



## California Children and Families Commission Budget Study Planning Session

May 22, 2024

### MEETING HIGHLIGHTS

#### **Agenda Item 1 – Opening Remarks**

##### Swearing in of New Commissioner

Chair Albright swore in the new Commissioner, Amy Bernardino-Fabi. Commissioner Fabi briefly introduced herself.

Chair Albright officially called the meeting to order at 10:03 a.m.

Commissioners Present: Katie Albright  
Shana Hazan  
Jackie Majors  
Vivian Paz  
Lori Risso  
Amy Fabi

Ex Officio Member Present: No one appointed at this time.

Commissioners Absent: Elsa Jimenez Joined the Meeting at 12:35.

##### Announcements

Chair Albright began her remarks by welcoming everyone and thanked First 5 California (F5CA) staff for developing a thoughtful agenda.

#### **Jackie Thu-Huong Wong, Executive Director, First 5 California**

Director Wong introduced Mr. Richard Pelayo, Glen Price Group to facilitate the discussion for today's Agenda.

#### **Item 2 - Budget Overview and Strategic Planning Orientation**

Mr. Richard Pelayo, Senior Associate, Glen Price Group: Mr. Pelayo reviewed the objectives of the Agenda, and reflections from Commissioners and staff will be shared. Mr. Pelayo stated the Agenda is built out intentionally to build a collective understanding and promote

collaboration between the Commission and staff, involves level setting, and help to identify and clarify what the Commission and staff would like to see done.

Director Wong shared F5CA's North Star and Audacious Goal and what F5CA is doing to support the well-being of all children in California. Director Wong shared F5CA is in the process of adopting a results-based accountability (RBA) framework and applying the RBA to all investments that are in development.

Mr. Pelayo introduced Mr. Andrew Peters, Arabella Advisors to present strategic planning updates.

Mr. Andrew Peters, Arabella Advisors provided a PowerPoint presentation. Highlights included:

- Strategic Planning and Change Management Timeline
- Review of Preliminary Definition of Systems Change
- Equity Statement Development

#### Commissioner Comments: Strategic Plan and Systems Change Language

Vice Chair Hazan noted that the process lacked community engagement. Vice Chair Hazan stated F5CA needs to listen to the population that we are aiming to serve. Vice Chair Hazan asked if F5CA could leverage some of the data gathering done through Stronger Starts for the Strategic Plan work. Chair Albright stated the importance of reaching out to parents and families. Chair Albright stated advisory committees have an important role to play in the Strategic Plan work/. Commissioner Majors stated F5CA need to be realistic about how parents and providers can engage when creating the Strategic Plan and to utilize community-based organizations to be a voice for them. Commissioner Majors asked the Commission to consider how we build new systems when budget cuts were forthcoming. Commissioner Majors asked what can First 5's do. Is there a framework or boundaries to achieve success. Commissioner Majors would like the Strategic Plan to be authentic, actionable and have useability. Commissioner Fabi shared the language seemed deficit based and suggested using more empowering language. Commissioner Fabi stated we need partnership with the community. Vice Chair Hazan stated that a statement should be included to reflect what is unique to current events. Commissioner Risso stated the plan needs S.M.A.R.T. Goals. Chair Albright stated the definition needs a "state of the state" section and inclusion of a values statement. Chair Albright stated there is no mention of ACE's and toxic stress and asked if it was intentional. Mr. Peters stated the final version will trace the work back to ACE's and toxic stress. Vice Chair Hazan stated the four qualities of work should be more explicit and action oriented. Commissioner Risso shared she would like to see an example of each of the four qualities of work. Chair Albright stated more work needs to be on the four qualities. Chair Albright shared the word empower is a challenging word, who has the power. Commissioner Majors stated F5CA needs to be clear about what F5CA does, who is F5CA empowering, and set realistic expectations. Vice Chair Hazan

stated the North Star/Audacious Goal are aspirational and everything else needs to be actionable and needs to be less lofty. Director Wong stated the communication piece is critical to the successful implementation of the strategic plan. . Commissioner Majors stated F5CA needs to pick a lane, understand who our partners are, and let qualified partners do the work. Chair Albright shared she would like collective impact, accountability, driven by data and research added to the values list and be clear about F5CA's role. Vice Chair Hazan stated collective impact is a very specific model and if F5CA goes with that model there will need to be a shared understanding of what that means. Vice Chair stated funding needs to be collective as well utilizing public and private funders.

### Commissioner Comments: Equity Statement

Chair Albright encouraged staff to think about how to create a broader circle of people to participate in the process. Chair Albright shared F5CA and the Commission needs to look internally before going externally through annual culture surveys, professional development surveys, evaluations and reviews. Commissioner Fabi stated there needs to be language accessibility. Vice Chair Hazan questioned how to move the organization forward with a focus on equity. Chair Albright stated F5CA staff and Commissioners need to be accountable to progress made towards equity. Director Wong stated that to be successful, there needs to be a culture shift in the organization.. Commissioner Paz shared training programs for Commissioners and staff to be put on the website. Vice Chair Hazan shared F5CA needs to think about geographic diversity in the context of equity.

Mr. Peters thanked the Commissioners and stated the Commissioners gave Arabella a lot to reflect on regarding the early work on the strategic plan.

Mr. Pelayo, Glen Price Group provided a recap of the morning session that included a review of the North Star and Audacious Goal, and a presentation from Arabella Advisors providing updates on strategic planning elements. Mr. Pelayo thanked Commissioners for their participation, questions, curiosity and guidance.

