FIRST 5 VENTURA COUNTY

Strategic Planning

November 20, 2025

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November Agenda

- Strategic Plan Review
- Mission
- Vision
- Core Values
- Guiding Principles

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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							
• 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 Template for enacting the Strategic Plan • Present to the Commission & Community Partners							

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Strategic Planning Recap

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

ASR

STRATEGIC PLAN

Data Compendium

First 5 Ventura

Sept 18, 2025: Presentation to Commission

- 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)

- Landscape analysis
- SWOT
- Parent and Caregiver Survey
- Community Partner Survey
- Focus Groups
- Commissioner Interviews

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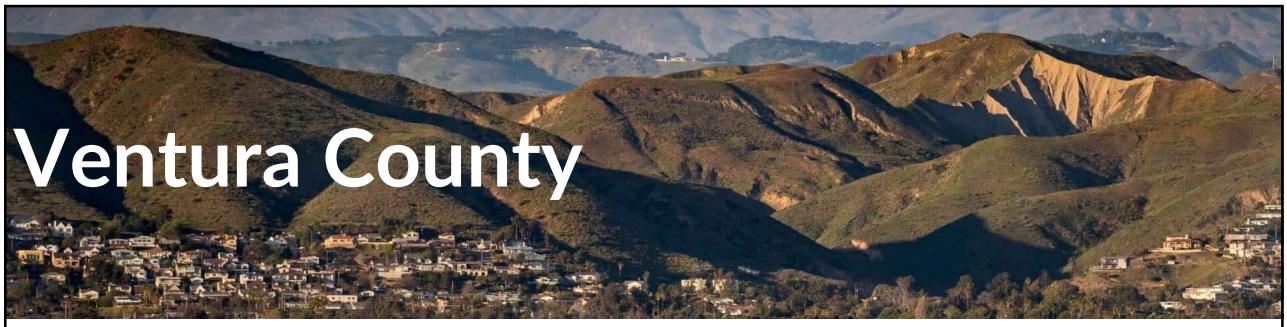

Ventura County

Deep racial and socio-economic disparities in VC

- F5VC largely serves families with lower incomes

Households with children prenatal-5 are struggling to meet basic needs

- Large percent of incomes going to housing & childcare

External environmental challenges

- Current political climate/ immigration/ housing crisis

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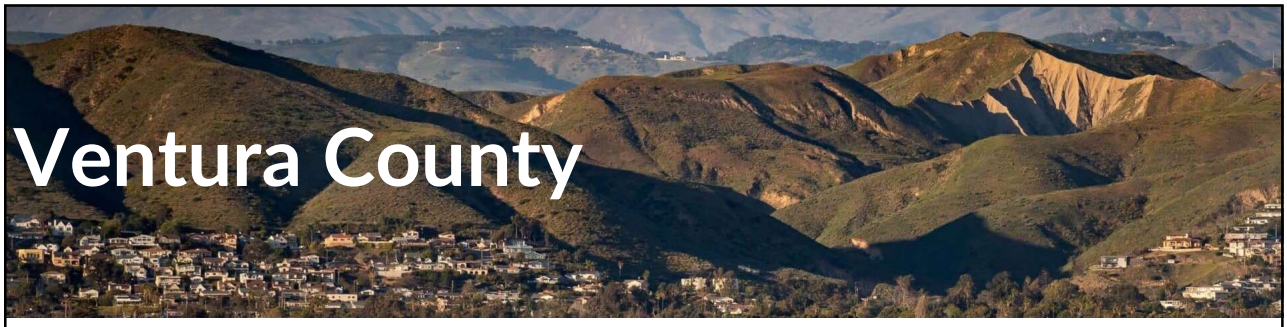

Ventura County

Children 0-5 in Ventura County tend to have health insurance

- Nearly half of children in VC are enrolled in Medi-Cal
- F5VC participants more likely to be up to date on Izs & visits
  - (100% of WEB on IZs & visits)
- Maternal and paternal mental health is important

