

County of Monterey
Template for Boards, Committees and Commissions (BCC) Annual Report
to the Board of Supervisors
FY18/19

The purposes of an Annual Report are to:

- 1) Bridge the gaps between the organizations who are doing work on behalf of the residents of our County and the Board of Supervisors (BoS) who are responsible for making the policy decisions. These reports will serve as an annual opportunity for organizations to advise and inform the BoS, and a chance for the BoS to provide direction to the organizations.
- 2) Increase the transparency and accountability of County Government. These reports will provide organizations with an annual opportunity for self-reflection, celebration of accomplishments, and planning for the future. Sharing this annual self-report with the public will increase awareness and understanding about the different functions of County Government.

This form is intended to be used as a template to help provide the priority categories of information to be reviewed by the Board of Supervisors. The annual report is considered a collective overview through the Boards, Committees and Commissions (BCC) group consensus prior to identifying goals and accomplishments achieved. This annual report template serves as a guide to assist with synthesizing the annual update within five to ten (5-10) pages maximum. Please indicate whether another format and/or supplemental supporting documents are necessary.

ORGANIZATION INFORMATION

Name of Organization (and any AKA): Monterey County Children and Families Commission dba First 5 Monterey County

Mailing address: 1125 Baldwin Street, Salinas, CA 93906

Officers (Name and Title): Commissioners

1. Julie Drezner (Chair), Retired, Community Foundation for Monterey County (Community Member)
2. Chris Lopez (Vice-Chair), Supervisor, Monterey County Board of Supervisors, District 3
3. Elsa Jimenez, (Secretary), Director of Health, Monterey County Health Department
4. Julia Pederson, MD, Pediatrician, Mee Memorial Hospital (Community Member)
5. Henry Espinosa, Acting Director, Monterey County Department of Social and Employment Services
6. Cristina Sotelo, Therapist, Door to Hope, Door to Hope (Community Member)
7. Caryn Lewis, Assistant Superintendent of Educational Services, Monterey County Office of Education (Community Member)

Type of Organization:

- Board
- Commission
- Council
- Collaborative
- Subject to Maddy Act
- Subject to Brown Act

Staff Contact

Name: Francine Rodd (Executive Director)

Phone/Email: 831-444-8549 Francine@First5Monterey.org

Department: Not part of a County Department

ORGANIZATION HISTORY and PURPOSE (In this section please summarize [within one page or less] answers to some or all of the following as it relates to the BCC);

- **Describe your organization’s history. When/how/why was your organization formed?**

First 5 Monterey County (F5MC) was established by the Monterey County Board of Supervisors on December 8, 1998, as a result of California voters passing Proposition 10 on November 3, 1998. Prop 10—The *California Children and Families First Act*, levied a 50-cent per pack tax on tobacco products. Twenty percent of the revenue is distributed to the State Commission and 80 percent of the revenue is distributed to county commissions based upon birth rates in the county. The F5MC Commission is charged with ensuring that Proposition 10 revenues are directed toward programs that will make a difference in the lives of children, from the prenatal stage through age 5, and their families. Funding priorities are decided locally with input from community organizations and community members.

- **Summarize the mission and/or purpose of your organization.**

Attachment 1 provides an overview of our Strategic Plan Framework. The components of this include:

VISION

All children reach their unique potential in a family and community that values, respects, and invests in early childhood.

MISSION

We enrich the lives of children, prenatal through age five, and their families by strengthening connections and advancing quality within a whole system of care and support.

IMPACT AREAS AND GOALS

- 1) Well-being:
 - a. Goal: Children are physically, mentally, socially, and emotionally healthy.
- 2) Strong Families:
 - a. Goal: Parents and primary caregivers are well-informed and capable of supporting their children.
- 3) Quality Early Childhood Services
 - a. Goal: Families have access to quality early childhood services that meet a variety of needs.
- 4) Integrated Systems
 - a. Goals: The early childhood development system is comprehensive, cohesive, and navigable.

GUIDING PRINCIPLES

Equity Focused • Systems Innovators • Relationship Based • Reflective • Good Stewards

- **What problems, needs or issues does your organization address? How does your work address and/or change the underlying or root causes of the problem?**

The first five years of a child’s life are fundamentally important. Over the first 1,000 days of a child’s life, the brain has reached 80% of its adult size. The quality of a child’s first experiences has the ability to shape how they learn and sets them up for success in school and life. The interactions that a child has with adults are the most important influences with their brain development. Early childhood supports and services yield results for the family and the community.

