES: THE MEASURES BY WHICH WE WILL HOLD OURSELVES ACCOUNTABLE TO OUR VISION, MISSION, AND RESULTS.

1. % of families touched by F5AC programs and investments who have what they need to support their child's growth and wellbeing
2. % of children touched by F5AC programs and investments ready for kindergarten
3. % of children with concerns touched by F5AC programs and investments who demonstrate better health and development outcomes
4. % of providers touched by F5AC programs and investments that increase capacity to deliver best or promising practices
5. # of local policy and administrative changes made to support early childhood via F5AC programs and investments

We selected the following strategies to act as levers to achieve our agency results.

### PROGRAMS AND INVESTMENTS

- Parent Engagement and Support
- Early Identification
- Quality Early Childhood Education
- Fatherhood
- Neighborhoods Ready for School
- Innovation

### CAPACITY BUILDING & SUSTAINABILITY

- Policy, Planning, and Evaluation
- Training and Capacity Building
- Communications
- Administration, Information and Technology

This represents an annual Prop 10 investment of approximately \$14.8 million. In order to operationalize the strategic plan, F5AC will develop an implementation plan with timelines, responsibilities and internal deliverables.

## The Future of First 5 Alameda County

### ELEVATING STRATEGIC PARTNERSHIPS TO SUPPORT FAMILY WELLBEING AND TO ADDRESS POVERTY AND INEQUITIES



First 5 Alameda County (F5AC) is an innovative public entity created by the passage of Proposition 10 (Prop 10) in 1998, which added fifty cents per pack of cigarettes to help fund early childhood education and development related services for children ages birth to five. Over the last 15 years, F5AC has evolved from a start-up to a major early childhood voice in state and local policy, as well as a funder and provider of services. F5AC assets include deeply knowledgeable staff, flexible funding, a broad cross discipline perspective that supports systems integration, and strong relationships with our community partners. As a result, we have developed, administered and evaluated multiple initiatives and programs to enhance the early childhood system of care.

#### OUR VISION

Every child in Alameda County will have optimal health, development and wellbeing to reach his or her greatest potential.

As we look to the future of F5AC, we are faced with both the challenge of declining tobacco revenue and the opportunity of increasing awareness and support around early childhood. Since 2000, Prop 10 allocations for Alameda County have declined by approximately 40 percent. This plan outlines how we will use the limited resources with which we've

been entrusted in the most effective and impactful way to contribute to the early childhood movement in Alameda County and beyond. This means a shift away from direct service provision to a stronger embrace of our roles as a catalyst, collaborator, capacity builder and policy advocate. We will also broaden our focus to address issues such as poverty and equity that directly impact child and family outcomes.

Currently, F5AC funds and staffs direct service programming. While we will continue to seek opportunities for external funding to help sustain our direct service efforts, the fiscal realities of Prop 10 necessitate strategic decisions to ensure the optimal impact of our work despite declining resources. Our options include:

- **Leveraging our investments with key partners**
- **Working on state and local policy changes to sustain critical services**
- **Transitioning F5AC internal programs to the community and partners**
- **Discontinuing some programs**

#### OUR MISSION

In partnership with the community, we support a county-wide continuous prevention and early intervention system that promotes optimal health and development, narrows disparities and improves the lives of children 0 to 5 and their families.



In recent decades there have been significant advances in understanding the critical role of the early childhood system of care as a preventive/early intervention strategy for supporting health outcomes, prevention of child abuse and neglect, and school readiness. As a result, early childhood best practices addressing those issues have been established. However, there is growing acknowledgement that if we are to have a lasting impact on children and families, we need to support families around workforce, financial resources, housing stability, and ensure their basic needs are met. Consistent with these findings, we are expanding our work to focus on eliminating the persistent inequities and disparities in our communities, particularly those impacted by poverty, which undeniably keeps children from reaching their optimal health and wellbeing.

**EQUITY STATEMENT**

Equity is just and fair inclusion into a community and society in which all, including all racial and ethnic groups, can participate, prosper, and reach their full potential. **Equity** means giving everyone what they need to be successful; in contrast, **equality** means treating everyone the same. Equity gives all children 0-5, families and communities the best opportunities in life despite historic patterns of racial and economic exclusion. In public policy, equity is operationalized by focusing programs and investments on the people and places that face the greatest barriers.

First 5 Alameda County is committed to promoting and operationalizing public policy that seeks to achieve equity. Specifically, F5AC intends to take an active role in the movement to eradicate poverty as a means to achieving our mandate that all children in Alameda County are born healthy and reach their full potential. This requires the strategic and creative use of our investments, programs, partnerships, engagement with parents and communities, and advocacy for policy and systems change.



**F5AC WILL ADVANCE OUR ROLE AS A CATALYST, COLLABORATOR, CAPACITY BUILDER AND POLICY ADVOCATE BY:**

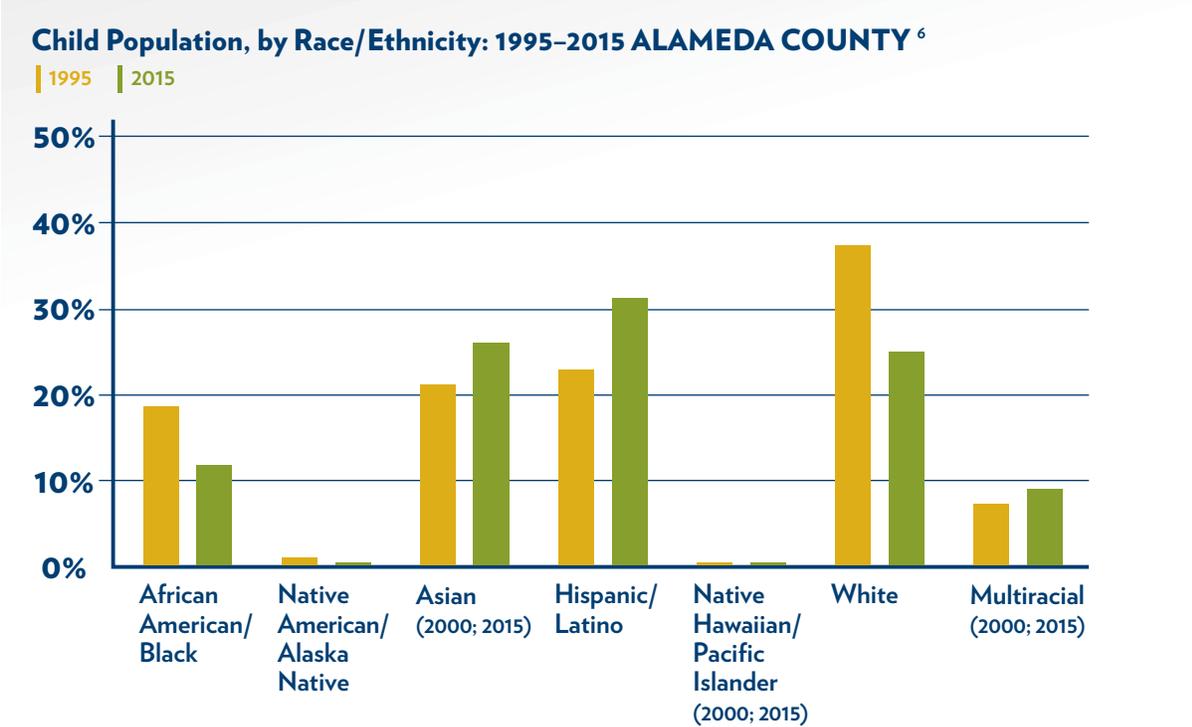
- ① Leading and participating in key initiatives in Alameda County and the state by serving as an intermediary and convener for local funders and stakeholders around early childhood policy, fund development and systems change.
- ② Supporting an integrated early childhood system of care that contributes to school readiness including family support, promotion of child development and early identification, and quality early care and education.
- ③ Supporting the sustainability of programs by seeking “matching funds” from county and community agencies to continue effective services F5AC has supported over the past 15 years. We will work with our partners to seek additional funding and/or realign existing funding to support programming and policy efforts.
- ④ Targeting our work by developing partnerships with neighborhoods and providing a variety of early childhood and two generation family supports. This may include cultivating parent leaders who will explore new ways to make their neighborhoods, both the built environment and services, child friendly.
- ⑤ Advocating for legislation and policy changes at the national, state and local level that lead to additional funding for the early childhood system of care and allows programs to go to scale. This could include advancing efforts for a local tax that supports early childhood efforts, developing a Pay for Success model, or other creative financing approaches that are long term and sustainable.
- ⑥ Infusing early childhood and family practices into those agencies and organizations beyond the early childhood field. This includes: faith based organizations, private business, criminal justice system, housing, city services and planning, school districts, workforce programs, and parks.
- ⑦ Investing in, piloting, and evaluating innovative approaches for supporting families that will advance the field as funding allows.
- ⑧ Working with partners to leverage all of the disparate data collection efforts, to support community wide benchmarks, common data collection, GIS mapping, policy and programmatic analyses, and to engage in collaborative evaluations to monitor short and long-term impact across the county and to identify gaps for future policy work.

