



October 25, 2018

<p><b>SUBJECT</b></p> <p><b>STRATEGIC PLANNING UPDATE</b></p>	<p><input type="checkbox"/> Action</p> <p><input checked="" type="checkbox"/> Information</p>
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### **SUMMARY OF THE ISSUE**

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The First 5 California (F5CA) Commission (the Commission) approved a 5-Year Strategic Plan (the Plan) for the years 2014–2019. In preparation for the drafting of a new Strategic Plan, F5CA staff outlined a Strategic Plan Development Process during the April 25, 2018, Commission meeting. Consistent with the 2019 Strategic Plan Development Process, F5CA staff is providing an update of the new Plan work to date.

### **RECOMMENDATION**

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This is an information-only item. F5CA staff is not requesting action at this time.

### **BACKGROUND OF KEY ISSUES**

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#### **2014 Plan and 2017 Amendments to the Plan**

In 2014, the Commission adopted the Plan, incorporating four Strategic Priority Areas. Since its adoption, F5CA has conducted annual stakeholder surveys on its implementation of the Plan and reported results to the Commission. The findings of the surveys evidence F5CA's success in implementing a number of the Plan's goals and objectives.

At the time it adopted the Plan, the Commission also requested F5CA staff to provide an in-depth analysis of the Plan in its third year (2017). The purpose of the third-year analysis was to hear from F5CA staff regarding accomplishments, coupled with lessons learned, and to provide the Commission with sufficient information and

recommended amendments to better reflect F5CA's work in the identified priority areas.

In February 2017, F5CA held a Retreat to discuss various recommendations regarding the Plan. Consistent with the discussions at the Retreat, F5CA staff drafted specific amendments to the Plan, which were adopted by the Commission at its April 27, 2017, meeting.

## **2019 Strategic Plan Work to Date**

When envisioning the new Plan, and after reviewing various models used for agency strategic planning, the F5CA core planning team chose to restructure the new Plan to be more reflective of the overarching priorities and strategic strategies of the agency. To achieve this goal, F5CA will prepare two documents: 1) a Strategic Plan, which will serve as a higher-level document, focusing on our core principles and tenets; and 2) an accompanying Implementation Guide, which will provide the details of how the Plan, and its core principles and tenets, will be effectuated by F5CA staff on a day-to-day basis.

As to the actual drafting of the Plan, F5CA anticipates minimal changes to its vision, mission, and values. To inform F5CA staff on its updated priority areas and strategic strategies, F5CA has engaged in a highly interactive process with Commissioners, stakeholders, partners, and staff.

### **A. Commissioner/Strategic Plan Advisory Committee Input**

On April 25, 2018, F5CA held a half-day Commission meeting to discuss the development process for the new Plan. After the discussions and recommendations from the Commissioners were received and incorporated into the process, the development of the Plan began.

Since that date, F5CA has met with the F5CA Strategic Plan Advisory Committee to discuss the progress of the new Plan. The Committee has provided invaluable guidance and recommendations regarding the development of the new Plan.

### **B. F5CA Staff Input**

An important component of the new Plan is to incorporate F5CA staff feedback. Two All-Staff meetings were devoted exclusively to discussing the new Plan, and a Staff Survey was conducted to identify common themes and input.

A strong theme from staff was to incorporate and imbed principles of equity throughout the new Plan. Toward that end, a number of F5CA staff volunteered to be members of an F5CA Equity Workgroup. This purpose of the Workgroup is to collaboratively develop and recommend an equity statement that represents a vision and lens for implementing equity practices throughout the new Plan. The Workgroup meets on a weekly basis, and intends to have its statement finalized by this month.

F5CA staff also expressed a desire to have the new Plan continue to spell out opportunities to build internal capacity among staff. A small group of F5CA staff agreed to serve on an Internal Capacity Building Workgroup. This Workgroup will assist the Plan team to include staff capacity building opportunities into the new Plan. The Workgroup should have recommendations within the next month.

## **C. Stakeholder Input**

F5CA has solicited input from key stakeholders to assist in identifying areas to include in the Plan. The Glen Price Group (GPG) has conducted interviews on behalf of F5CA, with the following key stakeholders surveyed: the CA Departments of Education, Public Health, and Social Services, the First 5 Association, CA Resource and Referral Network, Packard Foundation, the Los Angeles Area Chamber of Commerce, Children Now, the CA Child Development Administrators Assn., Parents Voices, First 5 Los Angeles, and members of the Legislature.

The stakeholder input is being analyzed, and the information gleaned from the interviews will provide essential input to guide the main themes included in the new Plan.

### **Next Steps**

F5CA will continue to work with GPG, the Strategic Plan Advisory Committee, the two F5CA internal workgroups, stakeholders, and staff to finalize the draft Strategic Plan.

The draft Plan will be presented to the Commission at our January 24, 2019, Commission meeting for discussion, and thereafter the final Plan will be presented to the Commission for adoption at our April 25, 2019, meeting.

## **SUMMARY OF PREVIOUS COMMISSION DISCUSSION AND ACTION**

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The Commission originally approved the 5-Year Strategic Plan at its January 2014 meeting. They approved the amended (current) Plan at its April 2017 meeting.

## **ATTACHMENTS**

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A. Strategic Plan at a Glance



### DRAFT STRATEGIC PLAN AT A GLANCE