Many employees are parents and need quality childcare in order to stay in our workforce. According to the U.S. Chamber of Commerce Foundation, almost 13 million Americans have children under the age of six (6) and evidence suggests that child care’s effect on workforce participation, productivity, and businesses’ bottom line is more significant than previously recognized. Ensuring healthy child development, therefore, is an investment in the County’s current and future workforce along with the capacity to thrive economically as a society.

In Monterey County (according to data reported by Bright Futures and Bright Beginnings):

- **27%** of children ages 0-5 have access to full or part-day transitional kindergarten or a licensed care space.
- **30%** of parents can afford full-time child care for one child 5 or under.
- **7%** of parents afford full-time child care for two children 5 or under.

F5MC’s work is focused within five Core Roles to make a difference in the lives of young children and their families:

- Champion Early Childhood: Raising awareness and advocating for child-friendly policies and practices.
- Make Connections: Mobilizing people and resources.
- Build Capacity: Developing common understanding and effective services.
- Fund the Work: Investing in quality, coordinated services.
- Evaluate Impact: Tracking progress and supporting strategic decision-making.

F5MC’s multiple roles recognize the interwoven relationships that exist between a child and their environment. The work of F5MC impacts societal factors at multiple levels: the child and their parents; the people who care for the child; the system of service provision; policy makers; and the community at large.

- **Describe your current programs and activities.**

In FY 2018/19, F5MC invested approximately \$6.14 million in local programs, training, and community events. With this investment, F5MC supported 32,632 young children, parents, caregivers, educators and child care providers. F5MC’s funding was invested within each of the Core Roles that were identified by the community during the 2017-2023 Strategic Planning process. The activities and organizations or programs funded within each Core Role are provided below.

CHAMPION EARLY CHILDHOOD

- Central Coast Early Childhood Advocacy Network: A partnership with Santa Cruz, San Benito, and Monterey County individuals and organizations that aim to strengthen and advocate for policies and systems that support thriving families
- Advocacy Training and Assistance for Community Partners
- Monterey County Community Event Sponsorships: financial support, My Museum’s Wheelie

Mobilee, outreach tabling, and book donations

MAKE CONNECTIONS

- Bright Beginnings: Monterey County Children’s Council’s collective impact initiative that aims to maximize community efforts to improve early childhood development outcomes through effective coordination, capacity building, empowerment, and strategic action for children and their families
- Leveraging local, state, and federal funds

BUILD CAPACITY

- CARES: provides educational counseling to early childhood education students:
 - Hartnell College
 - Monterey Peninsula College
- Infant-Family and Early Childhood Mental Health Training Series: builds connections and common understanding among providers working in mental health, health care, early care and education, and other systems
 - WestEd
- Kit for New Parents: resource of tips and educational materials for parents with children ages 0-5.
- Quality Matters: supports and empowers child care programs and educators in providing the highest quality early care and education possible to children and families
 - Monterey County Office of Education
- Technical Assistance to Child Care Centers: co-develops goals and strategies to enhance child care quality at child care centers
 - Community Action Partnership of San Luis Obispo
 - Continuing Development, Inc.
 - Hartnell College Child Development Center
 - Early Development Services
- Capacity Building Trainings and Seminars for community partners and F5MC Funded Partners

FUND THE WORK

- Early Childhood Collaboratives: connects families to resources through a network of local agencies serving young children and their families. Each of the five Collaboratives welcome any family with a child from the prenatal stage to age 5 living in the County. When parents come to a Collaborative location, staff listen and get to know a family first – they learn about the unique needs of each child and family. Once their needs are understood, specially trained staff support the family in finding, navigating and following up with community services and referrals. Collaboratives also offer services that may include parent-child playgroups, parenting classes, mental health counseling, and home visiting. Collaboratives are managed by:
 - Alisal Union School District
 - North Monterey County Unified School District
 - Door to Hope in collaboration with:
 - ACTION Council of Monterey County
 - Centro Binacional para el Desarrollo Indígena Oaxaqueño
 - Monterey County Probation Department: Child Advocate Program (CAP)
 - GoKids, Inc. in collaboration with:
 - City of Salinas – Salinas Public Library
 - Natividad Medical Center
 - Kinship Center

- Pajaro Valley Prevention and Student Assistance in collaboration with:
 - Pajaro Valley Unified School District
 - Positive Discipline Community Resources