Moving forward we will work hand in hand with F5AC commissioners and partners to assure that the services and supports established over the last 15 years will be sustained. Most importantly, making sure families have what they need to help their children succeed and live in healthy communities. The continued evolution of this work may require new ways of thinking, new resources, and better support for and recognition of the existing strengths and social capital in our neighborhoods.

# Working Together to Meet the County's Needs

As we present our 2017-2022 strategic plan, we recognize that although First 5 Alameda County's (F5AC) investments and resources are substantial, they are not adequate to meet the needs of our County's families and children. For example, one in seven children in Alameda County lives below the federal poverty line (24,300 for a family of 4), and for children of color that number is even greater<sup>1</sup>; it is estimated that less than half of children enter kindergarten ready<sup>2</sup>. To better support children's development, we seek to strengthen existing partnerships in the early childhood field, and forge new ones with public, private and non-profit sector entities, including those who may not see early childhood as a core part of their mission. Working together, we can build and sustain healthy, prosperous families and communities where all children can thrive.

## THE COUNTY'S CHILDREN



CHILD OUTCOMES

**44%** of Alameda County Children are **READY for KINDERGARTEN** in 2015 <sup>7</sup>



**25%**  
of African American  
and Latino boys

**34%**  
of Latina  
girls

**The Opportunity Gap for Children of Color <sup>8</sup>**

Our systems are largely failing children of color, so that by the time they reach kindergarten, only 25% of African American and Latino boys and 34% of Latina girls are assessed ready for school. Countywide, only 44% of all children are ready. F5AC is committed to working with partners to close the opportunity gap by preparing systems to better serve children of color, investing in them, their families, and their neighborhoods.

In 2015 the incidence of abuse and neglect of children 0-5 in Alameda County. <sup>9</sup>

SUBSTANTIATED ALLEGATIONS:  
**3.8 PER 1000** CHILDREN

ALLEGATIONS:  
**29.4 PER 1000** CHILDREN

FINANCIAL REALITIES OF FAMILIES

In 2014 the US Census 5 year estimate finds that

**≈18,000** CHILDREN UNDER 6 YEARS OF AGE IN ALAMEDA COUNTY LIVE BELOW THE FEDERAL POVERTY LEVEL. <sup>10</sup>

**≈16% (1 in 7)** OF ALL CHILDREN UNDER THE AGE OF 6.

**The Gaps**

2014 CA-ALAMEDA COUNTY SELF-SUFFICIENCY STANDARD:<sup>11</sup>  
The amount of income families need to meet basic needs

**\$81,726** 2 ADULTS AND 2 PRESCHOOLERS

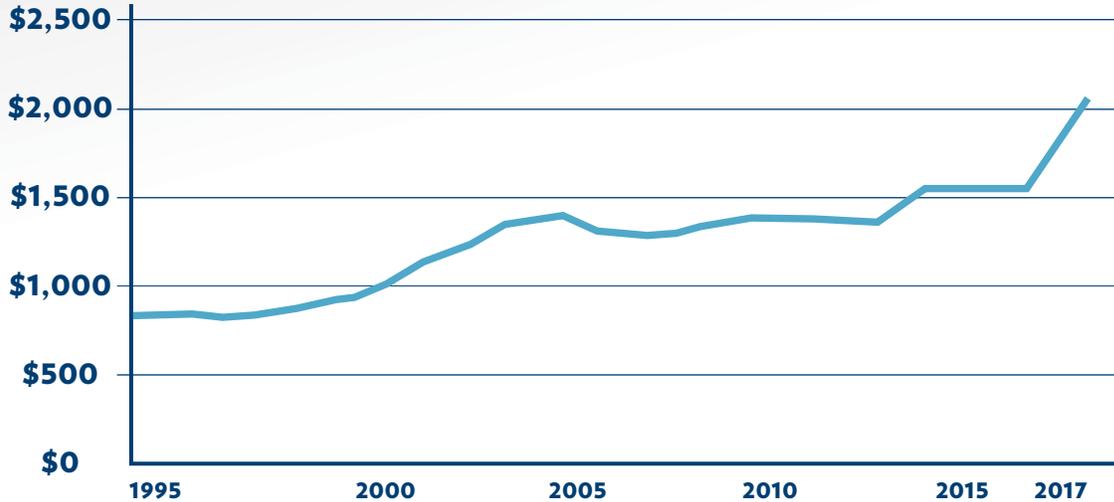


**\$24,300**<sup>12</sup> 2016 FEDERAL POVERTY LEVEL FOR A FAMILY OF 4

**\$41,600**<sup>13</sup> 2 FULL TIME WORKERS AT 2016 CA MINIMUM WAGE

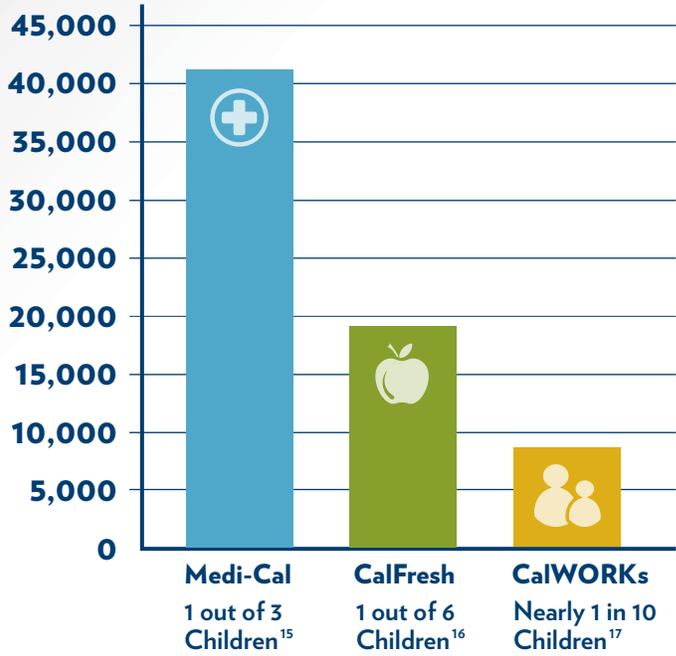
FINANCIAL REALITIES OF FAMILIES CONTINUED

