STRATEGIC PLAN

Data Review Regarding Desired Outcomes

First 5 Ventura County

Presented by:

First 5 Ventura County and Applied Survey Research

Sept 18, 2025: Presentation to Commission

Agenda

- Recap of Strategic Planning Process
- Community & Stakeholder Engagement
- Strategic Plan
- Review each current Strategic Priority
  - Current outcomes and investments
  - Per outcome area, common themes across data sources
  - Discussion on outcomes: relevance, modifications needed
- Brainstorming criteria to select Outcomes
- Next steps in the planning process

Strategic Planning Process

Engage Stakeholders & Community → **Prioritize Desired Outcomes & Investments** → **Develop & Finalize Strategic Plan**

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Identify Family Needs & Barriers

Priority Resources & Services

Parent Education Topics

Community Awareness of F5VC

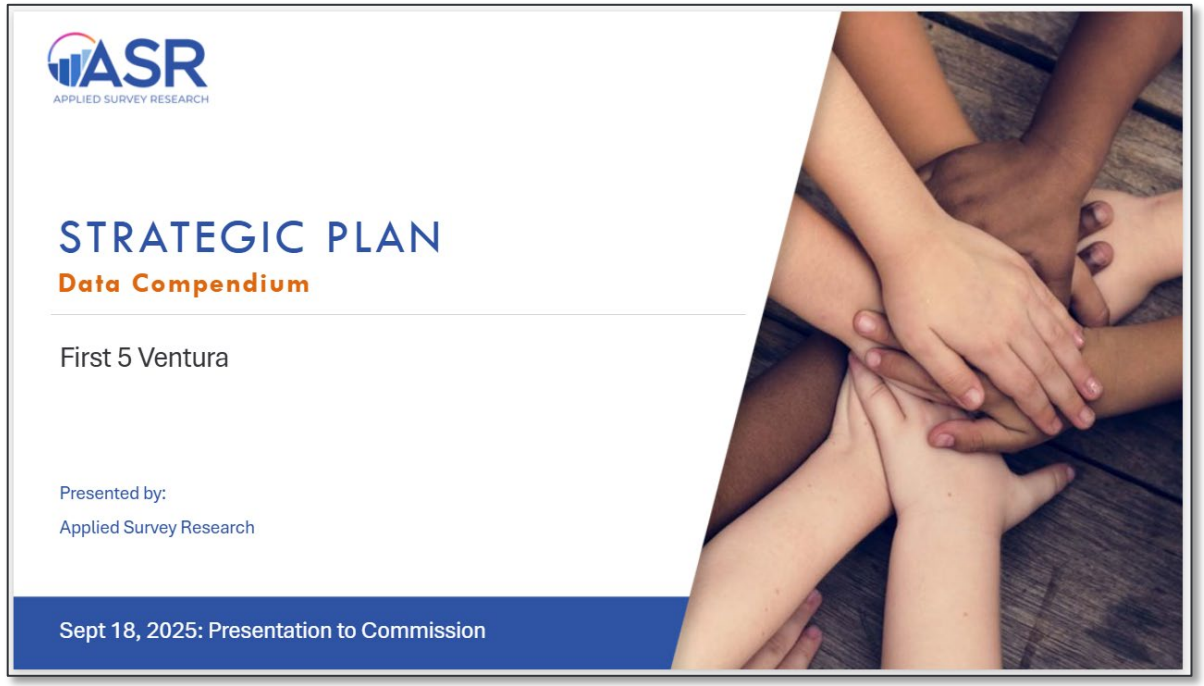
Parent/ Caregiver Survey
194 Responses

Partner Survey
34 Responses

Focus Group Follow Up
13 Parents & Partners

Commissioner Engagement
Key Informant Interviews

Data Compendium and Summary



FIRST 5 VENTURA COUNTY

Strategic Planning Stakeholder Engagment Summary

This document provides a high-level summary of the recent Stakeholder and Community Engagement process conducted as part of First 5 Ventura County's (F5VC) 2025 Strategic Planning effort. It serves as a companion to the detailed Data Compendium of results and key findings.