EVALUATE IMPACT

- It is a First 5 core value to consistently provide quality services. Through evaluation we understand our challenges and successes, which lead to focused and improved service delivery. First 5 Monterey County's impact on the community is measured through evaluation and data collection efforts as a way to learn what is going well, including how lives are changing. Data collection helps our Funded Partners tell the story of their work and regularly reflect on how their services impact families.
- **Who is your constituency (be specific about demographics such as race, gender, ethnicity, age, sexual orientation and people with disabilities)? How are they actively involved in your work, and how do they benefit from your organization?**

There are approximately 38,000 children age 5 and under in Monterey County. F5MC funded programs support families that are most in need throughout Monterey County. The population supported by F5MC has lower educational levels than the general Monterey County population. Of parents providing demographic information, 72% have completed high school education or less. Over half of F5MC program participants self-identified a language other than English as their primary language. Also, over 75% of caregivers self-identified as Hispanic/Latino.

Our core programs are operated in Commission prioritized geographic areas. The prioritization was based upon the following community indicators: Median Family Income; School Academic Performance Index (API) Rank; Medi-Cal Funded Births; Birth Rate; 0-5 Population; Teen Births; Low Birth Weight; Late or Inadequate Prenatal Care; Children Under 5 on the Central Eligibility List; Substantiated Child Abuse; Existing Child Care Spaces; Mother's Education Level; Women, Infant, Children Enrollment; and Children Under 5 Medi-Cal Enrollment.

The following zones within each region of Monterey County have been selected as priority areas based upon highest need: North County (Pajaro & Castroville); Peninsula (Seaside & Marina); Salinas (Salinas); and South County (Chualar, Gonzales, Soledad, Greenfield, King City, San Ardo, & San Lucas).

While service centers/programs funded by F5MC are concentrated in these areas, children ages 0-5 and their families from throughout the County may access these services at any time. In addition, community-wide outreach is provided through programs and efforts funded within the Champion Early Childhood role where policy, advocacy, and community events are focus areas. The Make Connections role also includes an Outreach Table at free, public events that have attendees' ages 0-5. The Outreach Table has bilingual consultants that distribute information on early childhood and F5MC, the *Kit for New Parents*, and free bilingual books.

Funding decisions are made locally with input from the community. Some service providers also have parent advisory committees. All F5MC Commission and Committee meetings are open to the public. Funded Partners are surveyed on a regular basis to receive their input on support and programs being provided and staff makes necessary adjustments based upon their input. Funded Partners also participated in Collaborative Learning Group meetings to increase knowledge about local services, deepen relationships, and provide input into decision-making.

GOALS (In this section, please summarize [within one page or less] answers to some or all of the following as it relates to the BCC):

- **What goals were set by the BCC for the previous year?**

The goals and strategic vision are set forth by the F5MC Commission in the Strategic Plan for 2017-2023. Key components of this plan are outlined below.

1. Funding to programs and services is a six-year cycle within the five core roles: Champion Early Childhood, Make Connections, Build Capacity, Fund the Work, and Evaluate Impact.
2. In order to be successful, F5MC focuses on three cross-cutting Strategic Priorities that include:
 - Diversify and increase funding for early childhood development countywide.
 - Support the collaboration between local and regional funders to maximize access to available funds to direct service providers and other relevant participants in the system.
 - Identify and coordinate opportunities to leverage additional state and federal monies with local monies.
 - Identify and coordinate co-funding opportunities with early childhood development partners to maximize local monies across agencies and/or programs.
 - Identify and solicit new funding streams, including public and private grants and dedicated funding streams, in a collaborative manner.
 - Enhance access to resources, programs, and services through coordination, collaboration, and integration.
 - Provide funding to support programs and direct services for under-resourced families in priority areas.
 - Align workforce capacity building with current research, and best and emerging practices in early childhood development and learning theory.
 - Build organizational capacity and scale for multidisciplinary care and service coordination.
 - Collaborate with early childhood development partners and align with relevant community efforts.
 - Inform, inspire, and facilitate the adoption of practices and policies that support early childhood development.
 - Implement public communications and dialog opportunities to build the awareness and good will that leads to action, targeting key audiences.
 - Survey the policy landscape, including awareness of the importance of early childhood.
 - Promote community leadership and mobilization for parents and primary caregivers.
 - Engage directly in policy change, on those policies that support the four impact areas, in coordination with the Bright Beginnings.

