

First 5 San Diego  
2025-2030 Strategic Plan

# IMPLEMENTATION PLANNING GUIDE



# TABLE OF CONTENTS

<b>I.</b>	Introduction	<b>3</b>
<b>II.</b>	Implementation Planning Workgroups Overview: Purpose, Process, and Product	<b>4</b>
<b>III.</b>	Planning and Discussion Guide	<b>7</b>
<b>IV.</b>	Action Planning Template	<b>9</b>
<b>V.</b>	Workgroup Representatives	<b>10</b>
<b>VI.</b>	Contacts	<b>11</b>

# INTRODUCTION

As you all know, strategic plans require substantial, ambitious actions, collective commitment, and links to staff job duties and to budget, in order to realize an organization’s desired vision for change.

Strategic planning must be followed by implementation planning, aka “action planning,” to identify the actions required to fulfill new goals and strategies. Implementation planning is the process through which “plans on paper” come to life through creating a “step-by-step” guide to advance goals and strategies to achieve our stated vision for those we serve.

First 5 San Diego’s Strategic Planning Implementation process is envisioned as a **coordinated and collaborative effort, led by staff with support from** early care and education partners. Those invited to participate in implementation planning are essential to supporting the development of a robust, practical plan to carry First 5 San Diego’s work into the future.



# WORKGROUPS OVERVIEW

## PURPOSE

The purpose of the Implementation Planning Workgroups (Workgroups) is to ensure that First 5 San Diego can effectively pursue and achieve its Goals and Strategies through concrete actions.

## PROCESS

Workgroup members, organized around a particular Strategic Plan Goal, will work collaboratively across a few months to **brainstorm, refine, and begin to implement** a set of actions for each strategy in the goal area.

*Overview of the 2026 Timeline of Activities and Planning Steps:*

2026					
January	February	March	April	May	June
Workgroup Launch	Workgroup Action Planning	Workgroup Action Planning	Workgroup Action Planning	Draft Action Plan(s)	Final Action Plan(s)
					
<ul style="list-style-type: none"> <li>• F5SD intro to the Action Planning Process</li> <li>• Workgroup breakout &amp; discussions</li> <li>• Workgroups set Jan-May work schedule</li> </ul>	<ul style="list-style-type: none"> <li>• Lead convenes members<sup>1</sup></li> <li>• Workgroup discusses &amp; generates draft actions for Strategy 1<sup>2</sup></li> </ul>	<ul style="list-style-type: none"> <li>• Lead convenes members<sup>1</sup></li> <li>• Workgroup reviews and refines actions for Strategy 1</li> <li>• Discuss and generate draft actions for Strategy 2<sup>2</sup></li> </ul>	<ul style="list-style-type: none"> <li>• Lead convenes members<sup>1</sup></li> <li>• Workgroup reviews and refines actions for Strategy 2</li> <li>• Discuss and generate draft actions for Strategy 3<sup>2</sup></li> </ul>	<ul style="list-style-type: none"> <li>• Workgroup finalizes Action Plan for each Strategy under their Goal area</li> <li>• F5SD compiles Plans for synthesis</li> </ul>	<ul style="list-style-type: none"> <li>• F5SD formats Action Plans into cohesive overarching Year 1 Action Plan</li> <li>• F5SD outlines Action Planning cadence through 2030 to ensure ongoing Strategic Plan Implementation and partner coordination</li> </ul>

<sup>1</sup> Virtual or in-person

<sup>2</sup> Workgroups may decide to tackle more than one Strategy per meeting – and/or – assign Strategies to pairs of individuals for action planning that is later reviewed by all Workgroup members for feedback and refinement.

A sample Discussion Guide to support Workgroup convenings is on page 7.

This is an internal process, and although the Commission is aware of our implementation planning, the resulting document will be for internal staff and partner use. The workgroups will include subject matter experts that had in depth knowledge of the work of First 5 San Diego and the existing ecosystem, to assist with the action planning, and as appropriate, some may be involved in implementation support.

## PRODUCT

Workgroups will create a **matrix for each Strategy** under the identified Goal that details specific actions and how each action will advance over a set timeframe (see Action Planning Template). During these few months, Workgroup liaisons will share the emerging action plans to remove any duplication, assess feasibility, and check for any gaps or additional actions that could be addressed by the Workgroups.

## DEFINING “ACTION”

*Who is doing what, with what resources, and by when?*

Implementation steps, or actions, must be relevant, logical, mostly sequential, and do-able—not just “good ideas that could be done.” **Actions must be specific, time-bound, and practical given the human and financial resources available.** And they should describe a clear “how to” that can be operationalized.

To make something *do-able*, actions need to be delineated into specific and detailed tasks with clarity around who is taking or facilitating action.