Fair Market Rent for 2-Bedroom in Alameda County<sup>14</sup>



Public Benefits Enrollment

NUMBER OF CHILDREN 0-6 RECEIVING BENEFITS IN ALAMEDA COUNTY JULY 2016  
115,012 total

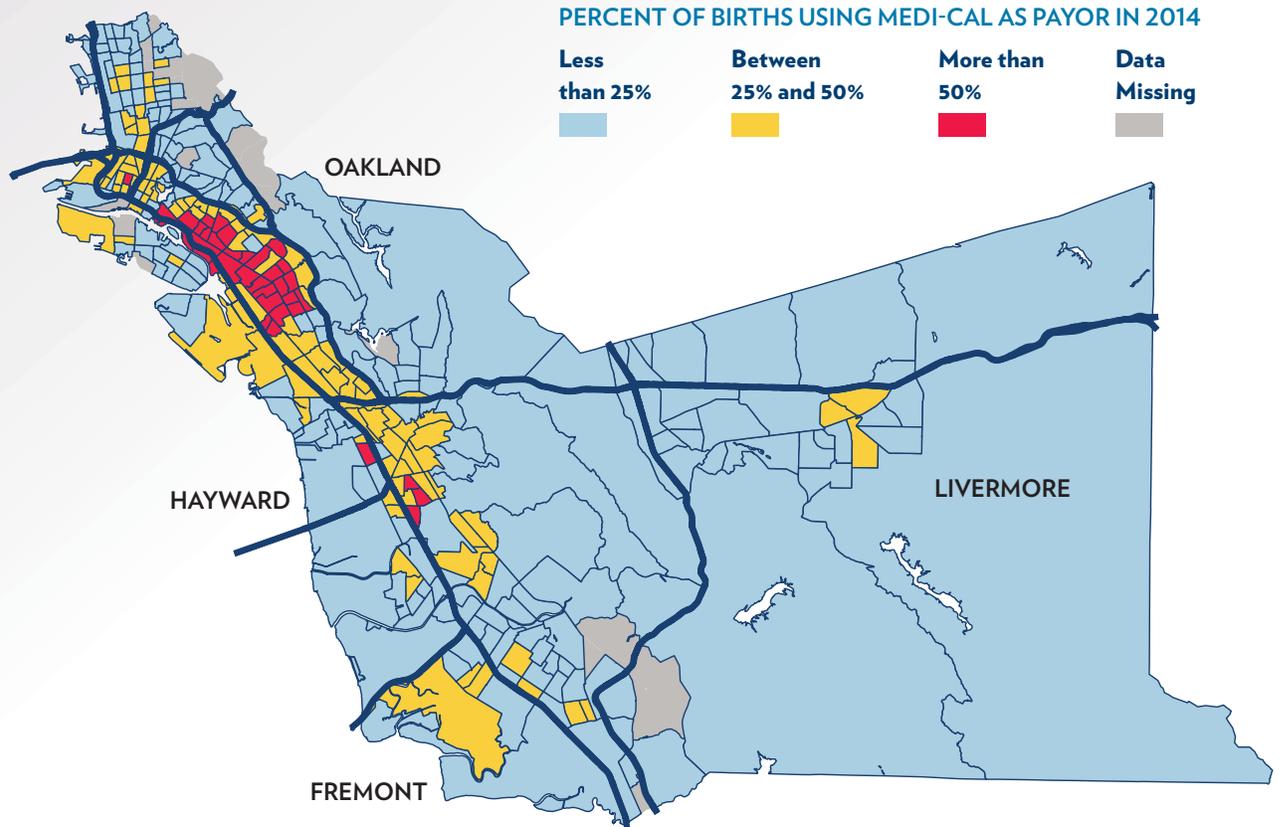


Number of Children 0-4 Eligible for Subsidized Childcare<sup>18</sup>



COUNTY BIRTHS<sup>19</sup>

**Children Born Into Families With Low Incomes**  
ALAMEDA COUNTY 2014



<b>Total Births in 2014</b>	<b>19,600</b>	
Births that use Medi-Cal as payor	<b>5,070</b>	<b>26%</b>
Babies born with low birth weights	<b>1,668</b>	<b>9%</b>
Babies born to teen-aged mothers	<b>569</b>	<b>3%</b>
Average age of mother	<b>31 years old</b>	

**Over the Last Five Years:**

- 52% decline in births to teen-aged mothers
- 20% decline in births to mothers younger than 30
- 11% increase in births to mothers older than 30

**RACE/ETHNICITY OF MOTHERS WHO GAVE BIRTH IN 2014**

ALAMEDA COUNTY 2014

MOTHER'S RACE OR ETHNICITY	PERCENT OF ALL BIRTHS	PERCENT OF MOTHERS BY RACE OR ETHNICITY WHO HAVE LOW BIRTH WEIGHT BABIES
African-American	10%	11%
American Indian and Alaska Native	0%	4%
Asian/Pacific Islander	33%	8%
Hispanic/Latino	33%	7%
White	24%	4%
Withheld	1%	5%

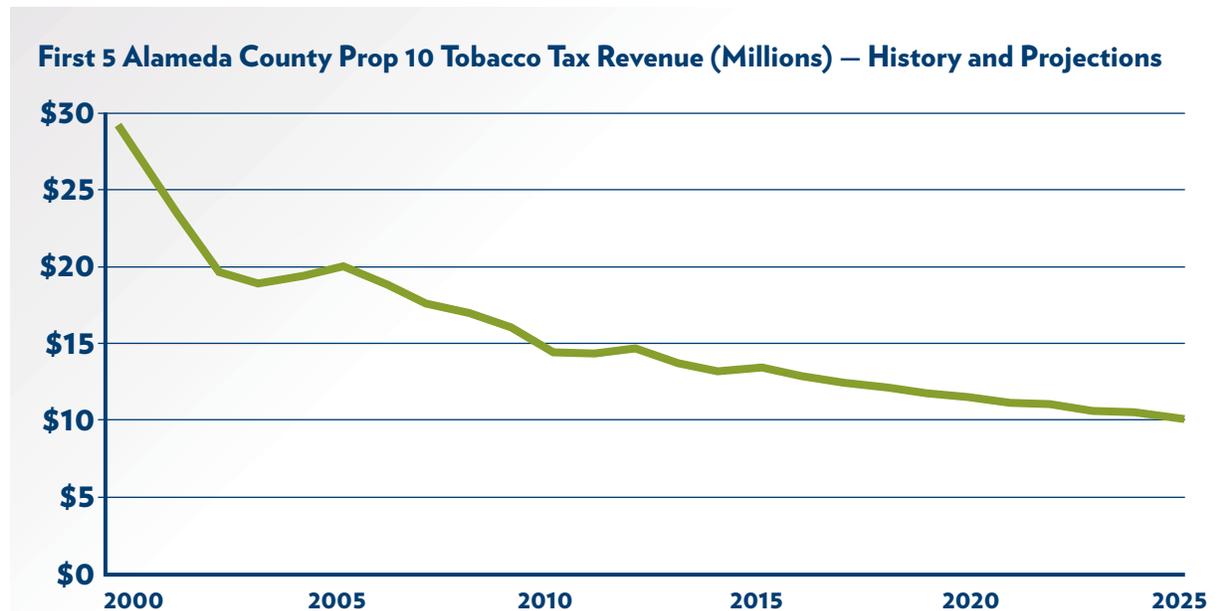
NOTE: Race and ethnicity does not identify where mother reports multiple races. Hispanic/Latina ethnicity is considered a race for purpose of this table.

## Sustainability Plan

The sustainability of systems and supports provided through First 5 Alameda County (F5AC) investments for the wellbeing of children and families in Alameda County is a priority. Future annual allocations are expected to continue to decline at an annual rate of three percent. To date, the F5AC commission has managed declining fiscal resources through the establishment and use of a sustainability fund, leveraging of federal and state dollars, and foundation funding. A financial chart, included below, illustrates the Prop 10 fiscal landscape since 2000 and projections for the next 10 years. In this strategic plan, F5AC is starting with an annual Prop 10 allocation of \$12.1 million, which is expected to decline to \$10 million by 2025.