The engagement process included a Parent Survey, Partner Survey, Focus Groups, and Key Informant Interviews with F5VC Commissioners. The purpose of this work was to gather feedback on F5VC's current Strategic Priorities and Desired Outcomes.

This summary is provided in preparation for the September 18th, 2025, Commission meeting, where Commissioners and staff will participate in a facilitated discussion on strategic outcomes. For more detailed information, please reference the companion Data Compendium PowerPoint, which includes slide numbers for each component.

Data Compendium Components

- County Landscape Data (Slides 3-7)
- Parent and Caregiver Survey (Slides 8-26)
- Community Partner Survey (Slides 27-38)
- Community Partner Focus Group (39-42)
- F5VC Commissioner Key Informant Interviews (43-50)

Strategic Planning Process

	Sep	Oct	Nov	Dec	Jan	Feb	Mar
• **Review Community Data and generate themes on Strategies, Outcomes and Investments**							
• **FY 2024-25 Annual Audit and Year-End Report to F5CA**							
• **Solidify Vision, Mission, Values; Strategic Framework Themes.** • **Election of Officers to be seated in January**							
• **Prioritization exercise to define Strategies, Outcomes and Investments** • **F5VC Updated Financial Plan**							
• **Commission Review Session on draft plan and performance indicators**							
• **Finalized Strategic Plan with an Executive Summary** • **Review of Annual Report & Accomplishments**							
• **Review Implementation Plan for enacting the Strategic Plan.** • **Present to the Commission & Community Partners**							

Parameters of the Strategic Plan

Focus

Within the four Strategic Priorities, in what ways do we need to adjust the desired outcomes to respond to community needs and be sustainable?

Data

- Community Indicators
- Community Survey
- Parent Conversations
- Provider Conversations
- Commission Interviews
- Staff expertise

Decision making

- Present top Outcome themes to Commission for input
- Staff take input and generate recommended Outcomes for Commission approval
- Staff recommend Strategies/ Investments for Commission discussion and approval

Strategic Priorities	Investments / Strategies	Desired Outcomes
Comprehensive Child Health and Development	• Access to and utilization of health care services • Early identification of developmental delays and social emotional issues • Parental mental health screening • Pediatric Support for Social and Emotional Development	• Children are meeting developmental milestones, have health insurance, and are up to date with well child & dental visits • Children with developmental or health concerns are identified and connected to services • Mothers identified at-risk for depression are connected to appropriate services and support
Strong and Resilient Families	• Parents and Children Together (PACT) • Parent Education and Supports • Social Needs Screenings • Community Resource and Referral • Service Coordination and Case Management • Parent Leadership	**Parents have:** • Knowledge of and capacity to promote healthy child development • Access and connections to essential community services/resources • Confidence in their ability to meet their child's developmental needs • Positive relationship with their child and secure attachment • Opportunities for social connections and sources of support
Quality Early Learning	• Quality enhancement of PACT sites • Take 5 and Read! early literacy campaign	• Parents have access to high-quality early care and education • Parents promote their child's early learning and literacy
Program and Systems Integration	• Help Me Grow • Community Investment Loans • Capacity building and training • Communication and messaging • Convening and collaboration • Innovation and learning • Financial sustainability • Advocacy and policy development	• Early childhood systems are strengthened with increased partner capacity • Early childhood systems are integrated with increased cross systems understanding, resources, sharing, referral and collaboration • Early childhood resources services and supports are sustained with legislation and policy

Parent and Caregiver Survey Summary

Who We Heard From

- 92% parents/guardians of young children
- 66% Hispanic/Latino, 34% White
- Responses concentrated in Oxnard and Santa Paula
- 41% of households under $30K
- Children mainly ages 1-3 (44%) and 3-5 (39%)
- 34% prefer Spanish as primary language

Priorities & Communication

- Top needs: childcare, screenings, parent-child classes
- Info most desired: child development, literacy, healthy lifestyles
- Families prefer email (78%) for communication

Services & Barriers

- Highest awareness of PACT classes (75%)
- Top barriers: Cost (55%), lack of info (40%), waitlists (37%)

