



Together for Tomorrow: Strengthening Families, Empowering Partners

Strategic Plan 2027

Executive Summary:

First 5 Fox Valley (F5FV) is a collective impact backbone organization dedicated to connecting families with essential developmental services and resources to help young children, ages 0-5, reach their full potential. This strategic plan outlines our vision, mission, and strategic priorities for the next three years, with a particular focus on enhancing collaboration, improving data utilization, strengthening community engagement, and securing sustainable funding to support our ongoing work.

Vision: All children in the Fox Valley region are safe, healthy, and able to reach their full potential with access to information and resources that help them grow and thrive.

Mission: Cultivate communities that empower and support every family to build a solid foundation for children in their first five years.

F5FV frames our work around the six core functions of a collective impact backbone organization, as defined in the following way(s):

- 1) **Guide Vision and Strategy:** Convene and coordinate across sectors in defining and pursuing community Early Childhood vision and strategy.
- 2) **Support Aligned Activities:** Facilitate centralized access to early childhood services for parents and families.
- 3) **Establish Shared Measurement Practices:** Coordinate collection of data and establish metrics for evaluation and improvement.
- 4) **Cultivate Community Engagement and Ownership:** Increase awareness and support of the Early Childhood sector throughout the Fox Valley community.
- 5) **Advance Policy:** Inform and influence state and local policy makers to support Early Childhood services.
- 6) **Mobilize Resources:** Develop resources for initiative sustainability including funding and volunteers for First Five Fox Valley.

The following organizational goals, while not explicitly aligned with the core functions outlined above, directly support and amplify F5FV's work in those spaces. It will be increasingly important for F5FV to refine our collective impact model and our identity as a backbone organization as we undergo the development of the Family Resource Center and continued implementation of Help Me Grow Wisconsin.

Strategic Objectives:

1) Enhance First 5 Fox Valley's Collaborative Framework.

Throughout the strategic planning process, a consistent theme articulated by organizational partners, funders, and early childhood stakeholders was the deep siloes that can inhibit intentional collaboration within and across sectors. Often, nonprofit service providers and municipal agencies are unaware of the work that their counterparts are undertaking, leading to duplicative services and competition for a shrinking pool of public and private philanthropy. As a collective impact backbone organization, it is incumbent upon F5FV to create and hold neutral space for information sharing and coordination across agencies.

- F5FV will explore intentional convening opportunities for organizational partners and stakeholders to mitigate the effects of siloing and foster deeper collaboration.
- F5FV will strengthen partnerships with local key executives within healthcare, education, and corporate sectors to support holistic family and child development.

2) Improve Data Utilization and Storytelling.

Effective use of data is crucial for demonstrating the impact of our programs and guiding strategic decisions. By enhancing our capacity for data analysis and storytelling, we can better showcase the value of our work, secure necessary funding, and inform the community and stakeholders about the critical outcomes we achieve. This not only strengthens our credibility but also ensures that our efforts are aligned with the evolving needs of the families we serve.

- F5FV will emphasize organizational storytelling to better communicate the impact of F5FV's programs and initiatives on early childhood development in the region by investing in organizational capacity for data analysis.
- F5FV will inform organizational storytelling efforts and secure additional funding by expanding longitudinal data analysis to demonstrate long-term outcomes related to early childhood development.

3) Strengthen Community Engagement.

Deepening our connection with the community is essential for building trust, fostering collaboration, and ensuring that our programs are responsive to the real needs of families. By clearly communicating our mission and actively involving stakeholders, we can create a more inclusive environment where all voices are heard, and support for early childhood development becomes a shared priority across the Fox Valley region.

- F5FV will clearly define and communicate the value and impact of F5FV's work to all stakeholder groups within the Fox Valley region.
- F5FV will deploy a "hub and spoke" model for the Family Resource Center, leveraging programming for community education and engagement and ensuring it meets the needs of diverse family structures.
- F5FV will continue to engage in local and regional advocacy efforts that lead to cross-sector support for families.

4) Develop Sustainable Revenue Streams.

To continue providing essential services and expanding our impact, it is vital to secure diverse and sustainable funding sources. By exploring new revenue streams, such as expanded

membership models and comprehensive philanthropy strategies, we can ensure long-term financial stability, reduce dependence on any single funding source, and maintain our ability to support the community's needs.