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Parents and Families

Family's top needs/wants

- Screenings and services for children with developmental concerns
- Connections to services & resources, parent education, parent-child classes, childcare, information on child development and healthy lifestyles

Family's have challenges in navigating support for children

- Behavioral/developmental/learning concerns
- TK/PreK Transitions
- Connecting to services

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First 5 Ventura County partners want:

- Focus on vulnerable populations
- Universal prevention
- Strengthened NfL services
- Cross sector collaboration

Strong relationships with system partners enable:

- System/policy alignment
- Increased leveraging opportunities

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Organizational Threats

- Reliance on declining Prop 10 revenues
- Rising cost of doing business
- Competition for highly qualified staff and NfL locations

Organizational Opportunities

- Opportunity to re-align services
- Focus on efficiency
- System integration/change

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October Strategic Planning Recap

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

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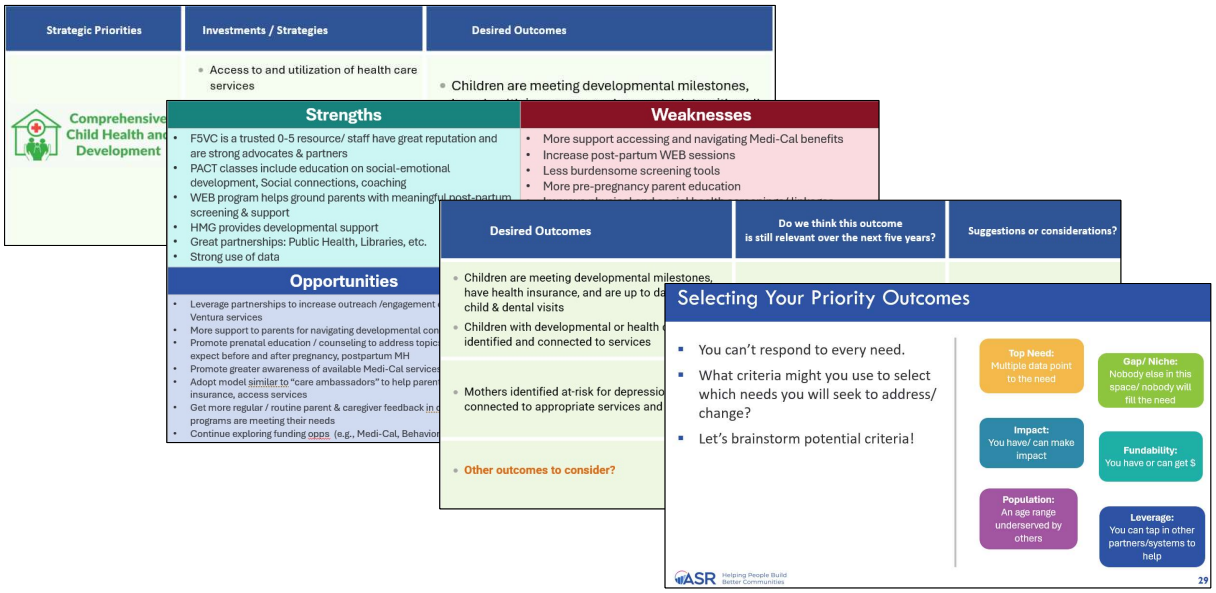
Strategic Planning Recap



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Strategic Planning Recap

Outcomes | **Strategies** | **Implementation** | **Modifications**

STRATEGIC PRIORITIES	DESIRED OUTCOMES	NEED/ISSUE Sample investment strategies	Implementation Strategies: Direct Service: NfL	WEB	HMG	Program and Systems Integration: Advocacy/ Policy	Messaging/ Information Campaign	Convening/ Partnership	Capacity Building/ Training	Outside of F5VC scope	Modifications to consider
Comprehensive Child Health and 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 - ~~Mothers~~ Parents/caregivers identified at-risk for depression are connected to appropriate services and support	Screenings (development, maternal depression, social determinants of health)	X	X	X	X	X	X	X		Anxiety Screening; Paternal (include fathers) Ensure referrals are to MH services that are culturally appropriate
		Referrals for children with special needs	X	X	X	X			X		Linkages: Identify and address parents' barriers and/or resistance to follow through in services
		Potentially include anxiety screening Expanding services to reach more families	X								Leverage allies to embed services into their systems (e.g., pediatricians)

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VISION

All Ventura County children are born healthy, thrive in nurturing environments, and enter school prepared and eager to learn.