Given our fiscal reality, in this strategic plan we reduced funding for some direct services operated and funded by F5AC. The reduced revenue forecast also gave us an opportunity to assess investment approaches and impact given our resource constraints. As a result we are choosing to enhance our policy and system change capacity, while also evolving our approach to family and child programming in an effort to more effectively address the complex needs of children and families living in poverty. Keeping with our vision, the latter will allow us to further invest in a broad range of parent engagement and support strategies led by parents and community members. In that spirit, we are building investments in new areas (e.g. Neighborhoods Ready for School, Policy and Evaluation, Parent Engagement/Parent Support).

F5AC will continue to work with other county leaders and partners to proactively pursue new opportunities to obtain or leverage resources that support the early childhood system in Alameda County. These resources may fund F5AC or other partners, which would help institutionalize early childhood programs among community agencies.



## Planning Process

This strategic plan is a blueprint that First 5 Alameda County (F5AC) will use to develop a detailed implementation plan. The planning process was completed using Results Based Accountability (RBA). RBA is a widely accepted and practiced method to plan and measure the effectiveness and impact of programs, service systems, and population-level interventions. RBA is simple, concrete, and creates a common language so that everyone can contribute. RBA is powerful because it starts with the “ends”, the result or goal we wish to achieve, and works backwards towards the “means”.

### THE PLAN WAS DEVELOPED THROUGH A COMPREHENSIVE 10 MONTH PARTICIPATORY PROCESS THAT ENGAGED:

- **Community partners and stakeholders**
  - + F5AC sent a survey to over 2,200 community partners, and received over 400 responses.
  - + F5AC conducted over 20 in-depth interviews with policy leaders to identify needs in the community
- **F5AC Commissioners**
- **F5AC staff, supervisors, managers and leadership**
- **Parents**
  - + Three parent focus groups were conducted:
    - Help Me Grow Parent Advisory Committee members
    - Alameda County Early Childhood Policy Committee parent leaders
    - Fathers Corps providers/fathers

#### TOP THEMES ACROSS STAKEHOLDER INPUT<sup>20</sup>

- Access to childcare/ cost of quality childcare
- Lack of affordable housing/ high cost of living /financial stress
- Access to more peer support, leadership and engagement opportunities
- Access to resources about early childhood development and school readiness

For a full summary of stakeholder feedback, see [www.first5alameda.org](http://www.first5alameda.org)

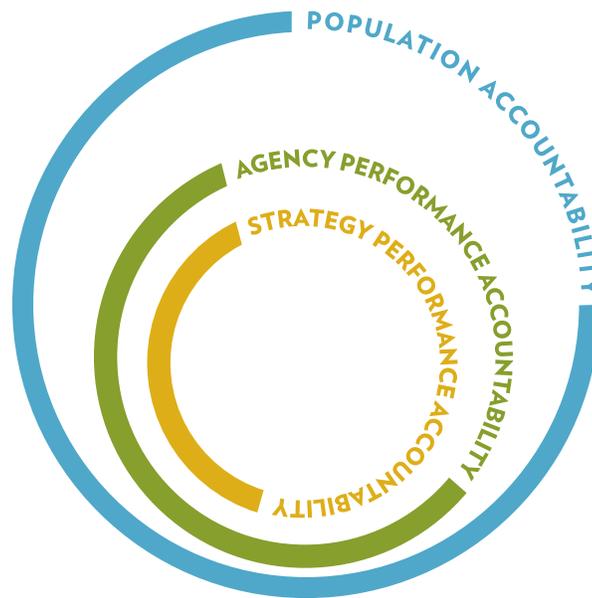
We also leveraged the research and data of public systems partners and elected officials, and incorporated learning from F5AC’s own evaluations and data. A data development and measurement plan will monitor the performance of F5AC investments to ensure accountability and achievement of goals.

## Measuring Success

First 5 Alameda County (F5AC) has a responsibility to all children 0-5 and their families in Alameda County. Many of our efforts are universal, such as improving the systems that serve children and families, something done with collaborative partners. With limited Prop 10 dollars, we need to distinguish our accountability to the children and families we directly touch through our programs and investments from that of the entire county's early childhood population. Results Based Accountability helps us to see how F5AC programs and funded partners all contribute to the population-level goals:

### RESULTS BASED ACCOUNTABILITY

helps us separate **POPULATION ACCOUNTABILITY**, the wellbeing of whole populations, from Performance Accountability, the wellbeing of client populations for programs, agencies, and service systems. At F5AC, we distinguished **AGENCY** performance accountability and **STRATEGY** performance accountability.



### RBA METHOD FOR IDENTIFYING PERFORMANCE MEASURES

All performance measures fall in to three categories:

- How much do we do?
- How well do we do it?
- Is anyone better off?

Performance measures were then refined and prioritized:

**Headline Measures** are the most important measures for which we currently have good data.

**Data Development Agenda** are the important measures for which we need to obtain good data.

## Population-Level Impact

**CHILDREN ARE READY FOR KINDERGARTEN, AND CAN LATER ACHIEVE SUCCESS IN THE THIRD GRADE.**

**WE MEASURE THE SUCCESS OF THIS COUNTY WIDE EFFORT WITH THE FOLLOWING POPULATION-LEVEL BASELINE INDICATOR:**

In 2015, 44% of children at 47 schools across Alameda County were fully ready for kindergarten.<sup>21</sup>

### STORY BEHIND THE DATA

Kindergarten readiness is a predictor of long-term health and wellbeing outcomes, as well as higher education attainment and economic stability. Being ready for kindergarten is more than knowing letters and numbers. It is comprised of readiness in all 4 Building Blocks: 1) Kindergarten Academics (letters, numbers, shapes), 2) Self-Regulation (follows directions, plays cooperatively), 3) Social Expression (expresses empathy, needs, curiosity), 4) Motor Skills (coordination and fine motor skills like use of a pencil).<sup>22</sup>

The 2015 School Readiness Assessment, funded and supported by F5AC in partnership with the Alameda County Interagency Children’s Policy Council and Applied Survey Research (ASR), revealed that access to preschool or early education experiences, parent engagement, family socioeconomic status, health and adequate nutrition, and stable housing are all factors that contribute to kindergarten readiness. The report also showed that boys, African American and Latino children, children with special needs and English Learner families are less likely than their peers to be ready for kindergarten. F5AC is committed to preparing systems to better serve these children, their families, and their neighborhoods in an effort to “turn the curve” on kindergarten readiness in our County.



### PARTNERS WHO HAVE A ROLE TO PLAY IN OUR POPULATION LEVEL EFFORTS:

- Businesses and Financial Institutions
- Community Based Organizations
- Child Care Providers and Settings
- Cultural Institutions
- Faith Based Organizations
- Families/Caregivers
- Family, Friend and Neighbor care
- Foundations/Funders
- Medical Field
- Neighborhood Partners
- Policy Makers
- Public Safety
- Public Systems (City and County)
- School Districts



## Population-Level Impact

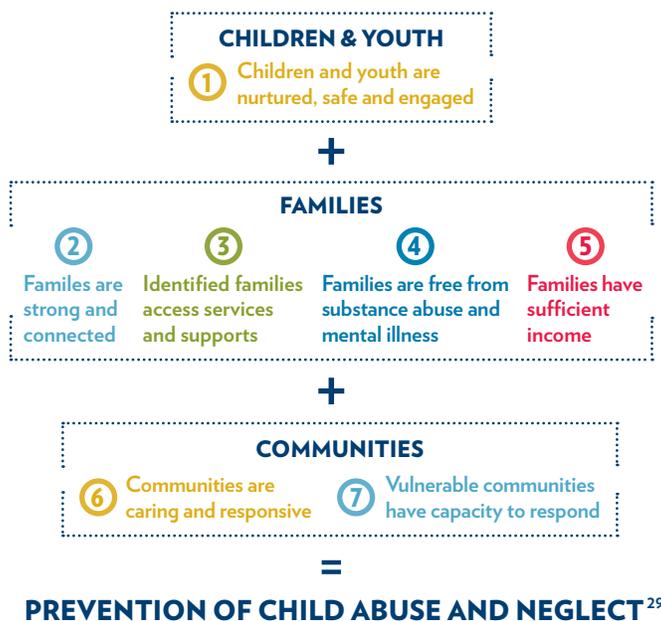
### CHILDREN ARE FREE FROM ABUSE AND NEGLECT.