- **What is the long term strategic vision for your BCC?**

1. There has never been enough funding to support needed early childhood services and supports. F5MC is prioritizing securing additional funding with the anticipation of declining revenue. Since its inception, F5MC's major source of funding, Proposition 10, has declined by 47%. While the good news is that smoking has decreased, the challenge is that the decline in revenue has impacted F5MC's ability to support children and families with First 5 funded services.

F5MC has developed a Strategic and Long Term Financial Plan taking into account the declining Proposition 10 funding. Under the plan, F5MC is able to continue current levels of support and funding through FY 22/23. Unfortunately, this strategy means drawing from reserves, essentially

depleting F5MC's savings account. If First 5 is unable to obtain a new sustainable funding stream, it is expected that starting in 2023 - F5MC will need to cut \$2.5 million in expenditures per year. This equates to approximately 13,295 less children, families, and providers that will receive services, more than a 40% reduction in services compared to FY 18/19.

2. In partnership with other individuals and organizations in Monterey County, F5MC serves as a thought partner and fiscal agent to implement the collective community vision outlined in the Bright Beginnings Strategic Framework.

ACCOMPLISHMENTS (In this section, please summarize [within two pages or less] answers to some or all of the following as it relates to the BCC):

- **Describe three major accomplishments of your organization (specifically from the previous year).**

Listed below are accomplishments within F5MC's three cross-cutting Strategic Priorities. Within each of these priorities, F5MC implements the Core Roles that the Commission selected as the long-term focus of funding: Champion Early Childhood, Make Connections, Build Capacity, Fund the Work, and Evaluate Impact.

1. Diversify and increase funding for early childhood development.
 - a. In order to ensure the Fund the Work Core Role is fully implemented and can have a broader reach, F5MC actively seeks additional funding to expand services for young children and their families. Work during FY 18/19 focused on securing additional funding and continuing to support the Early Childhood Collaboratives.
 - i. F5MC actively sought additional grants to supplement declining resources. Grant funds, for FY 18/19, totaling more than \$1.43 million were received from: Sunlight Giving, the Claire Giannini Fund, Monterey Peninsula Foundation, Monterey County Health Department, The David and Lucile Packard Foundation and First 5 California IMPACT (for the Quality Rating Improvement System).
 - b. In early 2019, the Monterey County Department of Social Services (DSS) received state grant funding to expand home visiting services to first time CalWORKs families. F5MC was seen as a natural partner in helping deliver these services. Early Childhood Collaboratives funded by First 5 were already reaching families with evidence-based home visiting services. Together we sought to build a collective partnership with the County to maximize resources and help address the critical needs of young children and their families.
2. Enhance access to resources, programs, and services through coordination, collaboration, and integration.
 - a. During the 2017-2023 Strategic Planning process, F5MC asked families about raising young children in Monterey County. Many local parents and caregivers asked for ways to understand the unique needs of their child and family. They were also looking for support in accessing parenting information and services. With this information, in July 2017, F5MC began funding the Early Childhood Collaboratives to help connect families to resources. Collaboratives welcome families, and a care coordinator helps them navigate services and systems. Services can include developmental screenings, play groups, and parenting classes, mental health counseling as well as additional parenting help and information. Unique to these Collaboratives, is that the care coordinator stays connected with a family to help navigate needed services.
 - b. Within the Make Connections Role, one of the goals is to mobilize people and resources. F5MC is the fiscal agent for Monterey County Children's Council's Bright Beginnings

Initiative. During the 2019/2020 county budget process, F5MC and Bright Beginnings saw an opportunity to work with stakeholders to ensure that the importance of the early years remained at the forefront of decision making. Together with local partners including United Way, California State University Monterey Bay, and the Monterey County Office of Education, F5MC attended county budget meetings and supplied the information necessary to advocate for additional resources for early childhood development. Thanks to the leadership of the Monterey County Board of Supervisors, \$340,000 from cannabis funds were allocated towards Bright Beginnings work of connecting systems and leveraging state dollars. This approach supports the countywide early childhood development strategic framework established in 2018.