MISSION

Our mission is to strengthen families, communities and systems of care for children prenatal to 5 years through investments, expertise, and leadership so all children reach their full potential.

CORE VALUES

Integrity and Equity: We commit to acknowledge, identify, and address systemic inequities and racial, ethnic, socioeconomic and ability disparities in early childhood experiences, opportunities, and outcomes.

Family: We focus on the whole-child, prenatal to age five, in the context of their family and community.

Strategic: We prioritize solutions that produce results, are innovative, have a strength-based approach, highlighting protective factors and prevention.

Accountable: We are transparent, collaborative and accountable to one another, families and the community.

Informed: We are data- and research-driven and informed by developmental science.

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Reflections and Feedback

- Mission
- Vision
- Core Values
- Guiding Principles

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F5VC Vision & Mission

VISION

All Ventura County children are born healthy, thrive in nurturing environments, and enter school prepared and eager to learn.

*A **vision** is intended to broadly describe **what** we want to be true for children from prenatal to age 5 and their families.*

MISSION

First 5 Ventura County's (F5VC) mission is to strengthen families, communities, and systems of care for children prenatal to five years through investments, expertise, and leadership so all children reach their full potential.

*A **mission** describes **how** we will act to achieve our vision and the outcome we are working towards.*

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VISION

All Ventura County children are born healthy, thrive in nurturing environments, and enter school prepared and eager to learn.

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MISSION

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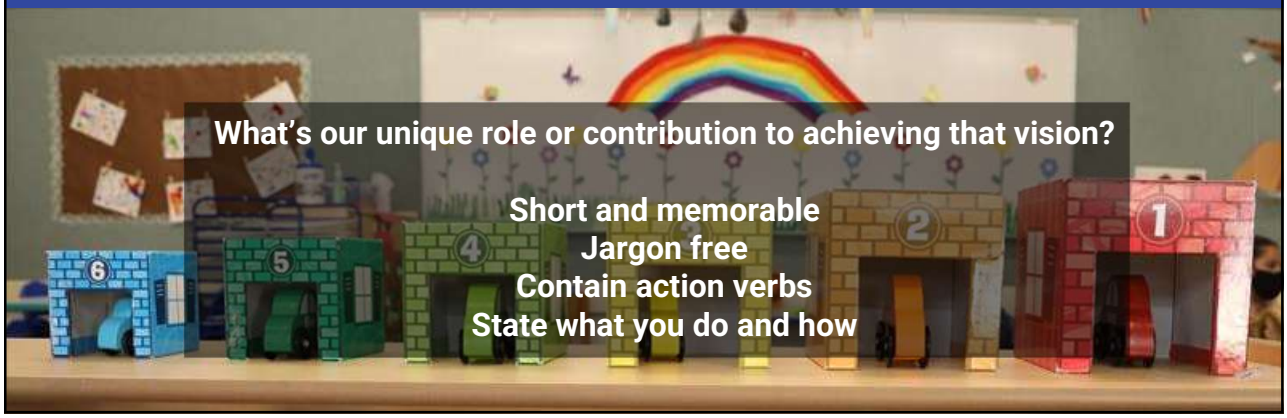

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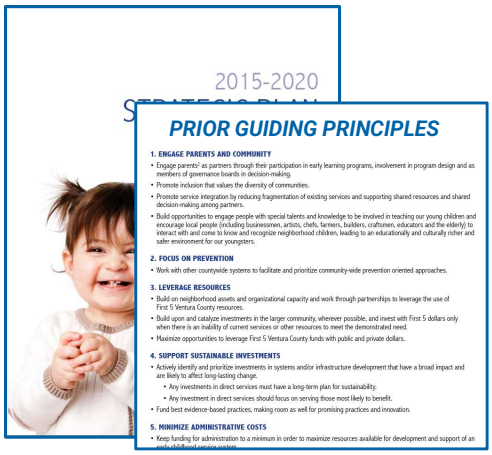
Core Values

Core Values are the **beliefs** that must guide us no matter what and articulate our agency's identity in shaping our work to achieve our mission and vision.

