

## **G&A Strategic Planning Projects**

**In addition to the major planning efforts listed below, most all of the collaborative grant development efforts involve exhaustive planning, most particularly in relation to the establishment of the San Francisco Drug Court, the development of Modesto's network of family resource centers, the development of a continuum of homeless and housing services in Contra Costa County, and the development of an HIV/AIDS services network in Alameda County. A partial list of other strategic planning efforts are summarized below.**

**San Mateo County Mental Health Services Act Research & Planning:** G&A completed facilitation of a year-long planning process for San Mateo County's Mental Health Department to develop its plan for the Mental Health Services Act. As part of this, in partnership with Louise Rogers, SMCMH, G&A has directed the outreach to and assessment of un-served and under-served populations. G&A designed the focus group protocols and trained all the facilitators responsible for conducting over 100 focus groups targeting linguistically, culturally, and geographically isolated communities, as well as populations that do not typically access mental health services (e.g. jail, homeless, and aged/isolated populations). G&A coded and analyzed all of these findings and designed an innovative database that allows for reports of findings in relation to 18 different issues. This database also allows reviewers to review the results of focus groups disaggregated by 20 different populations (by ethnicity, region, consumer type, age, etc.).

**Oakland Fund For Children and Youth (OFCY) Strategic Plan:** Working under contract with the city of Oakland's Human Services Department in 2004-2005, G&A led a planning process for the City's major fund for children and youth services. This process resulted in the development of OFCY's funding priorities and strategies to serve over 20,000 children and youth with their \$10 million annual budget for the four years from 2006 to 2010.

**Irvine Youth Services Strategic Planning 2008.** In a climate of eroded public funding resources, G&A conducted a comprehensive city-wide planning process that engaged previously uninvolved members of new immigrants and ethnic populations that been outside the civic process. G&A conducted extensive best practice research and convened a panel of state and nation experts in child health, child care systems, child nutrition, teen substance use and behavioral care systems that met with stakeholders in a day long study session. The resulting plan was used to reorganize the community services division of the city and continues to guide all children and youth funding and personnel decisions.

**San Francisco Dementia Services Planning 2009.** In collaboration with Resource Development Associates, G&A conducted an eight-month research and planning process to develop a twelve-year strategic plan intended to substantially transform how

dementia services are delivered in San Francisco. G&A facilitated an Expert Panel of Mayoral appointees with representatives from research, hospital care, consumers, advocates, and service providers. In addition, G&A staffed and facilitate four task forces, conducted an exhaustive literature review of every aspect of dementia services and emerging research, conducted interviews with dozens of stakeholders and family members, prepared a detailed strategic plan, and presented this plan at City Hall during a special conference convened by the Mayor.

**Service Employees International Union 1021 (SEIU) 2008-09.** Over a twelve-month period, G&A led a complex strategic planning initiative designed to merge 10 SEIU locals into one. This effort involved achieving consensus among multiple industries and memberships from the Oregon border, through the Central Valley and the greater Bay Area. It also involved achieving a common vision amongst locals that had long-standing political and leadership alliances that needed to cooperate and make concessions in order to achieve a single union. The process involved numerous public forums where members throughout the state could provide input, research into a wide range of union governance structures, voting rules, membership criteria, and other organizational factors that had to be incorporated into a new set of bylaws to govern the merged union. Each organizational consideration had practical, political and highly personal contexts that had to be respected and considered. After an extremely intense process, the bylaws were passed by a vast majority of members and supported by virtually all major stakeholders within the union.