- c. Within the Build Capacity Role, one of the goals is to develop common understanding and effective services. During FY 18/19, F5MC accomplishments within this role included:
 - i. Delivering the Infant-Family and Early Childhood Mental Health (IFECMH) training series. Early childhood educators and service providers need a specialized knowledge base to provide high-quality, developmentally appropriate services to young children and their families. During FY 18/19, 170 participants ranging from Monterey County Probation Department employees to child care providers and mental health clinicians, invested their time in this training series. The participation number is 38% increase over the previous year. Also, in the 2018/2019 fiscal year, a new cohort was developed for Spanish-speaking professionals working with young children. The Spanish-language cohort was designed to reach members of the workforce of Monterey County whose first language is Spanish and are providing most of their direct services in that language to children ages prenatal through age 5 and their families. These sessions helped participants connect to valuable information about early relationships, social emotional development and early mental health. Having the training in Spanish broadened the experience for participants, helping them to more deeply understand the content. Building these skills helped participants to not only “be present for their families but to also find satisfaction and longevity in their jobs.” Survey results show that 96% of participants said they increased or deepened their knowledge of how to work with young children and families.
 - d. Within the Evaluate Impact Role, F5MC tracks progress and looks to data to support the strategic decision-making processes. In its second year of a new strategic plan, F5MC has moved forward by developing periodical monitoring updates and strategic meetings focused on evaluation, planning, and learning continuing to build on the organization-wide Theory of Change. F5MC has also been working with Funded Partners towards improving systems of care coordination and data collection accuracy.
3. Inform, inspire, and facilitate the adoption of practices and policies that support early childhood development.
 - o Within the Champion Early Childhood role, F5MC aims to raise awareness and advocate for child friendly policies and practices.
 - a. F5MC led the way in creating a coordinated advocacy effort with Santa Cruz, San Benito, and Monterey County individuals and organizations to form the Central Coast Early Childhood Advocacy Network (Network). The Network identified a policy platform and conducted legislative visits with state representatives advocating for state early childhood legislation.

- b. F5MC was especially active around federal issues. For instance, F5MC vocally opposed proposed changes in the definition of ‘public charge’. Through press releases, interviews, informational flyers and other intentional activities, F5MC mobilized individuals to send in letters of opposition for broader redefinition of ‘public charge.’ Another federal issue with direct impact to Monterey County families includes an accurate count of children 0-5 in the 2020 Census. Children are chronically undercounted in the national Census. California had the highest estimated rate of 0-5 undercount of any state with an estimated amount totaling 2.2 million children. F5MC has allocated resources towards ensuring Monterey County children are counted in the upcoming Census and actively participated in the various county committees.
- c. 2019 marked the 20th anniversary of F5MC in Monterey County. One of the ways First 5 celebrated 20 years of championing early childhood, was to partner with community organizations to create the My Town Pop-up Children’s Museum at the CSUMB City Center. On June 7, 2019, First 5 sponsored the opening First Friday event with families and local leaders. Supervisor Christopher Lopez and a representative from Senator Anna Caballero’s office spoke on the impact of early childhood in Monterey County. Assembly Members Mark Stone and Robert Rivas spoke to the importance of early childhood in Monterey County. The CSUMB Salinas Center for Arts and Culture hosted the 3,500 square foot hands-on, family-friendly experience. The Museum was open free of charge to the community thanks to the sponsorship and support of MY Museum, Transportation Authority of Monterey County (TAMC), Salinas Public Library (City of Salinas), Hijos del Sol, and First 5 Monterey County. For seven weeks, close to 6,000 people from Salinas and the surrounding communities came to pretend, create, explore, and play in a variety of exhibits that encouraged young children to take the lead and have fun. The event’s success was noted by stakeholders in the county who have shown interest in bringing the exhibit to other regions so more families can enjoy the wonder and imagination of My Town.
- d. F5MC Director of Programs, Beth Reeves-Fortney was recognized by Monterey County Behavioral Health and the Child Abuse Prevention Council of Monterey County, for her tireless work on behalf of children and families in our community.

- **What accomplishment is your organization most proud of?**

F5MC is proud of all their efforts for children and families in Monterey County mentioned above. The organization’s ability to stay authentic and centered to its guiding principles - equity focused, systems innovators, relationship based, reflective, and good stewards - while staying child and family focused, serves as inspiration for the field.

- **Describe three primary goals (specifically for the upcoming year).**

1. Secure sustainable funding to supplement steadily decreasing funding for F5MC.
2. Implement Continuous Quality Improvement (CQI) approaches for all Commission activities, including the implementation of the Early Childhood Collaboratives.
3. Focus on building systems connections through strong community relationships.