Guiding Principles

Guiding Principles manifest our values in **how we make decisions and take action** on choices that reflect our mission, and ensure our work aligns with what we stand for as an organization



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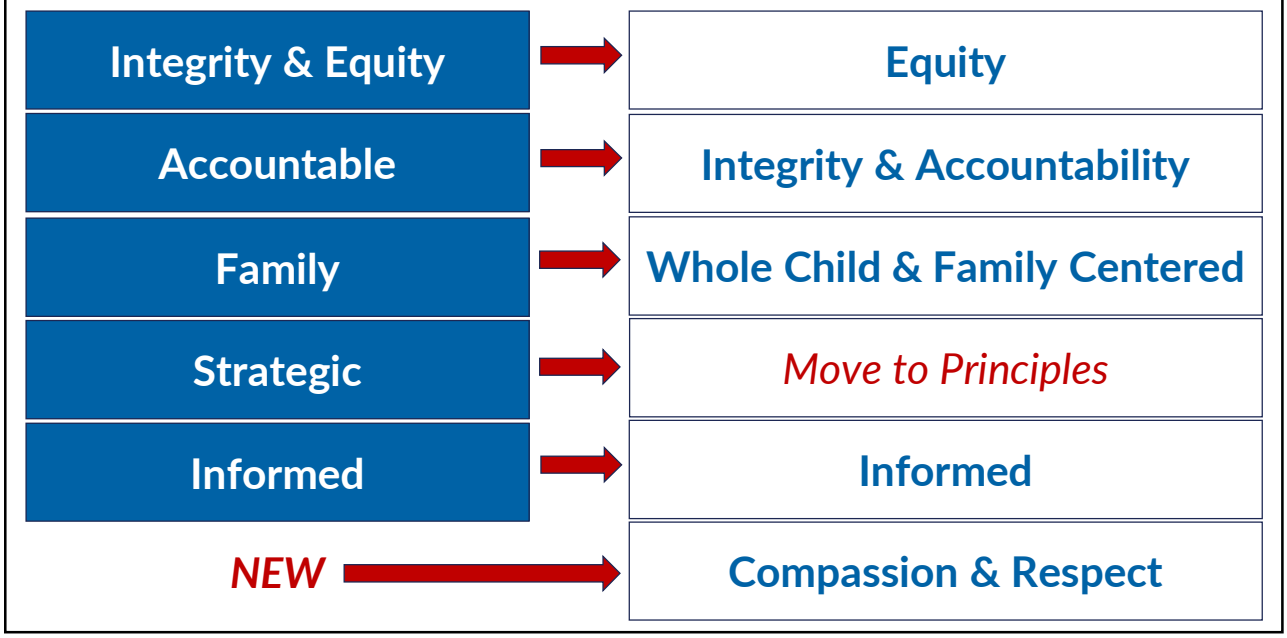
"We Value…"



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Core Value: Equity

Original Language	*Feedback*	*New Sample Language*
Integrity and Equity: We commit to acknowledge, identify, and address systemic inequities and racial, ethnic, socioeconomic and ability disparities in early childhood experiences, opportunities, and outcomes.	Culturally responsive Humility, diversity, inclusion Ensure equitable opportunities and outcomes Honor unique strengths, identities, abilities	**Equity** We celebrate diversity and promote inclusion by fostering culturally responsive and affirming early childhood experiences. Guided by cultural humility, we work to ensure equitable opportunities and outcomes for all children, honoring their unique strengths, identities, and abilities.