- F5FV will explore diversified funding streams, including expanding membership models and developing a comprehensive philanthropy strategy.
- F5FV will ensure transparency and efficiency in financial management to maintain responsible financial stewardship, including in the disbursement and management of grant funds.

5) *Address Capacity Challenges and Prepare for the Future.*

As our organization grows, addressing capacity challenges is critical to maintaining effectiveness and readiness for future opportunities. Strengthening our organizational capacity ensures that we have the human and operational resources needed to deliver on our mission, adapt to changes, and seize new opportunities that align with our strategic goals.

- F5FV will identify a staffing plan that builds organizational capacity to support:
 - i. Administrative functions (accounting, human resources, project management, communication, and technology services);
 - ii. Data reporting and analysis;
 - iii. Funding and development efforts;
 - iv. Community and partner engagement.
- F5FV will develop a comprehensive plan to address the transition in leadership and ensure continuity in F5FV's strategic efforts and program delivery. Onboarding should include support and mentorship from existing F5FV staff and the Board of Directors.

6) *Identify an organizational structure that clearly defines the roles between First 5 Fox Valley as the lead entity of the Family Resource Center and Help Me Grow - WI.*

Clarifying the roles between First 5 Fox Valley as the organizing entity of the Family Resource Center and Help Me Grow Wisconsin is essential for operational efficiency and strategic alignment. A well-defined structure will enhance collaboration, reduce redundancy, and provide comprehensive support to families and children, that seamlessly maximizes our collective impact.

- F5FV will create a model that strengthens the role of F5FV as a collective impact organization that provides a nimble and responsive approach to community needs and supporting families.
- The F5FV Board of Directors will determine the long-term vision for HMG and the FRC within the organizational structure of F5FV.

Appendix:

Relevant Parties and Stakeholder Groups, as defined in the F5FV membership guide:

- *Community Organizations* – community partners (childcare, civic, nonprofit, and service organizations, or early childhood partners not using the ASQ Enterprise system).
- *Help Me Grow Partners* – early childhood partners using the ASQ Enterprise system, community partners with HMG centralized access point and HMG navigator, affiliate partners running full-scale HMG systems.
- *Business Allies*
- *School Districts and Local Government Entities*
- *Private Donors*
- *Family Stakeholder Groups*



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1) Enhance First 5 Fox Valley's Collaborative Framework

1a. F5FV will explore intentional convening opportunities for organizational partners and stakeholders to mitigate the effects of siloing and foster deeper collaboration.	1a.1) Establish a cadence for annual "State of the Child" meetings with key community organizations, Help Me Grow partners, business allies, school districts and local government entities, and family stakeholder groups.	End of 2024; annual review and approval by Board of Directors. Meeting materials and agenda should be updated annually.
	1a.2) Establish a cadence for regularly scheduled meetings with partner agencies for information sharing and networking opportunities.	End of 2024; annual review and approval by Board of Directors. Agenda and format should be reviewed annually.
1b. F5FV will strengthen partnerships with local key executives within healthcare, education, and corporate sectors to support holistic family and child development.	1b.1) Provide educational resources through member meetings, print and digital resources, and the F5FV website to ensure that members can describe, advocate for, and engage in the common agenda for early childhood collective impact in the Fox Valley.	Ongoing; regularly update materials on an annual or biannual cadence.
	1b.2) Develop a comprehensive engagement and stewardship strategy for key executives in the Fox Valley region.	End of 2024.

