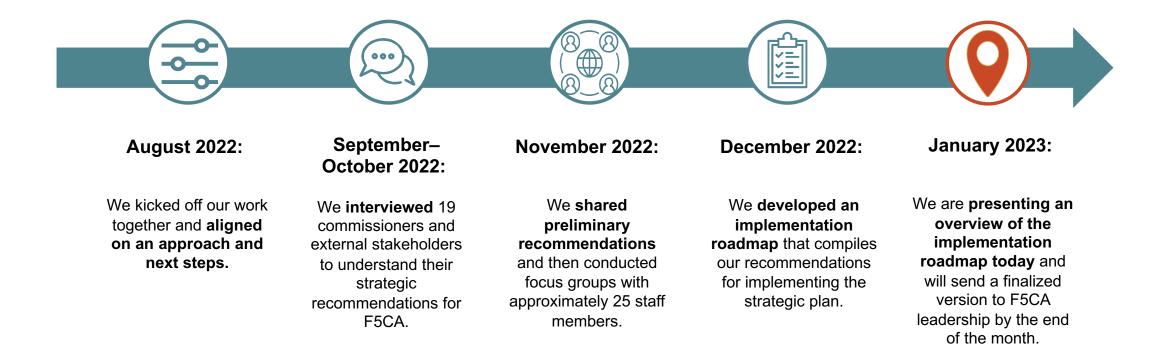
First 5 California Roadmap Overview for the January Commission Meeting



January 19, 2023

Overview of Our Engagement

Arabella Advisors partnered with WestEd and First 5 California to develop a clear, step-by-step roadmap with organizational recommendations for how to effectively implement First 5's new strategic plan and operationalize the North Star and Audacious Goals impact framework.



Findings



Findings Overview

- 1. Interviewees liked the North Star and Audacious Goal, seeing them both as an overall positive shift for the organization.
- 2. Interviewees want clarity on how First 5 CA's current investments connect to the North Star.
- 3. Stakeholders agree that First 5 CA occupies a unique and critical role as it relates to government and the early childhood field in CA.
- 4. Continuing to center children and families in external communications (versus the organization's revenues) is critical to F5CA's success.
- 5. Interviewees had various comfort with the concept of equity, but overall, we heard that a shift towards equity-driven systems change work is a critical part of achieving F5CA's North Star.

Overview of this Roadmap

This roadmap is a step-by-step guide to strategic change for First 5 California, based on the findings from staff, commissioner, and external interviews.

We are recommending actions for First 5 California by type:

- Strategic and Staffing Recommendations: Steps for leadership to guide F5CA's strategic direction
- Equity Recommendations: Steps to bring staff and leadership along an equity journey
- **Recommendations for F5CA Commissioners**: Steps for the commissioners' involvement at each phase

We recommend implementing this work via a phased approach, as this will enable the organization to sequence these activities in a way that is most impactful and help leadership to communicate activities clearly with staff and stakeholders. Leadership will also be able to lay the groundwork for a successful change management process and be clear with staff about what to expect.

PHASE ONE	PHASE TWO	PHASE THREE
Build the foundation for a	Align on priorities and	Create sustainable
strategic change and	goals, and bring staff	practices and
equity framework	members along	communicate externally

Recommendations at a Glance

	PHASE ONE	PHASE TWO	PHASE THREE
Strategic and Staffing Recommendations for F5CA Leadership	Understand and clarify the financial health of F5CA for staff	 Align on shared definition of systemic change and what that will mean for F5CA Articulate new role in the field Set goals and time horizons for goals Begin creating logic model goals Create a systems change management plan to build trust with staff Conduct organizational skills needs assessment 	 Solidify brand and communication strategy Implement new role in the field Build relationships among staff Reorganize staffing structure
Equity Recommendations for F5CA Leadership and Staff	 Outline the equity journey for staff members Host first facilitated conversation with an external equity facilitator Distribute a virtual bulletin board to gather feedback and host a share-out of responses 	 Have staff attend Equity 101 trainings Continue to work with the external equity facilitator from Phase 1 Distribute a virtual bulletin board to consolidate feedback and encourage dialogue 	 If needed, continue to work with the external equity facilitator from Phase 1 and 2 Build equity trainings into onboarding and annual training Create a guide to implement equity in day-to-day work
Recommendations for F5CA Commissioners	Communicate support for the equity journey to F5CA staff	 Approve a systems-change approach and F5CA's role in the field Learn about the new logic model and strategic plan Learn about new communication guidelines Attend equity 101 training 	 Begin to interact with the Administration Build relationships with staff Create an equity policy

Current Status of Executive Work