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Core Value: Whole Child & Family Centered

Original Language	*Feedback*	*New Sample Language*
Family We focus on the whole-child, prenatal to age five, in the context of their family and community.	Recognize that children develop in the context of their family and community Holistic approach Strengthening family connections	**Whole Child & Family Centered** We embrace a holistic approach that supports the well-being and potential of every child prenatal to age five within the context of their family and community. By strengthening connections among children, families, and the systems that serve them, we help build thriving, equitable communities where all can flourish.

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Core Value: Integrity & Accountability

Original Language	*Feedback*	*New Sample Language*
Accountable We are transparent, collaborative and accountable to one another, families and the community.	Transparency and accountability To families, partners and community	**Integrity and Accountability** We act with honesty, transparency, collaboration and respect in all that we do. Guided by our values and commitments, we hold ourselves and our partners accountable to the children, families, and communities we serve.

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Core Value: Informed

Original Language	→	*Feedback*	→	*New Sample Language*
Informed We are data- and research-driven and informed by developmental science	→	Data-based, research driven Using evidence & community wisdom Data to inform equitable strategies	→	**Informed** We ground our work in data, research, and developmental science, using evidence and community wisdom to guide decisions that promote equitable and effective outcomes for children and families.

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Core Value: Compassion & Respect

Original Language	→	*Feedback*	→	*New Sample Language*
New: ***Compassion and Respect***	→	Empathy, understanding, respect Highlight child, family, partners/colleagues Honoring diversity as a path to strong relationships	→	**Compassion and Respect:** We approach every child, family, and colleague with respect, empathy, understanding, and dignity. By honoring diverse experiences and perspectives, we foster trusting, supportive, and inclusive relationships that enable everyone to thrive.

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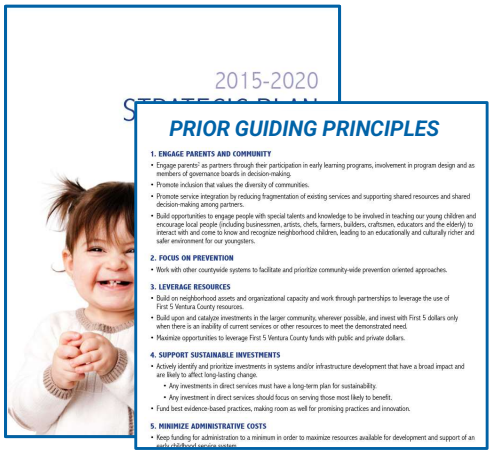
Core Values

Core Values are the **beliefs** that must guide us no matter what and articulate our agency's identity in shaping our work to achieve our mission and vision.

Guiding Principles

Guiding Principles manifest our values in **how we make decisions and take action** on choices that reflect our mission, and ensure our work aligns with what we stand for as an organization



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F5VC Guiding Principles

Family & Community Strengthening	Focus Early Focus Upstream Focus on Evidence & Strengths-Based Solutions Promote Parent & Caregiver Leadership Support Partner Capacity Ensure Seamless Connection to Coordinated Services
Systems Leverage & Integration	Convene and Catalyze Integrate Services Target Investments Where Others Have Not Leverage and Sustain Resources
Organizational Learning & Efficiency	Commit to Continuous Learning Strive for Quality and Efficiency

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Family and Community Strengthening

1. **Focus Early:** Focus on services and family support/wellness for prenatal to age three.
2. **Focus Upstream:** Focus on preventive strategies to improve outcomes through early investment.
3. **Focus on Evidence-and Strengths-based Solutions:** Deliver innovative, high-quality services that produce measurable results and promote protective factors.
4. **Promote Parent & Caregiver Leadership:** Include parent and caregiver perspectives—including fathers— to help make services and systems more responsive.
5. **Support Partner Capacity:** Strengthen community partners' capacity to fulfill their essential roles in the community ecosystem of services.
6. **Ensure Seamless Connection to Coordinated Services:** Collaborate with families and community partners to address families' needs efficiently and avoid duplication and fragmentation across sectors.