2) Improve Data Utilization and Storytelling		
2a. F5FV will emphasize organizational storytelling to better communicate the impact of F5FV's programs and initiatives on early childhood development in the region by investing in organizational capacity for data analysis.	2a.2) Develop a marketing campaign that blends annual data with "mission moments" to maximize impact.	Summer 2025; biannual review in July to coincide with data collection and publication (e.g. HMG Annual Fidelity report, etc.)
	2a.1) Define data analytics needs to evaluate whether FTE is required or if data can be managed and analyzed through local partnerships with community organizations and higher education institutions.	
2b. F5FV will inform organizational storytelling efforts and secure additional funding by expanding longitudinal data analysis to demonstrate long-term outcomes related to early childhood development.	2b.1) Engage stakeholders to determine the most effective data integration strategy, including which metrics are most useful in charting improvements in early childhood development in the Fox Valley region.	
	2b.2) Establish a mechanism for blending longitudinal data analysis with F5FV's impact narrative (e.g. annual "State of the Child" report).	Prepared in time for the annual report out (see 1a.1). Annual review by the Board of Directors in July.
3) Strengthen Community Engagement		
3a. F5FV will clearly define and communicate the value and impact of F5FV's work to all stakeholder groups within the Fox Valley region.	3a.1) Define value propositions of F5FV's work for each of the organization's key stakeholder groups: community organizations, Help Me Grow partners, business	Prioritization by end of 2024. Begin development of value propositions in Q1 2025. Complete by end of 2025. Reviewed annually by the Board of Directors.

	allies, school districts and local government entities, private donors, and families.	
	3a.2) Develop marketing materials (print and digital) that are responsive to each of the audiences outlined above.	Prioritize the F5FV website. Complete by Q2 2025. Annual review and updates by F5FV staff.
3b. F5FV will deploy a “hub and spoke” model for the Family Resource Center, leveraging programing for community education and engagement and ensuring it meets the needs of diverse family structures.	3b.1) Confirm and deploy programming for the downtown “hub”.	
	3b.2) Define, develop, and deploy locations and programming for the community “spokes”.	
4) Develop Sustainable Revenue Streams		
4a. F5FV will explore diversified funding streams, including expanding membership models and developing a comprehensive philanthropy strategy.	4a.1) Refine and deploy a tiered membership model that efficiently captures the value proposition for organizational membership.	New model developed in Q4 2024; membership invitations to be distributed each January.
	4a.2) Develop a corporate and private donor strategy to grow designated and undesignated gifts to support F5FV programs and operating expenses. Plan should include the completion of the Family Resource Center capital campaign.	Develop strategy by end of 2024. Reviewed annually by the Board of Directors and F5FV staff.
4b. F5FV will ensure transparency and efficiency in financial	4b.1) Re-engage search and hire for Financial Manager.	End of Q1 2025

management to maintain responsible stewardship, including in the disbursement and management of grant funds.	4b.2) Develop and refine process documents that ensure financial transparency and effective reporting.	End of 2025. (Dependent on success of above)
5) Address Capacity Challenges and Prepare for the Future		
5a. F5FV will identify and implement a staffing plan that builds organizational capacity to support: administrative functions (accounting, human resources, project management, communication, and technology services), data reporting and analysis, funding and development efforts, and community and partner engagement.	5a.1) The Executive Director will produce a report that outlines how their time is spent, and what areas there is currently no staff capacity to accomplish.	Complete by the end of 2024.
	5a.2) F5FV will prioritize the areas of greatest need for additional staff capacity to inform the sequenced implementation of the staffing plan.	Board of Directors will meet to determine organizational structure in October 2025. Priorities need to be identified in 2024 so hiring can begin in Q4.
	5a.3) Hire for a communications, marketing, and development manager.	End of 2024.
5b. F5FV will develop a comprehensive plan to address the transition in leadership and ensure continuity in F5FV's strategic efforts and program delivery. Onboarding program should include support and mentorship from existing F5FV staff and the Board of Directors.	5b.1) Refine position description and hire a Family Resource Center Director.	2025
	5b.2) Refine position description and hire a Help Me Grow Director.	2026
	5b.3) Refine position description and hire an Executive Director for F5FV.	2027

6) Identify an organizational structure that clearly defines the roles between First 5 Fox Valley as the lead entity of the Family Resource Center and Help Me Grow-WI.

6a. F5FV will create a model that strengthens the role of F5FV as a collective impact organization that provides a nimble and responsive approach to community needs and supporting families.	6a.1) Inscribe deadlines for the HMG Director and FRC Director to develop comprehensive plans for their scope of work over the next three years.	Within 1 year of being hired.
6b. The F5FV Board of Directors will determine the long-term vision for HMG and the FRC within the organizational structure of F5FV.	6b.1) Host Board Retreat to fully explore F5FV's position as a program "incubator" vs. program "manager".	Completed by end of 2026.