Community Partner Survey Summary

Who We Heard From

- Mix of county government (39%), nonprofits, child care & service providers (15%)
- Many serve families county-wide (61%), others concentrated in Oxnard & surrounding ZIPs

Program Awareness & Referrals

- Strongest awareness/referrals for NfL (82%) and MICOP (76%)
- Moderate awareness for PACT (55%), Take 5 (66%), and HMG (52%)
- Lower awareness/referrals for WEB (34%) and Fatherhood Summit (39%)

Perceived Priorities for Families

- Highest: referrals for children with special needs (88%), screenings (85%), parent connection to resources (85%), and child care (82%)
- Other priorities: health insurance access (79%) and parent education (70%)

Top Services Partners Would Prioritize

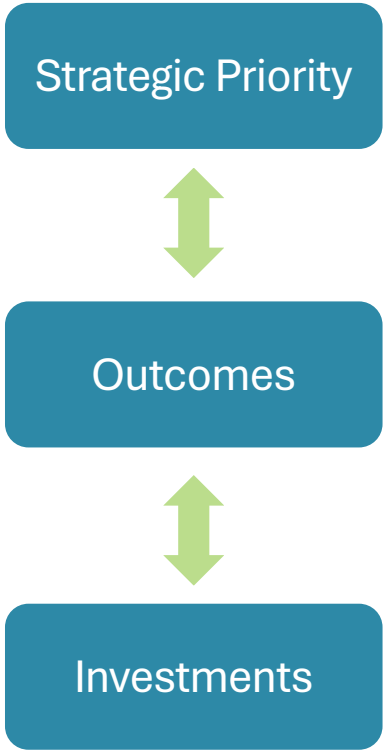
- Child care, health insurance, and parent connection to resources (each 36%)
- Parenting education (30%) and parent–child classes (27%)

Resources & Activities Partners Want More Of

- Funding for vulnerable populations (61%)
- Strengthened NfL services (56%)
- Universal prevention services (50%)
- Cross-sector collaboration & bilingual literacy campaigns (~44%)

Today's Discussion

- Why we are beginning with Outcomes
  - Our four Strategic Priority areas stay the same, however…
  - Have the needs in our community changed since our last plan? What are the changes or outcomes we most need to promote in the next five years?
  - We are not making decisions today, but sharing key data with you and taking a "gut" check on whether our desired outcomes still hold, or should be adjusted
- Review summary of data by Strategic Priority area
- Review the FY 2020-26 Strategic Priority Outcomes, and discuss relevance / possible revisions for the next five years



Comprehensive Child Health & Development

Recap of this Strategic Priority

Strategic Priorities	Investments / Strategies	Desired Outcomes
Comprehensive Child Health and Development	• Access to and utilization of health care services • Early identification of developmental delays and social emotional issues • Parental mental health screening • Pediatric Support for Social and Emotional Development	• Children are meeting developmental milestones, have health insurance, and are up to date with well child & dental visits • Children with developmental or health concerns are identified and connected to services • Mothers identified at-risk for depression are connected to appropriate services and support

Comprehensive Child Health & Development

Parent/Partner/Commissioner Perspectives

Strengths

- F5VC is a trusted 0-5 resource/ staff have great reputation and are strong advocates & partners
- PACT classes include education on social-emotional development, Social connections, coaching
- WEB program helps ground parents with meaningful post-partum screening & support
- HMG provides developmental support
- Great partnerships: Public Health, Libraries, etc.
- Strong use of data

Weaknesses

- More support accessing and navigating Medi-Cal benefits
- Increase post-partum WEB sessions
- Less burdensome screening tools
- More pre-pregnancy parent education
- Improve physical and social health screenings/ linkages
- Increase capacity for additional developmental / special needs linkages, and more data about families' connections to service

Opportunities

- Leverage partnerships to increase outreach /engagement of parents in F5 Ventura services
- More support to parents for navigating developmental concerns;
- Promote prenatal education / counseling to address topics re: what to expect before and after pregnancy, postpartum MH
- Promote greater awareness of available Medi-Cal services
- Adopt model similar to "care ambassadors" to help parents navigate insurance, access services
- Get more regular / routine parent & caregiver feedback in order to ensure programs are meeting their needs
- Continue exploring funding opps (e.g., Medi-Cal, Behavioral Health)