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Systems Leverage and Integration

7. **Convene and catalyze:** Facilitate cross-systems understanding of family needs and opportunities to better support optimal outcomes.
8. **Integrate Services:** Maximize scarce resources by integrating services across Ventura County's system of care with allies who share similar goals.
9. **Target Investments Where Others Have Not:** Direct Commission resources towards filling remaining service gaps that fall within our Strategic Priority areas.
10. **Leverage and Sustain Resources:** Support strategic positioning and partnerships for aligned grants/contributions that amplify the Commission's return on investment.

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Organizational Learning & Efficiency

11. **Commit to Continuous Learning**: Use data, research, and input from those with lived experience to learn what works and make evidence-based, culturally informed decisions.

12. **Strive for Quality and Efficiency:** Find most effective business practices possible, encourage innovation of new methods and models for more efficient practices and high-quality programs.

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Upcoming Strategic Planning Process

Strategic Priority Area: Child Health and Development

Goals	Objectives	Desired Outcomes	Sample Strategy & Action Steps	Indicators
Ensure every child has access to integrated health and development supports	Increase the percentage of children receiving timely developmental and social-emotional screenings and needed interventions.	Children with developmental and social-emotional concerns are identified early and connected to services.	• Integrate developmental and social-emotional screenings into pediatric, Neighborhoods for Learning, and other early learning settings. • Provide care coordination support to families with a child identified as needing follow-up. • Build community capacity for developmental and social-emotional screenings through Help Me Grow.	• % of children who receive developmental or social-emotional screenings as recommended by AAP • % of children who are referred for services • % of children referred who receive services
	Increase the percentage of children who have and utilize health insurance.	Children are up to date on well-child visits, immunizations, and dental visits.	• Fund or co-locate family health navigators who help families enroll in health insurance, and connect to primary care, dental, and immunization services. • Provide Welcome EVERY Baby home-visiting program to high need	• % of children who are up to date on well-child, preventive dental visits, and IZs

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Financial Planning and Allocation of Resources

- Financial planning underway with the Administration and Finance Committee
- Revenue projection scenarios were reviewed in November
- Financial plan will be updated at the next Committee meeting, including a recommended funding horizon with spending levels

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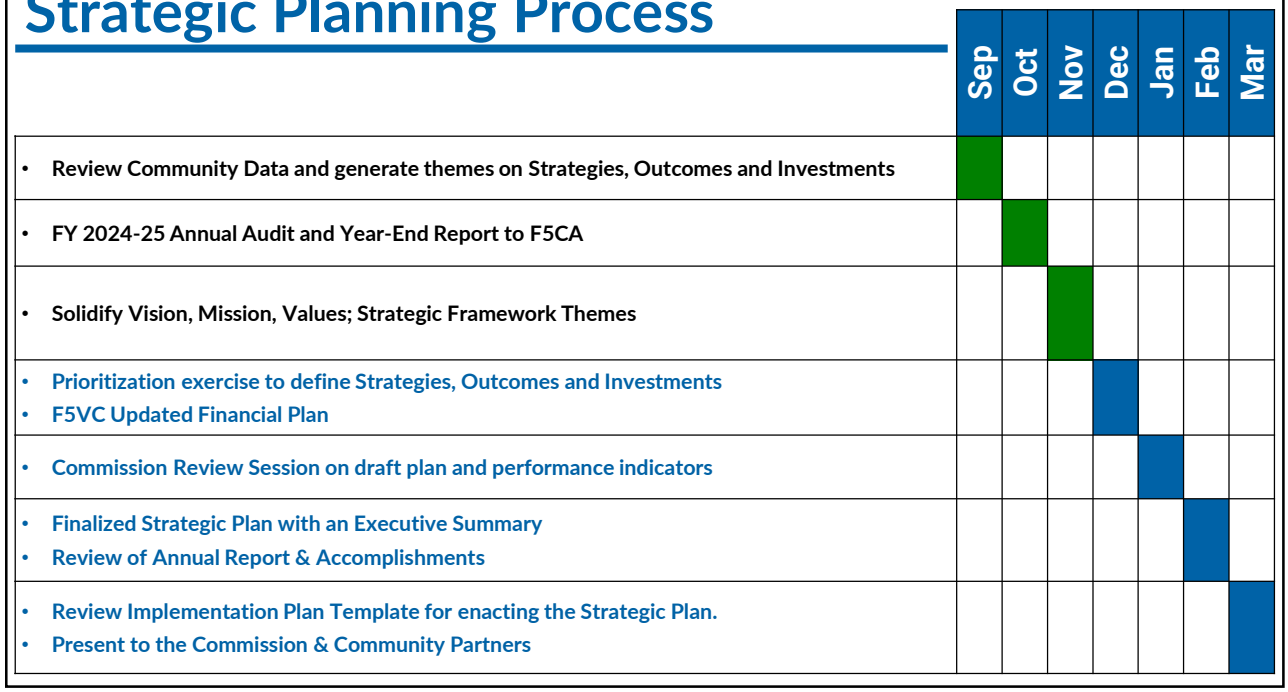
Strategic Planning Process



