

**F5CA Strategic Plan & Change
Management Process**

Commission Meeting



Arabella
Advisors

August 2024



Agenda

- 9:55–10:00 a.m. **Update on where we are in our process**
- 10:00–11:35 a.m. **Discuss proposed organizing framework**
- 10:35–10:50 a.m. **Discuss when and how to collect external feedback**
- 10:50–10:55 a.m. **Preview next steps**

Process Update



Strategic Planning Process

Systems Change

March – May

- Based on the North Star and Audacious Goal, we aligned on a preliminary definition of systems change—and F5CA’s role within it—with the Commission and leadership team

Target Outcomes

June – August

- In close partnership with F5CA’s leadership team, we are developing draft target outcomes for each of F5CA’s roles (i.e., catalyst, convener, broadcaster, advocate)

Draft Framework

August – October

- We will present a draft organizing framework for the strategic plan to the Commission in August
- Based on that initial input, we will refine the framework and develop a full draft in October

Develop Plan

November – January

- We will iterate on a complete draft of the strategic plan with the leadership team until we are ready to share a final draft for approval with the Commission in January 2025

Equity Trainings

July – February

- Catherine Goins from WestEd will lead staff through a series of four customized trainings on concepts of equity
- Trainings will build on Catherine’s past work with F5CA

Equity Statement

May – October

- Based on input from the Commission, we are drafting and will iterate on a public-facing statement that speaks to F5CA’s commitment to equity—and provides concrete actions and goals in service of that commitment

Internal Needs Assessment

October – November

- We will design and administer a survey to assess what trainings and resources might be needed to deliver on F5CA’s strategic plan