Threats

- Transportation and time constraints
- Lack of affordable childcare
- Difficulty accessing special needs services and support within the school system (e.g., speech)
- Potential Medi-Cal cuts
- People feeling unsafe due to the current climate
- Constraints on meeting concrete basic needs

Discussion

Desired Outcomes	Do we think this outcome is still relevant over the next five years?	Suggestions or considerations?
• Children are meeting developmental milestones, have health insurance, and are up to date with well child & dental visits • Children with developmental or health concerns are identified and connected to services		
• Mothers identified at-risk for depression are connected to appropriate services and support		
• **Other outcomes to consider?**		

Strong and Resilient Families

Recap of this Strategic Priority

Strategic Priority	Investments / Strategies	Desired Outcomes
Strong and Resilient Families	• Parents and Children Together (PACT) • Parent Education and Supports • Social Needs Screenings (SDOH) • Community Resource and Referral • Service Coordination and Case Management • Parent Leadership	**Parents have:** • Knowledge of and capacity to promote healthy child development • Access and connections to essential community services/resources • Confidence in their ability to meet their child's developmental needs • Positive relationship with their child and secure attachment • Opportunities for social connections and sources of support

Strong and Resilient Families

Parent/Partner/Commissioner Perspectives

Strengths

- Established early childhood experts & trusted resource for families. Staff are great connectors
- NfLs are tailored to local area; responsive to needs, with excellent programming
- Provide parent/caregiver support/education
- Treat the whole family w/ screenings like SDOH
- Empower parent leaders
- Increased engagement of father

Weaknesses

- Limited staff / space at NfLs, and need to increase family engagement at NfL
- Lack of community awareness of full program offerings
- What happens when parents graduate from PACT? Aftercare support
- Support of parents/caregivers with children on the spectrum, e.g., navigating insurance, IEP, mental health support
- Increase non-reading learning activities

Opportunities

- Increased visibility, outreach and promotion of available services
- Greater collaboration with local agencies/organizations for temporary facility use (e.g., Parks and Rec)
- Collaborations with different health agencies
- Create opportunities for parental social engagement and connection (e.g., meetups or support groups)
- Have a warm-touch expert to support parents/caregivers with children on the spectrum re: benefits eligibility and navigation

Threats

- Economic: wages outpaced by cost of living
- Families are having difficulty accessing their basic needs, like health, housing, and shelter.
- Potential Medi-Cal funding cuts
- Rapidly shifting policies
- Current climate feels unsafe for immigrant populations.

Discussion

Desired Outcomes	Do we think this outcome is still relevant over the next five years?	Suggestions or considerations?
Parents have: • Knowledge of and capacity to promote healthy child development • Access and connections to essential community services/resources • Confidence in their ability to meet their child's developmental needs • Positive relationship with their child and secure attachment • Opportunities for social connections and sources of support		
• **Other outcomes to consider?**		

Quality Early Learning

Recap of this Strategic Priority

Strategic Priority	Investments / Strategies	Desired Outcomes
Quality Early Learning	• Quality enhancement of PACT • Take 5 and Read! Early Literacy Campaign • Community Investment Loan Fund	• Parents have access to high-quality early care and education • Parents promote their child's early learning and literacy

Quality Early Learning

Parent/Partner/Commissioner Perspectives

Strengths

- Trusted early childhood experts w/strong reputation
- Evolved programming over the years to better address most pressing County needs
- Take 5 and Read! Early Literacy Campaign
  - Library collaboration/ promoting early literacy
- Bi-lingual offerings/PACT classes – Socio-emotional Learning
- Screenings allow for earlier intervention which sets up children for greater success during school years

Weaknesses

- Limited PACT availability; waitlist
- Gap in students with speech/developmental receiving support between the age of 4 and 5
- More learning activities beyond literacy