#### WE MEASURE THE SUCCESS OF THESE COUNTY-WIDE EFFORTS WITH THE FOLLOWING POPULATION-LEVEL BASELINE INDICATOR

In 2015, the incidence of substantiated allegations of abuse and neglect per 1000 children 0-5 in Alameda County is 3.8; the incidence of allegations is 29.4<sup>24</sup>

#### STORY BEHIND THE DATA

Scientific breakthroughs in the past 15 years have deepened our understanding of the negative long-term effects of toxic stress, such as abuse, neglect, exposure to violence, and the accumulated burdens of family economic hardship on a child’s developing brain and body.<sup>25</sup> This is supported by data on a national level that shows children with a family income below 75% of the official poverty level are at greater risk of maltreatment than children from families with higher incomes.<sup>26</sup> Within Alameda County, children ages 0-5 whose births were covered by public insurance were at a greater risk of substantiations of child abuse and neglect than those whose births were paid for by private insurance.<sup>27</sup> This reality is compounded by the fact that abuse and neglect rates for children ages 0-1 are much higher in Alameda County than for older children (8.6 out of 1000 substantiated cases of abuse/neglect, and 36.9 out of 1000 allegations).<sup>28</sup> For these reasons, we must continue to evolve the early childhood system of care to support new or expectant parents by assisting them with basic needs, knowledge of child development and social connections.



#### TO “TURN THE CURVE” ON OUR POPULATION RESULTS, F5AC PARTICIPATES IN THE FOLLOWING EXISTING COLLABORATIVES:

- Alameda County Birth to Eight Initiative
- Alameda County Committee on Children with Special Needs
- Alameda County Early Childhood Policy Committee
- Alameda County Fathers Corp\*
- Alameda County Home Visiting Program
- Alameda County Interagency Children’s Policy Council
- Alameda County Public Health Department Building Blocks Collaborative
- Alameda County Touchpoints Collaborative\*
- Alameda County Trauma Informed Care Collaborative
- All-In Alameda County
- Bay Area Quality Early Learning Partnership
- Byrne Criminal Justice Innovation Grant
- CA-QRIS State Consortium
- Castlemont Prenatal to 8 Collective Impact Initiative
- Center for the Study of Social Policy’s EC LINC Project
- Deputy Sheriff’s Activities League
- Early Childhood Mental Health Community Meeting
- First 5 State Association
- Havenscourt Healthy Community Collaborative
- Hayward Promise Neighborhood
- Help Me Grow Alameda County\*
- Help Me Grow California
- Help Me Grow National Network
- Learning Communities\* (Shelter Learning, Strengthening Families, Early Childhood Mental Health Consultation, Neighborhood Partnership)
- My Brother’s Keeper
- Oakland Achieves Partnership
- Oakland Joint Power Authority
- Oakland Promise/Brilliant Baby
- Oakland Reads
- Oakland Starting Smart and Strong
- Oakland Thrives Leadership Council
- Oakland-Alameda County Alliance for Boys and Men of Color
- Quality Counts\*
- Talking is Teaching: Talk Read Sing
- Union City Kid’s Zone

\*indicates a collaborative that F5AC leads

## Agency-Level Results

Our Agency-Level Results and Headline Measures articulate First 5 Alameda County’s unique role and responsibility. They serve as our guideposts for what we want to achieve, how we will measure our progress, and continuously improve upon our efforts.

We are using existing data as a proxy for each Headline Measure. We will refine and develop data collection methods that will allow us to gauge our success.

**AGENCY RESULT 1:** F5AC programs and investments support and strengthen parents/primary caregivers, families, and neighborhoods to create environments and relationships where children thrive.

**HEADLINE MEASURE 1:** % of Families touched by F5AC programs and investments who have what they need to support their child’s growth and wellbeing

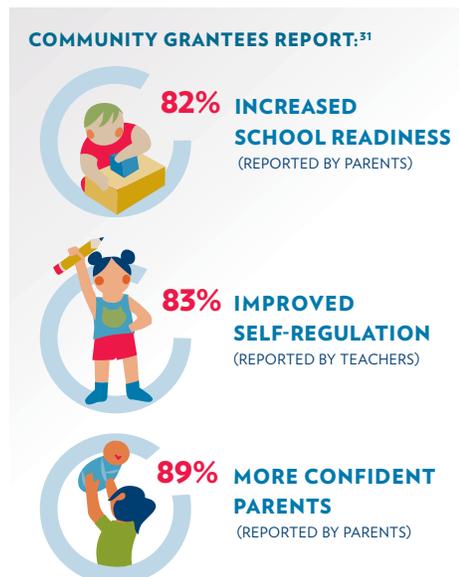
We know that addressing the needs of parents and caretakers improves children’s outcomes; paying particular attention to populations or neighborhoods experiencing long-term disinvestment can have a big impact on the wellbeing of families.



**AGENCY RESULT 2:** F5AC programs and investments increase access and opportunity, particularly for children living in poverty, to quality early experiences that prepare children for school and help them reach their optimal developmental outcomes.

**HEADLINE MEASURE 2:** % of children touched by F5AC programs and investments ready for kindergarten

We know that there are deep disparities in readiness stemming from poverty, systemic racism and disinvestment manifesting in unequal opportunities for early learning and development that prepare children for school. Our work is to address those inequities and disparities by giving children, particularly those living in poverty, early life experiences that set them on a trajectory for success, and supporting conditions where they can thrive.



**HEADLINE MEASURE 3:** % of children with concerns touched by F5AC programs and investments who demonstrate better health and development outcomes

We know that early intervention can make a world of difference. We also know that a child’s overall wellbeing can impact their development, and thus we are using a broad definition of concern to include hunger, housing insecurity,





and exposure to violence, among other risk factors.

**AGENCY RESULT 3:** F5AC programs, investments, and policy advocacy support a system of care that is coordinated, accessible, and responsive, delivered by knowledgeable and caring providers.

**HEADLINE MEASURE 4:** % of providers that increase their capacity to deliver best or promising practices

We know that cultivating an early childhood workforce of providers who represent the communities they serve will strengthen the overall field. F5AC is committed to capacity building and creating space for professional development so that providers have the knowledge, tools, and support to deliver the utmost in quality.

**HEADLINE MEASURE 5:** # of local policy and administrative changes made to support early childhood via First 5 programs and investments

Prop 10 resources are limited to meet the needs of children and families in our community. Therefore, we are committed to ensuring that existing resources are directed to programs and investments that have the greatest impact, addressing systems barriers for families, and increasing funding for early childhood.

**TRAINING**<sup>33</sup>



**1,300**  
CONTINUING EDUCATION  
UNITS ISSUED

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**ALAMEDA COUNTY FATHERS CORPS**<sup>34</sup>



DEVELOPED A SET OF FATHER FRIENDLY PRINCIPLES ADOPTED BY THE ALAMEDA COUNTY BOARD OF SUPERVISORS.