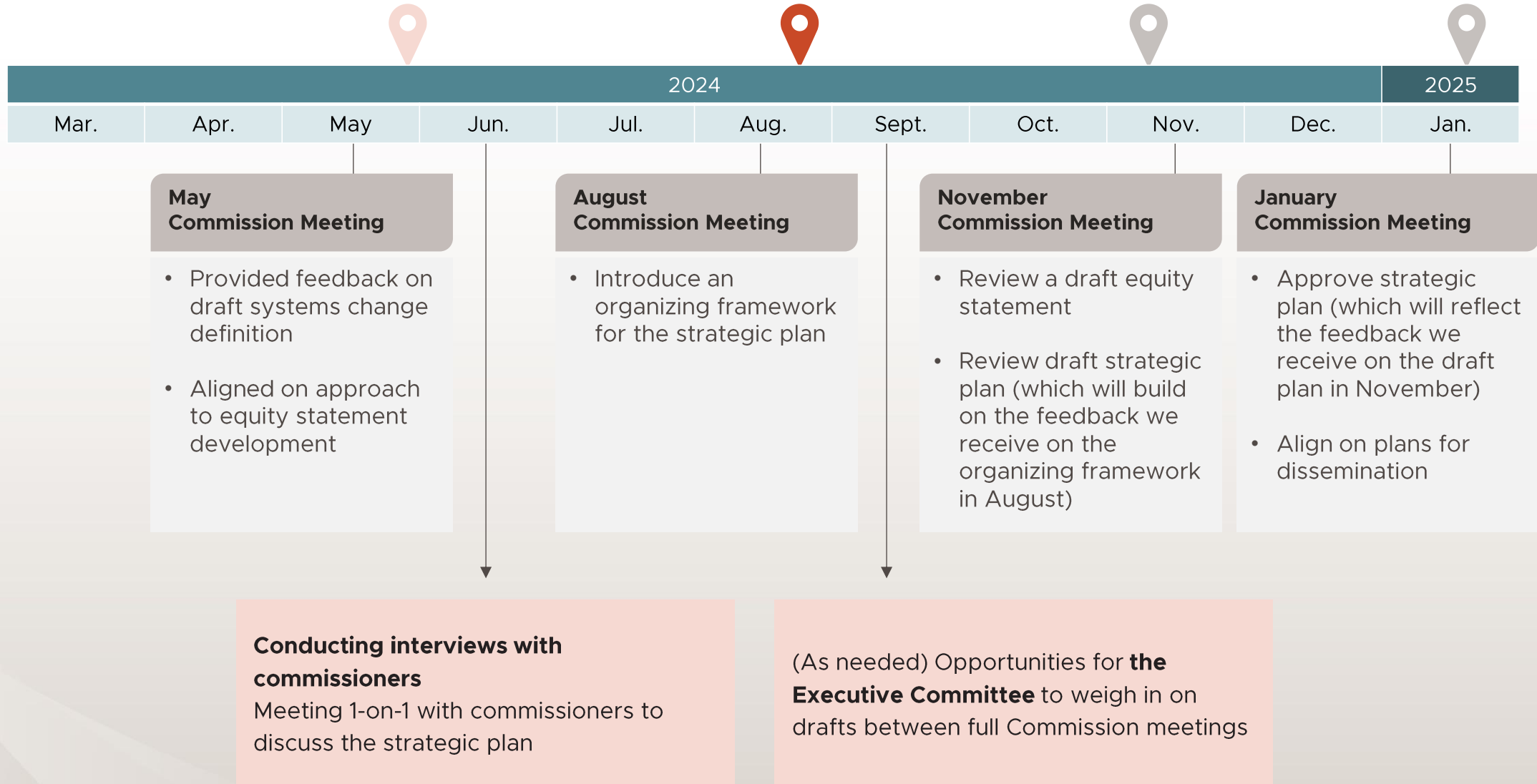
Develop Operational Plan

December – January

- To support F5CA in executing on its new strategic plan, we will codify any important operational considerations and develop a high-level implementation roadmap for staff to follow

Change Management Work

Commission Engagement Milestones



Draft Organizing Framework



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Proposed Organizing Framework

Key Assumptions:

1. The four-year goals we've proposed are very much in draft stage. We expect to refine them further with input from F5CA leadership, staff, and partners.
2. Some of the investments and activities we've listed in the framework are confirmed while others are likely to be subject to further refinement or reshaping.
3. We are not yet ready to discuss outcomes and indicators at this stage but plan to develop a manageable set with F5CA leadership and staff.

Discussion Questions:

- Which elements of the framework resonate? Which do not?
- Are we aligned on the idea of organizing the strategy according to F5CA's different roles?
- Are we aligned on the level of specificity in the subgoals?
- What would you like us to keep in mind as we start to articulate outcomes and indicators?

Audacious Goal:

In a generation, all children 0–5 will have the safe, stable, nurturing relationships and environments necessary to achieve healthy development.

Catalyst

Advocate

Convener

Broadcaster

Draft 4-Year Subgoals Advancing Child Health, Child Development, and Family Resilience

Reduce the risk of exposure to ACEs among children through the delivery and coordination of proven services and programs to families across CA

Support the development of innovative solutions to early childhood behavioral health and fatherhood-related challenges

Deliver tools and supports to refugee and immigrant families to support them in creating and sustaining safe, stable, nurturing relationships and environments

Lead efforts to significantly expand access to paid family leave and prenatal and postpartum care in CA

Support for the adoption of greater child tax credits and incentives in CA

Promote the role that UBI and universal healthcare could play in improved early childhood outcomes by joining state and national-level conversations

Build stronger networks for F5 CA and its ecosystem of early childhood providers through the support and participation in early childhood donor collaboratives

Strengthen collective action efforts with F5 Association/Counties and field actors around trauma-informed, healing-centered, and culturally-responsive strategies by repositioning the bi-annual summit as a forum to build network understanding of evidence-based best practices and shared strategies

Increase understanding of early brain science and the importance of safe, stable, nurturing relationships and environments among families and caregivers across CA, including non-English speaking audiences

Increase understanding of ACEs and the policies and programs that can help reduce the risk of exposure to ACEs among policymakers

Investments and Activities

- Kits for new parents
- Early childhood behavioral health
- Home visiting coordination
- Fatherhood project
- Refugee family support
- Newcomer support

- Paid family leave technical assistance
- State advocacy and early childhood education coalition
- Federal advocacy partnerships

- Bi-annual summit
- New donor partnerships
- Coordination with counties and the First 5 Association

- Media campaigns/public relations
- State advocacy and early childhood education coalition
- Federal advocacy


Outcomes & Indicators

TBD

TBD

TBD

TBD

 Reflective of current investments and activities

Audacious Goal:

In a generation, all children 0–5 will have the safe, stable, nurturing relationships and environments necessary to achieve healthy development.