POLICY ISSUES:

- **Are there policy issues that you would like the Board of Supervisors to consider and/or be aware of?**
 - F5MC annually works with the BOS Legislative Committee to ensure inclusion of local, state, and national policy efforts affecting children from the prenatal stage to age 5 and their families in Monterey County's Legislative Program. The 2017-2018 Monterey County Board of Supervisors Legislative Platform Early Childhood Key Objectives are:
 - Support efforts to ensure that parents and primary caregivers are well-informed and capable of supporting their children physically, emotionally, mentally, intellectually, and financially. This can include preschool for all; increased opportunities and access to culturally relevant, trauma informed care, education and services; and timely and appropriate information to support families.
 - Support efforts to strengthen families' access to quality early childhood services that meet a variety of family needs. This can include early childhood workforce development; improved access to quality and developmentally appropriate early care; increased number of quality childcare providers; and improved reimbursement rates for licensed childcare providers) with an emphasis on families with children ages birth to three.
 - Support efforts to ensure children are physically, mentally, socially, and emotionally healthy. This can include increased availability and access to overall health and well-being support like access to healthy food, affordable housing, trauma and special needs services; minimizing harmful environmental health risk factors, and child friendly work places.
 - Support efforts to ensure that the early childhood development system is comprehensive, cohesive, and navigable. This can include increased coordination, collection and sharing of data and best practices; increased coordination of wrap-around services and support for children and families; immigration reform that benefits children and families; and quality infrastructure development or improvement.
 - F5MC will continue to work with the Legislative Analyst Office to align support for state and federal legislation with Monterey County's Legislative Program.

FISCAL SUMMARY:

- **What is the total budget for your organization (current year)? *\$7,560,035 (FY 19/20)***
- **Provide a summary of revenue.**
- **Provide a summary of expenditures.**

Expenses are higher than revenue due to planned spending of reserves.

REVENUE	Actuals FY 18/19	Budget FY 19/20
Prop 10 Allocation	\$3,264,628	\$3,724,970
Investment Income	158,361	98,662
Other Revenue	1,659,543	2,122,355
Total Revenue	\$5,082,532	\$5,945,987

EXPENDITURES	Actuals FY 18/19	Budget FY 19/20
Programs & Services	\$5,282,692	\$6,350,493
Evaluation	256,169	507,000
Administration	596,955	702,542
Total Expenses	\$6,135,816	\$7,560,035

In FY 2018/19, *F5MC* invested approximately **\$6.1 million** to support children and families through the funding of programs, training, and community events.

- **Provide a narrative of the cost benefit of your organization. Explain any financial benefits experienced by the County as a result of this organization, any general fund expenses incurred by this organization, etc.**

1. The County's General Fund incurs no expenses as a result of F5MC activities.
2. The County manages F5MC's Proposition 10 funds in an interest bearing, pooled trust account. The County draws a management fee from interest earned.
3. F5MC investments ultimately save the County money in special education, health, social service, mental health, and crime related costs. According to Nobel Laureate Economist Professor James Heckman, return on investment in quality early childhood programs is approximately 13% per annum. Investing in young children is an essential component for the development of a thriving local and national economy. Without an investment in early prevention and intervention, for those who face socioeconomic disadvantage, early gaps widen to become costly problems in a sizable group of children who are:
 - 40% more likely to become a teen parent.
 - 50% more likely to be placed in special education.
 - 70% more likely to be arrested for a violent crime.



Strategic Plan Framework July 2017 – June 2023

VISION All children reach their unique potential in a family and community that values, respects, and invests in early childhood.

MISSION Enrich the lives of children, prenatal through age five, and their families by strengthening connections and advancing quality within a whole system of care and support.



GUIDING PRINCIPLES

Equity Focused • Systems Innovators • Relationship Based • Reflective • Good Stewards

CORE ROLES STRATEGIC PRIORITIES IMPACT AREAS & GOALS

- Champion Early Childhood**
Raising awareness and advocating for child-friendly policies and practices.
- Make Connections**
Mobilizing people and resources.
- Build Capacity**
Developing common understanding and effective services.
- Fund the Work**
Investing in quality, coordinated services.
- Evaluate Impact**
Tracking progress and supporting strategic decision-making.

- 1**
Diversify and increase funding for early childhood development.
- 2**
Enhance access to resources, programs, and services through coordination, collaboration, and integration.
- 3**
Inform, inspire, and facilitate the adoption of practices and policies that support early childhood development.