## PROGRAMS AND INVESTMENTS

### PARENT ENGAGEMENT / PARENT SUPPORT



Provide a continuum of parent engagement and supports in line with Strengthening Families Protective factors, and inclusive of parent leadership. This includes outreach and support of Alameda County Public Health Department’s home visiting programs, and referrals to other programs and services for families.

Prop 10 Investments	2017/18	2018/19	2019/20	2020/21	2021/22
	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000

### EARLY IDENTIFICATION



Support parents and caregivers in accessing resources that will improve their child’s development. Increase parent and provider knowledge of child development.

Prop 10 Investments	2017/18	2018/19	2019/20	2020/21	2021/22
	\$1,300,000	\$1,300,000	\$1,300,000	\$1,300,000	\$1,300,000

### QUALITY EARLY CHILDHOOD EDUCATION



Build the capacity of providers and childcare sites through rating, coaching and professional development to increase the quality of early childhood education programs. Provide information for consumers about childcare quality.

Prop 10 Investments	2017/18	2018/19	2019/20	2020/21	2021/22
	\$2,000,000	\$2,000,000	\$1,500,000	\$1,500,000	\$1,500,000

### FATHERHOOD



Incorporate Father Friendly Principles into all programs, and F5AC’s policy platform. Collaborate with public systems to improve the experiences and representation of men and fathers. This strategy is a “through line” and will be highlighted in all our strategies.

Prop 10 Investments	2017/18	2018/19	2019/20	2020/21	2021/22
	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000

### NEIGHBORHOODS READY FOR SCHOOL



Investment in neighborhoods with the highest need in service of families and community. The intention is not to “adopt” specific neighborhoods, but rather to support neighborhood-based, resident-led strategies, and link with other neighborhood efforts.

Prop 10 Investments	2017/18	2018/19	2019/20	2020/21	2021/22
	\$2,500,000	\$2,500,000	\$3,500,000	\$3,500,000	\$3,500,000

### INNOVATION



Broaden the landscape of early childhood support with new partners, and seed program or systems connectivity as proof of concept for policy change and/or sustained funding.

Prop 10 Investments	2017/18	2018/19	2019/20	2020/21	2021/22
	\$500,000	\$500,000	\$200,000	\$200,000	\$200,000

# CAPACITY BUILDING AND SUSTAINABILITY

## POLICY, PLANNING, AND EVALUATION



Focus on local policy and systems change in order to bring proven programs and practices to scale. Support an early childhood system of care that is a network of coordinated and responsive organizations that improve outcomes for children age 0–5.

Prop 10 Investments	2017/18	2018/19	2019/20	2020/21	2021/22
	\$2,100,000	\$2,100,000	\$2,100,000	\$2,100,000	\$2,100,000

## TRAINING AND CAPACITY BUILDING



Continue to serve as a “go to” staff training resource for community partners for topics relevant to supporting families with children ages 0-5. Develop trainings that complement F5AC priorities.

Prop 10 Investments	2017/18	2018/19	2019/20	2020/21	2021/22
	\$700,000	\$700,000	\$700,000	\$700,000	\$700,000

## COMMUNICATIONS



Develop campaign strategies that align with F5AC priorities.

Prop 10 Investments	2017/18	2018/19	2019/20	2020/21	2021/22
	\$350,000	\$350,000	\$400,000	\$400,000	\$400,000

## ADMINISTRATION, INFORMATION & TECHNOLOGY



Upgrade technology to support staff and partner business functions, data tracking and performance management. Efficiently and effectively manage F5AC resources (financial, human and technology to enhance productivity and impact.)

Prop 10 Investments	2017/18	2018/19	2019/20	2020/21	2021/22
	\$3,000,000	\$3,000,000	\$3,200,000	\$3,200,000	\$3,200,000

## COVID-19 COMMUNITY RESILIENCE FUND



Provide resources in partnership with public agencies, philanthropy, community leaders, and families, in support of a countywide response to COVID-19.

Prop 10 Investments	2019/20	2020/21
	\$1,000,000	\$2,000,000

## How We Will Achieve Our Agency Results

Our strategies were selected based on what we know about best practices, community, and staff input. They are the levers to achieve our agency level results. We are committed to coordinating and connecting strategies across our agency to increase impact and efficiently use our resources.

### PROGRAMS AND INVESTMENTS



#### PARENT ENGAGEMENT AND SUPPORT

Provide a continuum of parent engagement and supports in line with Strengthening Families Protective Factors, and inclusive of parent leadership. Provide outreach for Alameda County Public Health Department's home visiting programs, and referrals to other programs and supports for families.

#### APPROACH

- Continue support of Alameda County Department of Public Health in home visiting outreach efforts.
- Explore options to support linkage and navigation to community supports upon discharge from intensive home visiting programs.
- Engage in a cross agency effort to identify ways to more efficiently and effectively outreach to parents.
- Provide or invest in early childhood education and training programs for parents.
- Invest in parent engagement and leadership opportunities, particularly in disinvested neighborhoods.



#### Priority Strategy Performance Measure(s)

The following measures will be used to measure the success of Parent Engagement and Support, and aggregate to our broader Agency Headline Measures.

- % of families who have what they need to support their child's growth and wellbeing
- % of children ready for kindergarten\*

#### Additional measures that Parent Engagement and Support may use to tell the story of performance:

- ▶ # of families enrolled in home visiting through direct outreach
- ▶ % of children reached through new referral partners
- ▶ % of agencies that adopt and implement parent engagement principles
- ▶ % of parents who report being supported and respected
- ▶ % of participants who successfully enrolled in at least one support program (including public benefits)\*
- ▶ # of parents with leadership and advocacy skills and the opportunities to use them\*
- ▶ % of children with concerns touched by F5AC programs and investments who demonstrate better health and development outcomes\*

\*indicates Data Development Agenda item



**EARLY IDENTIFICATION**

Support parents and caregivers in accessing resources that will improve their child’s development. Increase parent and provider knowledge of child development.

**APPROACH**

- Engage in a cross-agency effort to increase outreach to targeted populations.
- Increase early identification of concerns that impact children’s development and school readiness.
- Support parents and caregivers in accessing resources, and increase parent knowledge of child development.
- Broaden the scope of screening and linkage to include factors other than developmental and socioemotional, including basic needs.
- Work with partners and policy makers to improve the effectiveness of referrals and transitions.
- Engage in evaluation efforts to determine whether families are “better off” as a result of F5AC’s investment in this strategy.
- Plan for the sustainability of Early Identification (Early ID) and Help Me Grow.



**Priority Strategy Performance Measure(s)**

The following measures will be used to measure the success of Early ID, and aggregate to our broader Agency Headline Measures.

- % of families who have what they need to support their child’s growth and wellbeing\*
- % of children served by Help Me Grow who have developmental improvements\*
- % of providers sustaining Early ID efforts without funded Technical Assistance

**Additional measures that Early ID may use to tell the story of performance:**

- ▶ % of providers with increased ability to support families with their child development concerns\*
- ▶ % of families linked to services by Help Me Grow
- ▶ % of families who would recommend Help Me Grow
- ▶ % of providers with increased ability to connect or refer children and families to HMG services
- ▶ % of children with concerns touched by F5AC programs and investments who demonstrate better health and development outcomes\*

\*indicates a Data Development Agenda item



**QUALITY EARLY CARE AND EDUCATION (ECE)**

Build the capacity of providers and childcare sites through rating, coaching and professional development to increase the quality of early childhood education programs. Provide information for consumers about childcare quality.