Catalyst	Advocate	Convener	Broadcaster
Draft 4-Year Subgoals Advancing Child Health, Child Development, and Family Resilience			
<p>Reduce the risk of exposure to ACEs among children through the delivery and coordination of proven services and programs to families across CA</p>	<p>Lead efforts to significantly expand access to paid family leave and prenatal and postpartum care in CA</p>	<p>Build stronger networks for F5 CA and its ecosystem of early childhood providers through the support and early childhood donor</p>	<p>Increase understanding of early brain science and the importance of safe, stable, nurturing relationships and environments among families and caregivers across CA, including non-English speaking audiences</p>
<p>Support the development of innovative solutions to early childhood behavioral health and fatherhood-related challenges</p>	<p>Support for the adoption of child tax credits and incentives</p> <p>Promote the role that healthcare could play in improving childhood outcomes through state and national-level coordination</p>	<p>Coordinate collective action efforts with counties and field actors to develop informed, healing-culturally-responsive approaches to repositioning the bi-annual summit to build network of evidence-based best practices and shared strategies</p>	<p>Increase understanding of ACEs and the policies and programs that can help reduce the risk of exposure to ACEs among policymakers</p>
<p>Deliver tools and supports to refugee and immigrant families to support them in creating and sustaining safe, stable, nurturing relationships and environments</p>			
Investments and Activities			
<ul style="list-style-type: none"> • Kits for new parents • Early childhood behavioral health • Home visiting coordination • Fatherhood project • Refugee family support • Newcomer support 	<ul style="list-style-type: none"> • Paid family leave technical assistance • State advocacy and early childhood education coalition • Federal advocacy partnerships 	<ul style="list-style-type: none"> • Bi-annual summit • New donor partnerships • Coordination with counties and the First 5 Association 	<ul style="list-style-type: none"> • Media campaigns/public relations • State advocacy and early childhood education coalition • Federal advocacy
Outcomes & Indicators			
TBD	TBD	TBD	TBD

Discussion Question:
Are we aligned on the approach of organizing the strategy by the "roles" First 5 CA has previously assumed?

Audacious Goal:

In a generation, all children 0–5 will have the safe, stable, nurturing relationships and environments necessary to achieve healthy development.

Catalyst

Advocate

Convener

Broadcaster

Draft 4-Year Subgoals Advancing Child Health, Child Development, and Family Resilience

Reduce the risk of exposure to ACEs among children through the delivery and coordination of proven services and programs to families across CA

Support the development of innovative solutions to early childhood behavioral health and fatherhood-related challenges

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- Fatherhood project
- Refugee family support
- Newcomer support

- Paid family leave tax assistance
- State advocacy and education coalition
- Federal advocacy partnership

Discussion Question:
Are we aligned on the “altitude” of the draft subgoals?

- Summit
- Partnerships
- Collaboration with counties and the association

- Media campaigns/public relations
- State advocacy and early childhood education coalition
- Federal advocacy

Outcomes & Indicators

TBD

TBD

TBD

TBD

Plans for External Outreach & Feedback



External Engagement & Feedback

Key Assumptions:

- Based on feedback from the Commission, we plan to engage a subset of the organizations Arabella spoke with as part of our organizational assessment of F5CA in 2022.
- We are working with the Executive Committee to determine which 8 – 10 organizations to engage.
- We can be flexible about *when* and *how* we engage stakeholders.

Discussion Questions:

1. When in our process would it make the most sense to engage external stakeholders? Earlier on when there is potentially more room to shape the final plan? Or later on when there will more for partners to review and their feedback can be more targeted?
2. How would you advise us to engage external stakeholders? We can meet individually with organizations, facilitate small focus group conversations, collect feedback through an online survey, or employ a combination of methods.

Next Steps

What You Can Expect in Future Meetings

November 2024

During the meeting we will:

- Review a draft equity statement
- Review draft strategic plan (which will build on the feedback we receive on the organizing framework in August)

Ahead of the meeting we will ask you:

- Review the equity statement and prepare to provide feedback on both the structure and substance
- Review the draft plan and prepare to provide feedback on both the structure and substance

January 2025

During the meeting we will:

- Approve strategic plan (which will reflect the feedback we receive on the draft plan in October)
- Align on plans for dissemination

Ahead of the meeting we will ask you:

- Review the updated strategic plan in advance of the meeting and provide any final feedback on the substance
- Review our proposed dissemination plans in advance of the meeting and provide any guidance on how we might refine the audience or messaging