For example, under the Community Goal and the Public Education strategy, one action might be:

Action Step	Lead	Support Partners	Resources Needed	Start Date	End Date
<i>Develop and document priorities for focused topics, audiences, messages, and communication methods for the coming year</i>	Hunter Watson (F5SD)	Jaclyn and MIG	Approved budget	Beginning of 4 <sup>th</sup> Q	End of 4 <sup>th</sup> Q

Another action, under the Health Goal and the Health Plan Partners strategy, might be:

Action Step	Lead	Support Partners	Resources Needed	Start Date	End Date
<i>Through the established MOU between F5SD and the MCPs, develop policies and procedures that result in increased support for children ages 0-5 years and their families in SD County.</i>	Lenette Javier (F5SD)	Heather Summers and MCP Reps	N/A	Beginning of 1 <sup>st</sup> Q	End of 4 <sup>th</sup> Q

Some actions will be **too broad or vague** for inclusion in the Implementation Action Plan. Consider the following example which leaves unclear what, exactly, will be done and how:

*Improve family care coordination.*

# DISCUSSION GUIDE

## 1) Review work completed to date:

- What has been done to date and by whom in pursuit of this goal?
- What has been effective? Less effective? Why?
- What seems missing?
- What can we improve as we implement this strategy?
- What completed or ongoing work do we have questions about? How will we get answers?
- Thinking of the big picture, what more do we need to do to advance this strategy? (consider turning these into specific actions in Step 2, “Brainstorm actions,” below)

## 2) Brainstorm actions:

- What would successful pursuit of this Strategy look like?
- What, specifically, would we *see or experience* one year from now if we advanced this Strategy? *For example:* What would look or be different in terms of people, processes, and/or resources?
- What other successful models, if any, demonstrate achievement of this Strategy? What action steps and/or resources were required for this success?
- **What actions can we commit to that align with our resources (e.g., time, money, and people) that will enable us to implement this Strategy?**
- What is a logical order or sequencing of action steps?

## 3) Assess actions:

<i>Feasibility &amp; Practicality</i>	<ul style="list-style-type: none"> <li>▪ What enabling factors would need to be in place for this to be feasible?</li> <li>▪ What complementary actions would support success?</li> <li>▪ Have we identified who will do each action, by when, and with what resources?</li> <li>▪ Who else should we consult to support identifying feasible and practical action steps?</li> </ul>
<i>Risk Management and Mitigation</i>	<ul style="list-style-type: none"> <li>▪ What are risks of taking this action? What could possibly go wrong?</li> <li>▪ How would we mitigate identified risks? (e.g., refine the action? Propose additional action steps?)</li> </ul>
<i>Values-Alignment</i>	<ul style="list-style-type: none"> <li>▪ How is this action aligned with our stated values? How is it not?</li> <li>▪ If we do this, who will benefit? Who might be harmed?</li> <li>▪ Does this action prioritize families with the greatest needs?</li> <li>▪ Does this action address disparities?</li> <li>▪ Does this action promote system coordination and integration?</li> </ul>

**Values and Guiding Principles Alignment Checklist:**

*Our Values*

- Love
- Integrity
- Justice

*Our Guiding Principles*

- Family-Centered
- Systems Change
- Prevention
- Partnership

- Advocacy
- Capacity
- Impact

# ACTION PLANNING TEMPLATE

**Goal:**

**Workgroup Representatives:**

**Additional Workgroup Members for Specific Strategy Discussions:**

**Strategy Name and Description:**

Strategy Name and Description:					
Action Steps	Lead Responsibility	Support Partners	Resources Needed	Start Date	End Date

# WORKGROUP REPRESENTATIVES

GOAL AREA	MEMBERS
<b>OVERARCHING GOAL</b>	<b>Lead:</b> Alethea Arguilez (F5SD) Mayra Alvarez (Commissioner)
<b>HEALTH</b>	<b>Lead:</b> Alicia Castro (F5SD) Nancy Page (F5SD), Lily Valmidiano (AAP), Heather Summers (COSD Healthy San Diego), Aimee Zeitz-Gruber (CFWB)
<b>LEARNING</b>	<b>Lead:</b> Lenette Javier (F5SD) Shelby Gomez/Laurie Han (YMCA CRS), Rita Palet/Eunice Munro (SDCOE), Sarina Lynn (EES)
<b>FAMILY</b>	<b>Lead:</b> Juanita Garcia (F5SD) Dr. Pradeep Gidwani (AAP), Dale Fleming (SD Foundation), Sarah Glass (OCFS), Angi Mitchell (Office of Nurse Excellence), Luis Lechuga (AAP), Kim Flowers (NHA)
<b>COMMUNITY</b>	<b>Lead:</b> Hunter Watson (F5SD) Aaron Menz (F5SD), Jaclyn Walian (MIG), Cassie Saunders (HHS Communications Team)

# CONTACTS

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