**APPROACH**

- Provide core infrastructure support to the Quality Rating and Improvement System (QRIS).
- Ensure that service commitments to IMPACT (First 5 California funding) and the California State Preschool Program (CSPP) Block Grant are fulfilled, and that the county maintains readiness for additional funding opportunities.
- Develop “lighter touch” quality improvement models including focusing efforts on family child care cohorts and using the (Center on the Social Emotional Foundations in Early Learning) CSEFEL.
- Pursue balance between a relationship-based, client-driven best practice coaching model and a service package that is affordable and sustainable.

**Priority Strategy Performance Measure(s)**

The following measures will be used to measure the success of Quality ECE, and aggregate to our broader Agency Headline Measures.

- % of programs with improved teacher/child interactions or ECE environments
- % of children ready for kindergarten\*

**Additional measures that Quality ECE may use to tell the story of performance:**

- ▶ % of providers who report they received what they needed to improve their practice\*
- ▶ % of sites that remain high quality over time
- ▶ # of children expelled \*
- ▶ % of sites that move from low quality to high quality

\*indicates Data Development Agenda item





## FATHERHOOD

Incorporate fatherhood and Father Friendly Principles into all programs, and F5AC’s policy platform. Collaborate with public systems to improve the experiences and representation of men and fathers. This strategy is a “through line” and will be highlighted in all our strategies.

### APPROACH

- Sustain role as a convener and capacity builder for the Alameda County Father’s Corps in partnership with Alameda County Health Care Services Agency and Alameda County Social Services Agency.
- Expand to provide broad capacity building support for public agency partners and community based organizations.
- Develop a coordinated Fatherhood County Plan that aligns with the efforts of Boys and Men of Color (BMOC), My Brother’s Keeper (MBK) and other collaborations.
- Create a Fatherhood Policy Platform that links to the broader F5AC policy platform.



### Priority Strategy Performance Measure(s)

The following measures will be used to measure the success of Fatherhood, and aggregate to our broader Agency Headline Measures.

- # of school boards, city councils, or other public and community based entities engaged by F5AC who have implemented components of the fatherhood policy platform
- % of fathers who have what they need to support their child’s growth and wellbeing\*

### Additional measures that Fatherhood may use to tell the story of performance:

- ▶ # of new father-specific services or programs
- ▶ % of agencies improving their relationships and engagement with fathers
- ▶ % of fathers reporting increased engagement with their children\*
- ▶ % increase in men employed at F5 and by partners\*

\*indicates Data Development Agenda item



### NEIGHBORHOODS READY FOR SCHOOL

Investment in neighborhoods with the highest need in service of families and community. The intention is not to “adopt” specific neighborhoods, but rather to support neighborhood-based, resident-led strategies, and link with other neighborhood efforts.

#### APPROACH

- Promote and strengthen individual, family and neighborhood protective factors through increasing social connections, community capacity building and access to needed services.
- Establish partners for this strategy through a Request for Proposals process with capacity building provided to small organizations.
- Develop funding strategies which may include:
  - + Capital Investment
  - + Outreach and Engagement
  - + Coordination and Service Integration
  - + Family, Friend and Neighbor Supports
- Determine the funding eligibility requirements for organizations and neighborhoods



#### Priority Strategy Performance Measure(s)

The following measures will be used to measure the success of Neighborhoods Ready for School, and aggregate to our broader Agency Headline Measures.

- % of children who are ready or on track for kindergarten within a neighborhood\*
- % of families who report they have what they need to support their child’s growth and wellbeing\*

#### Additional measures that Neighborhoods Ready for School may use to tell the story of performance:

- ▶ % of providers who report being better able to serve families with children 0-5
- ▶ # of parents/caregivers with leadership and advocacy skills and the opportunities to use them
- ▶ % of parents/caregivers enrolled in at least one support program or service
- ▶ % of parents/caregivers who improve their financial wellbeing
- ▶ % of children with concerns touched by F5AC programs and investments who demonstrate better health and development outcomes\*

\*indicates Data Development Agenda item



**INNOVATION**

Broaden the landscape of early childhood support with new partners, and seed program or systems connectivity as proof of concept for policy change and/or sustained funding.

**APPROACH**

- Develop new relationships with organizations, businesses and public agencies not typically considered part of the early childhood community with the intention of developing new and innovative ideas to address the needs of families with young children.
- Encourage and support new and innovative ideas with temporary seed funding.
- Ensure that new ideas and concepts are tracked with appropriate levels of data collection and evaluation to determine their ability to be sustained and replicated.
- Develop sustainability plans for programs showing positive results.

**Priority Strategy Performance Measure(s)**

The following measures will be used to measure the success of Innovation, and aggregate to our broader Agency Headline Measures.

- ▶ % of new partners who commit to working on 0-5 issues
- ▶ % of innovations replicated by F5 and providers
- ▶ % of innovation efforts that contribute to/expand our understanding/knowledge of the EC field\*

\*indicates Data Development Agenda item



## CAPACITY BUILDING & SUSTAINABILITY



### POLICY, PLANNING, AND EVALUATION

Focus on local policy and systems change in order to bring proven programs and practices to scale. Support an early childhood system of care that is a network of coordinated and responsive organizations that improve outcomes for children age 0–5. The policy approach will include an evaluation plan and a clear and consistent communications effort.

#### APPROACH

- Develop a local policy agenda aligned with F5AC programs and priorities around the following issues:
  - + School Readiness
  - + Child Development
  - + Family Supports
  - + Child Friendly Neighborhoods
- Work with school boards, city councils, public systems, philanthropy, faith based organizations, non-profits, and businesses to further the local policy agenda and leverage additional resources.
- Partner with parents, neighborhood associations, and base building organizations as allies in policy change.
- Partner with the First 5 Association on State and Federal legislative efforts to align with local agenda.
- Develop data sharing partnerships with other agencies.

#### Priority Strategy Performance Measure(s)

The following measures will be used to measure the success of Policy and Evaluation, and aggregate to our broader Agency Headline Measures.

- # of public agencies with increased investments in school readiness
- # of agencies that make administrative, policy, and practice changes consistent with First 5’s policy priorities

#### Additional measures that Policy and Evaluation may use to tell the story of performance:

- ▶ # of partners working with F5AC on policy and systems change
- ▶ # of evaluations and data analysis contributing to policy change and informing practice\*
- ▶ # of new external dollars invested in F5AC programs, priorities & strategies across systems\*
- ▶ % of internal First 5 staff using tools from Results Based Accountability

\*indicates Data Development Agenda item





## TRAINING & CAPACITY BUILDING

Continue to serve as a “go to” training resource for community partners for topics relevant to supporting families with children ages 0-5. Develop trainings, offer technical assistance, and build capacity around content and process that complements F5AC priorities.

### APPROACH

- Develop a plan that includes integration with other F5AC programs and strategies that includes:
  - + Learning Communities
  - + Workforce Development
  - + Parenting
  - + Capacity building for the Neighborhoods Ready for School and Parent Engagement/ Support strategies
  - + Core trainings for the early childhood field
- Take Training “on the road” to community based organizations and public agencies.



### Priority Strategy Performance Measure(s)

The following measures will be used to measure the success of Training, and aggregate to our broader Agency Headline Measures.

- % of participants that report an increase in skills and knowledge that enable them to deliver best or promising practices
- % of participants who implement best or promising practices as a result of training\*

### Additional measures that Training may use to tell the story of performance:

- ▶ # of participants by demographic (race, gender, neighborhood, sector, etc.)\*
- ▶ % of participants who report their learning goals were met
- ▶ % of participants reporting an increase in knowledge of community resources
- ▶ % of attendees who increase their expertise and career opportunities as a result of training\*
- ▶ % of staff and partners who rate internal service delivery as high\*

\*indicates Data Development Agenda item



## COMMUNICATIONS

Develop communications campaign strategies that align with F5AC priorities.

