



August 22, 2024

INFORMATION  ACTION

**SUBJECT: STRATEGIC PLAN AND CHANGE MANAGEMENT UPDATE**

**Strategic Priority Area I: Child Health**

**Goal:** All children thrive by achieving optimal health prenatal through age 5.

**Strategic Priority Area II: Child Development**

**Goal:** All children birth through age 5 have high-quality, nurturing environments that ensure their learning readiness.

**Strategic Priority Area III: Family Functioning**

**Goal:** All families have the knowledge, skills, and resources to support their children's optimal development.

**SUMMARY OF THE ISSUE**

First 5 California's (F5CA) current strategic plan ends in December 2024. To assist in the development of a new Strategic Plan, F5CA has contracted with Arabella Advisors to draft a four-year plan, guiding the agency from 2025–2028.

Arabella Advisors will provide an update at the August 2024 Commission Meeting on the status of the new Strategic Plan, including a draft framework and plans for stakeholder engagement, and the implementation of the 2023 Change Management Roadmap. A draft of the Strategic Plan is slated to be reviewed at the October 2024 Commission Meeting, with a final Strategic Plan approved in January 2025.

**SUMMARY OF PREVIOUS COMMISSION DISCUSSION AND ACTION**

In May 2024, Arabella Advisors presented at the Commission's Budget Study Session to provide an overview of the 2025–2028 strategic planning process and timeline and begin the development of an equity statement and definition of systems change to guide the strategic plan.

F5CA's partnership with Arabella Advisors began in August 2022 through a subcontracting partnership with the California Health and Human Services Agency and

WestEd as part of the Preschool Development Grant Renewal. The Arabella team worked with F5CA over the course of six months to assess the ways it is meeting its strategic vision as it relates to the North Star and Audacious Goal, what barriers there are to meeting those goals, and to offer recommendations in an implementation road map for the future. The Arabella team interviewed 18 external stakeholders and Commissioners to hear their perspective on the North Star, Audacious Goal, and F5CA's Strategic Plan. Arabella conducted four focus groups with approximately 25 F5CA staff, asking their opinions on F5CA's strategy, culture, and programs.

In January 2023, Commissioners were presented with preliminary findings and recommendations summarizing Arabella Advisors' consulting engagement. A "change management" road map was subsequently developed that outlined considerations for the F5CA team to align strategic priorities with the organization's culture, structure, and decision-making processes.

## **ATTACHMENTS**

None.