Opportunities

- Leverage PACT to promote other programs
- Help connect parents to their best-fit early care options (e.g., center-based, TK)
- Prepare families to navigate the transition to K-12 school system
- Keep apprised of TK-related funding (e.g., UPK/ Mixed)
- Explore innovative partnerships (e.g., co-branding, outdoor education)

Threats

- Lower birth rates
- Lower attendance in schools
- Lower enrollment in schools
- Shortage of qualified educators/teachers for special needs/ inclusion

Discussion

Desired Outcomes	Do we think this outcome is still relevant over the next five years?	Suggestions or considerations?
• Parents have access to high-quality early care and education • Parents promote their child's early learning and literacy		
• **Other outcomes to consider?**		

Program and Systems Integration

Recap of this Strategic Priority

The Strategic Plan for Fiscal Years (FY) 2020–22 called for increased investments in capacity building and systems change to strengthen the overall system of early childhood services. F5VC also expanded its role as an advocate and convener to build communities that prioritize the well-being of young children and families.

Strategic Priority	Investments / Strategies	Desired Outcomes
Program and Systems Integration	• Help Me Grow • Community Investment Loans • Capacity building and training • Communication and messaging • Convening and collaboration • Innovation and learning • Financial sustainability • Advocacy and policy development	• Early Childhood Systems are strengthened with increased capacity of partners • Early Childhood Systems are integrated with increased cross systems understanding, resources, sharing, referral, and collaboration • Early childhood resources, services and supports are sustained with legislation and policy

Program and Systems

Parent/Partner/Commissioner Perspectives

Strengths

- Staff is caring, committed, transparent, communicative and
- Leadership-excellent character; strategically effective and focused and delivered on desired outcomes;
- F5VC is relationship-minded organization, making us resilient to weather leadership changes and uncertain/ unpredictable context
- Strong partner and sought-after collaborator
- Legislative advocacy for children prenatal to age 5
- Strong Commission with commitment to adapt program

Weaknesses

- In order to address growing needs in Ventura County will have to expand services
- Lack of secure longstanding facilities for NfL
- Need to better publicize full services/ lack of brand awareness
- Better communicate services available to program participants in palpable way to allay some fear and establish trust

Opportunities

- Communication: newsletters-leverage social media for education campaigns on available resources
- Leverage behavioral health reform/Medi-Cal
- Designate staff member to track/grow all existing partnerships
- Designate a staff member to stay abreast of rapidly shifting federal/state legislative budget priorities
- Develop advocacy to secure long-term reasonably priced facilities for NfL
- Seek out mission-aligned corporate sponsorships, or organizations
- Strat. plan opportunity to re-align services with ever-changing need
- Follow flow of money; be willing to be agile, flexible

Threats

- Unprecedented need to diversify funding and seek non-government funding
- Volatile context foments fear and fear for safety
- Rapidly shifting landscape
- Houselessness, inflation, food insecurity

Discussion

Desired Outcomes	Do we think this outcome is still relevant over the next five years?	Suggestions or considerations?
• Early Childhood Systems are strengthened with increased capacity of partners • Early Childhood Systems are integrated with increased cross systems understanding, resources, sharing, referral, and collaboration • Early childhood resources, services and supports are sustained with legislation and policy		
• **Other outcomes to consider?**		

What's Next?

Selecting Your Priority Outcomes

- You can't respond to every need.
- What criteria might you use to select which needs you will seek to address/ change?
- Let's brainstorm potential criteria!
  - Criteria
  - Criteria
  - Criteria
  - Criteria
  - Criteria

Top Need:
Multiple data point to the need

Gap/ Niche:
Nobody else in this space/ nobody will fill the need

Impact:
You have/ can make impact

Fundability:
You have or can get $

Population:
An age range underserved by others

Leverage:
You can tap in other partners/systems to help

What's Next in the Strategic Planning Process?

	Sep	Oct	Nov	Dec	Jan	Feb	Mar
• Review Community Data and generate themes on Strategies, Outcomes and Investments	■						
• FY 2024-25 Annual Audit and Year-End Report to F5CA		■					
• **Solidify Vision, Mission, Values; Strategic Framework Themes.** • **Election of Officers to be seated in January**			■				
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