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Strategic Planning Update

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F5VC Commissioner Meeting

Strategic Planning Facilitation
November 20, 2025

Topic	Time	Items
Context Setting	10 minutes	• Timeline • Landscape Findings • October Facilitation Review
Vision and Mission Consensus	15 minutes	• Review F5VC Vision • Review F5VC Mission
Core Values	20 minutes	• Feedback on suggested F5VC Core Values
Guiding Principles	20 minutes	• Feedback on suggested F5VC Guiding Principles
Next Steps	5 minutes	• Upcoming Outcomes, Indicators and Financial Plan

Current	Potential modifications	Example Language
Integrity and Equity: We commit to acknowledge, identify, and address systemic inequities and racial, ethnic, socioeconomic and ability disparities in early childhood experiences, opportunities, and outcomes.	Move "integrity" to "accountability". • Culturally responsive • Humility, diversity, inclusion. • Ensure equitable opportunities and outcomes • Honor unique strengths, identities, abilities	We celebrate diversity and promote inclusion by fostering culturally responsive and affirming early childhood experiences. Guided by cultural humility, we work to ensure equitable opportunities and outcomes for all children, honoring their unique strengths, identities, and abilities.
Family: We focus on the whole-child, prenatal to age five, in the context of their family and community.	**Whole Child & Family Centered** • Recognize that children develop in the context of their family and community • Holistic approach • Strengthening connections	We embrace a holistic approach that supports the well-being and potential of every child prenatal to age five within the context of their family and community. By strengthening connections among children, families, and the systems that serve them, we help build thriving, equitable communities where all can flourish.
Strategic: We prioritize solutions that produce results, are innovative, have a strength-based approach, highlighting protective factors and prevention.	***Incorporate "strategic" into guiding principles.***	
Accountable: We are transparent, collaborative and accountable to one another, families and the community.	**Integrity and Accountability** • Transparency and accountability • To families, partners and community	We act with honesty, transparency, collaboration and respect in all that we do. Guided by our values and commitments, we hold ourselves and our partners accountable to the children, families, and communities we serve.
Informed: We are data- and research-driven and informed by developmental science	Consider moving to guiding principles or consider the following points: • Data-based, research driven • Using evidence & community wisdom • Data to inform equitable strategies	We ground our work in data, research, and developmental science, using evidence and community wisdom to guide decisions that promote equitable and effective outcomes for children and families.
Consider Adding New Value ****Compassion and Respect**	• Empathy, understanding, respect • Highlight child, family, partners/colleagues • Honoring diversity as a path to strong relationships	We approach every child, family, and colleague with respect, empathy, understanding, and dignity. By honoring diverse experiences and perspectives, we foster trusting, supportive, and inclusive relationships that enable everyone to thrive.

Proposed Guiding Principles

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