FIRST THINGS FIRST

Ready for School. Set for Life.

AGENDA ITEM: CEO Report—Strategic Plan Update

BACKGROUND: In June 2012 the State Board approved a two year strategic plan. The approval was preceded by a four month Board strategic planning process and a subsequent process conducted by the FTF CEO and management team. The Board asked that updates on progress be provided once every six months. This agenda item is the first six month update to the strategic plan.

RECOMMENDATION: No action is required by the Board

The FTF two year strategic plan was adopted by the board in June 2012. The plan covered a variety of topics including effective board governance, updated vision, mission and values statements and a strategic and operational plan that was the culmination of more than a year worth of planning.

The Board requested that a progress update be provided every six months. The strategic and operational plan consisted of the following structure:

STRATEGIC

1. **System Outcomes and Organizational Priorities—defined at the highest level of planning; will rarely change and are intended to describe long-term system outcomes (as formulated by the Early Childhood Taskforce and adopted by the FTF Board).**
    a. Strategic Priorities—defined as the organization's highest prioritized items that will, overtime, lead to child-level outcomes; formerly known as "roles" (formulated by the Early Childhood Taskforce in the model system; FTF Board adopted the 20 roles outlined in the model and accepted the request of the Taskforce to adopt eight of the roles as top priority with one role added later by the Board).
        i. Goals—defined as the organization's bold operational plans that set forth the next five years of work (received from the Early Childhood Taskforce and modified, refined and embellished by the Program and Policy Committee and the three Advisory Committees, and adopted by the FTF Board).

TACTICAL

1. Tactical Operational Plans with Deliverables—defined as specific, measureable set of activities that describe throughout the next two years how the organization will achieve its goals (developed by the Board for governance and leadership and by the Management Team for all other goals).

The purpose of this update is to provide information on the progress on the tactical portion of the plan. Throughout the two year period, there are a total of 89 tactics due in the System, Policy and Program Development section of the plan and 91 tactics due in the organizational development section.

The following is a list of tactics that were due and completed by November 30, 2012:

Early Learning

1. Use evidence-based research, FTF research and evaluation findings, early learning policy committee and stakeholder input to revise early learning standards of practice.
2. Develop with the Arizona Department of Education, State Board of Education, and partners the intent of kindergarten developmental inventory purpose and name.
3. Implement statewide training opportunities for the Infant Toddler Developmental Guidelines for early care and education providers.

Health

1. Use evidence-based research, FTF research and evaluation findings, health policy committee and stakeholder input to revise children's health standards of practice.
2. Use evidence-based research, FTF research and evaluation findings, health policy committee and stakeholder input to revise children's health standards of practice. (Nutrition and Physical Activity)
3. Support EMPOWER program elements through participation in Department of Health Services EMPOWER Advisory committee.

Family Support and Literacy

1. Include home visiting as a priority strategy for new quality assurance plan; integrate quality assurance activities with research and evaluation plan.
2. Assess the effectiveness of family support models in five regions by procuring a contractor and implementing data collection.
3. Participate in statewide home visitation taskforce and interagency team and define FTF's role and responsibilities as a taskforce member.
4. Expand taskforce and advisory committees' membership to include parent members.

Professional Development

1. Establish and regularly convene professional development workgroup.

2. Gather data from other states on state based professional development systems.

Public Awareness

1. Effectively employ a social media campaign.
2. Prepare and deliver annual report to Governor and legislative leadership.
3. Identify potential opportunities to obtain or leverage General Fund appropriations.
4. Present comprehensive public/private partnership plan to the State Board to include opportunities for regional fund development, national philanthropy and federal funding.
5. Participate in BUILD initiative and consider BUILD recommendations.

Organizational Development

1. Conduct organizational assessment of staff and volunteer skills and organizational infrastructure.
2. Build on regional funding plans to integrate systems development and change discussions in regional in-service meetings, at the regional chair and vice chair meetings and in regional council meetings.
3. Implement capacity building activities by awarding capacity building planning RFGA.
4. Participate in Governor's Arizona Ready Council.
5. Ensure Regional Council representation on all statewide policy committees.
6. State Board conducts at least two meetings annually outside of Maricopa County.
7. Conduct Regional Council survey on governance, system leadership, operations and program implementation and report findings to the State Board.
8. Develop a tribal consultation calendar.
9. Submit statewide benchmark recommendations to State Board.
10. Submit Regional Needs & Assets report to State Board.
11. Submit statewide funding plan to State Board for approval.
12. State Board and regions engage in a discussion related to State Board discretionary funding.
13. Agency budget submitted to State Board and approved.
14. Annual regional allotments are submitted to State Board and approved.
15. Agency audit with no major findings submitted to State Board.
16. National Research and Evaluation Advisory Panel Recommendations are presented to the State Board.
17. Comments on Panel's recommendations are solicited from Regional Council members, Tribal Governments, policy committees, partners and community stakeholders.
18. Staff develops and presents to the State Board a specific implementation plan—including approach, budget and timelines.
19. Finalize program quality assurance implementation model.
20. Establish a monthly CEO brown bag where team members can share their perspective with the CEO.

21. Annually recognize employee of the year, team of the year and J. Elliott Hibbs award recipient.
22. 85% of Regional Council seats are filled.
23. Frequency of council meetings is analyzed and revised as appropriate.
24. Hold statewide early childhood development summit.
25. Create national & state earned media plans.

The following is a list of tactics that were due to be completed on November 3oth, but are still in progress:

Family Support

1. Define FTF's role in parent awareness and access to services. *We are working cross divisionally to determine what role FTF has in developing a search capacity on our website to help various constituencies learn about the services we are funding. There are external partners and cross divisional efforts underway. Our intent is to ensure we are not duplicating efforts.*

Organizational Development

2. Establish a reporting mechanism so that information from statewide policy committees can be shared with Regional Councils. *Currently we have Regional Council representatives on all policy committees. We are working to determine what additional strategies are necessary to ensure there is sufficient communication and information available to Councils.*

3. Conduct review of spring 2012 RFGA process, determine additional process efficiencies. *The executive team has conducted this review and we believe we are prepared to move into the next RFGA process in the spring. However, our intent is to conduct a broader debrief with the program, regional and finance teams so that everyone has the chance to weigh in.*

4. Determine policies to recruit highly qualified candidates. *We have been working closely with ADOA to successfully implement personnel reform. One component to ADOA's plan is to develop more flexible policies in recruiting highly qualified candidates. These guidelines have not yet been released. We will align the FTF policies to ADOA guidelines.*