### APPROACH

- Develop a communications plan that is aligned with F5 programs and strategies, especially highlighting our policy agenda and evaluation results.
- Participate in larger communication campaigns that further our message with collaborative partners, First 5 Alameda County Association and others when appropriate.



### Priority Strategy Performance Measure(s)

The following measures will be used to measure the success of Communications, and aggregate to our broader Agency Headline Measures.

- % of target audience that took action as a result of communication efforts\*

### Additional measures that Communications may use to tell the story of performance:

- ▶ # of evaluations and data analysis contributing to policy change and informing practice\*
- ▶ #/% of website visitors reporting they found the information they needed\*
- ▶ % of staff and partners who rate internal service delivery as high\*
- ▶ % of target audience that increased knowledge as a result of communication efforts\*

\*indicates Data Development Agenda item



**ADMINISTRATION, INFORMATION & TECHNOLOGY**

Upgrade technology to support staff and partner business functions, data tracking and performance management. Efficiently and effectively manage F5AC resources (financial, human and technology) to enhance productivity and impact.

**APPROACH**

- Expand and update systems to build capacity for cross data systems exchange of information.
- Expand data system agility and responsiveness.
- Improve staff and partner performance, satisfaction and productivity.
- Update electronic data sharing confidentiality and privacy practices.



**Priority Strategy Performance Measure(s)** The following measures will be used to measure the success of Administration, Information & Technology, and aggregate to our broader Agency Headline Measures.

- F5AC effectively and responsibly manages finances in order to fulfill the strategic plan goals

**Additional measures that Administration, Information & Technology may use to tell the story of performance:**

- ▶ % of F5AC staff who attend professional development trainings
- ▶ Staff retention rate\*
- ▶ % of F5AC staff and partners who rate data systems as effective
- ▶ % of staff and partners who rate internal service delivery as high\*

\*indicates Data Development Agenda item

## Fitting It all Together

### POPULATION LEVEL RESULTS AND INDICATORS

#### 1) CHILDREN ARE READY FOR KINDERGARTEN – 3RD GRADE SUCCESS

Indicator: In 2015, 44 % of children at 47 schools across Alameda County were fully ready for kindergarten

#### 2) CHILDREN ARE FREE FROM ABUSE AND NEGLECT

Indicator: In 2015, the incidence of substantiated allegations of abuse and neglect per 1000 children 0-5 in Alameda County is 3.8; the incidence of allegations is 29.4

### AGENCY LEVEL RESULTS AND HEADLINE MEASURES

#### AGENCY LEVEL RESULT #1:

F5AC programs and investments support and strengthen parents/primary caregivers, families, and neighborhoods to create environments and relationships where children thrive.

#### HEADLINE MEASURE 1:

% families touched by F5AC programs and investments who have what they need to support their child's growth and wellbeing

#### AGENCY LEVEL RESULT #2:

F5AC programs and investments increase access and opportunity, particularly for children living in poverty, to quality early experiences that prepare children for school and help them reach their optimal developmental outcomes.

#### HEADLINE MEASURE #2:

% of children touched by F5AC programs and investments ready for kindergarten

#### HEADLINE MEASURE #3:

% of children with concerns touched by F5AC programs and investments who demonstrate better health and development outcomes\*

#### AGENCY LEVEL RESULT #3:

F5AC programs, investments, and policy advocacy support a system of care that is coordinated, accessible, and responsive, delivered by knowledgeable and caring providers.

#### HEADLINE MEASURE #4:

% of providers that increase their capacity to deliver best or promising practices

#### HEADLINE MEASURE #5:

# of local policy and administrative changes made to support early childhood

### STRATEGIES AND PERFORMANCE MEASURES

#### PARENT ENGAGEMENT AND SUPPORT

% of children ready for kindergarten  
% of families who have what they need to support their child's growth and well being

#### EARLY IDENTIFICATION

% of families who have what they need to support their child's growth and well being  
% of children who have developmental improvements  
% of providers sustaining Early ID efforts without funded Technical Assistance

#### QUALITY EARLY CARE AND EDUCATION

% of programs with improved teacher/child interactions or ECE environments  
% of children ready for kindergarten

#### FATHERHOOD

# of school boards, city councils, or other public and community based entities engaged by F5AC who have implemented components of the fatherhood policy platform  
% of fathers who have what they need to support their child's growth and wellbeing

#### NEIGHBORHOODS READY FOR SCHOOL

% of children who are ready or on track for kindergarten within a neighborhood\*  
% of families who have what they need to support their child's growth and well being

#### INNOVATION

% of new partners who commit to working on 0-5 issues  
% of innovations replicated by F5 and providers  
% of innovation efforts that contribute to/expand our understanding/knowledge of the EC field\*

#### POLICY, PLANNING, AND EVALUATION

# of public agencies that increased investments in school readiness  
# of agencies that make administrative, policy, and practice changes consistent with First 5's policy priorities

#### TRAINING AND CAPACITY BUILDING

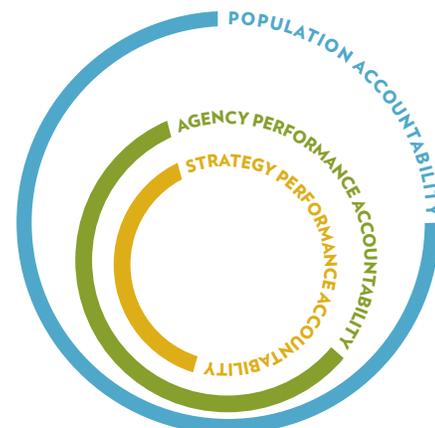
% of participants reporting an increase in skills and knowledge enabling them to deliver best or promising practices  
% of participants who implement best or promising practices as a result of training

#### COMMUNICATIONS

% of target audience that took action as a result of communication efforts\*

#### ADMINISTRATION, INFORMATION AND TECHNOLOGY

Effectively and responsibly manages finances in order to fulfill the strategic plan goals.



## Data for Impact and Improvement

F5AC followed a Results Based Accountability process to identify performance measures that will help us gauge the success of our work. We were intentional in our selection of measures, have identified data sources, and are making new investment in technology. We intend to use RBA and technology tools to help us continuously measure and improve our performance. We also plan to use long-term and short-term evaluation to better understand the impacts of F5AC programs and investments, and support a policy agenda that moves towards a collective impact frame county-wide.

### USING DATA TO ADVANCE EQUITY

As part of our commitment to equity, we plan to develop a standard practice and accompanying tools to look at all of our performance measures in terms of how they impact populations and places in our county that have seen the most disinvestment. This might include sorting and analyzing our performance data to ensure equitable investment and outcomes, inclusive of but not exhaustive to:

- Boys and men of color
- Racial and ethnic groups that experience disparities (e.g., African American, Latino, Asian and Pacific Islander)
- Residents of low-income neighborhoods throughout the county
- Different family types (e.g., single parents, fathers, grandparents, same-sex parents)

### DATA DEVELOPMENT AGENDA

Where we do not currently have good data, we intend to invest in capturing information that is critical to our success. Certain elements will require minor resources and will be measurable in a short time frame; others will require a more intensive long-term investment. As part of our implementation plan, we will develop a detailed data development agenda.

#### DATA DEVELOPMENT AGENDA:

In Results Based Accountability the Data Development Agenda is a plan for collecting new or better data needed to monitor and communicate performance.

#### NEXT STEPS FOR IMPLEMENTATION

In order to operationalize the strategic plan, F5AC will develop an implementation plan with timelines, responsibilities and internal deliverables. This will include analysis of, and planning for:

- Organizational structure and staffing changes
- Contracting and procurement changes
- Program design and delivery
- Data and technology systems
- Data development agenda

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