Dr. Angelo Williams shared a PowerPoint presentation on the Revenue Forecast and Fund Condition Summary. Highlights included:

- Historical timeline of Proposition 10
- Commissioner's roles and responsibilities
- Current fiscal conditions as it relates to Proposition 10
- Intentionality of the Proposition 10

### Commissioner Comments

Commissioner Majors stated F5CA is seen as an entity that has declining revenue by design. Is it a universal understanding that this was temporary money, that the goal of this money was to support the elimination of smoking, and, if that was successful the tax from smoking would decline without a secondary plan for other revenue streams. Chair Albright posed a question for consideration; was the intent of Proposition 10 for County Boards of

Supervisors to take more ownership to the work that local First 5s were seeding. Director Wong stated the Statute is very clear what Commissioner's roles are and F5CA's twenty percent is different from the eighty percent counties receive. Vice Chair Hazan stated F5CA needs to be clear about how F5CA uses the dollars we have and to think broadly about the dollars we have in front of us today. Vice Chair Hazan shared it's feels limiting to say revenue is declining and we're going to be out of business as if F5CA can't build funding coalitions and leveraging other dollars outside of those that come from the tobacco tax.

Marcia Thomas, Fiscal Director provided a PowerPoint presentation. Highlights included:

- Flow of projections
- Revenue Distribution by Account
- State Commission's Accounts
- Fund Condition Summary
- Revenue Sources
- Projected Revenue by Fiscal Year
- Funding Structure
- Projections vs. Actuals To Date
- Proposition 10 CA Department of Tax and Fee Administration
- Revenue Factors

#### Commissioner Comments

Chair Albright asked why there is a surplus. Director Wong responded in previous years it has been much larger and a few years ago the Commission voted to spend down the fund balance to support several county programs. Ms. Thomas shared F5CA maintains a reserve due to the volatility of the revenue. Chair Albright asked if F5CA is statutorily required to spend money on mass media and smoking cessation. Dr. Dominguez-Brinkley responded yes, there are specific things in statute, such as communications, tobacco, cessation, and parent education.

Dr. Martha Dominguez-Brinkley, Program Innovation, and Evaluation Deputy Director provided a PowerPoint presentation. Highlights included:

- Content and Structure of the Strategic Plan
- Status of Investments Flowchart
- Strategic Plan 2019–2024 Logic Model
- Programs need to shift based on the need
- Program for Equitable Access to Resources for Literary Support (PEARLS)
- Behavioral Health
- Newcomer Investment
- Collective Impact

#### Commissioner Comments

Chair Albright and Vice Chair Hazan asked if F5CA needs such high reserves. Vice Chair Hazan asked what reserve percentage makes sense. Commissioner Fabi shared F5CA needs to teach county partners how to solicit other revenue sources. Commissioner Jimenez asked how can F5CA create an infrastructure for counties to go after other revenue sources. Vice Chair Hazan shared she would like F5CA to invest in revenue generating

activities. Commissioner Jimenez expressed she hopes in the next cycle of strategic planning the Commission be more deliberate and sets smart objectives.

Dr. Angelo Williams provided a PowerPoint presentation on the Fatherhood Initiative Highlights included:

Commissioner Comments:

Commissioner Fabi shared the initiative could make such an impact including for Dads in prison. Commissioner Majors stated Dads play a significant role in the lives of children and a very different role than mothers. Commissioner Majors shared that fathers don't know their value. Commissioner Majors stated that there's a lot of work F5CA has to do with Dads and empowering them. Commissioner Paz asked if the fellowship is funded by F5CA or whether we envisioned partnering with a foundation to bring in. Dr. Williams responded F5CA is bringing the working group together first and then plotting the course for the fellowship to get funded.

**Item 3 – Public Comment**

Mr. Avo Makdessian, Executive Director, First 5 Association: Mr. Makdessian thanked the Commission for the robust conversation and taking on the work. Mr. Makdessian stated a lot of First 5 counties are the only early childhood funders in their local communities and leverage every proposition 10 dollar they get but matching is not enough because of all the services that kids and families need. Mr. Makdessian thanked Director Wong and staff for acknowledging a proposal that the Association put together for the Commission to create a stabilization fund for local counties.

Ms. Karen Scott, Executive Director, First 5 San Bernardino: Ms. Scott stated the counties are standing by to help F5CA with the shift from funding programs to systems change work and what that looks like. Ms. Scott stated we can leverage dollars through a collective impact approach. Ms. Scott thanked the Commission for the thoughtful conversation.

Mr. Scott Waite, Executive Director, First 5 Merced: Mr. Waite thanked Dr. Angelo Williams for ensuring all 58 counties could participate in the Fatherhood initiative. Mr. Waite urged the Commission to look at their investments. Mr. Waite stated counties can leverage an investment into helping every kid in California without being the sole funder or paying the lion's share. Mr. Waite encouraged Commissioners to reach to local First 5's to learn more about their experiences with fund balances and declining revenue.

Ms. Wendy Moten, Executive Director, First 5 Santa Barbara: Ms. Moten stated local and state commissions need to figure out what path we are going to take and where we will be in the next 25 years. Ms. Moten stated it's all hands-on deck to maintain our infrastructure and protecting critical services. Ms. Moten suggested having a sustainability summit with F5CA, the Association and all 58 counties.

Ms. Mary Ann Hansen, Executive Director, First 5 Humboldt: Ms. Hansen shared First 5 Humboldt has been lucky and remarkably successful at leveraging our prop 10 revenue to bring in additional funds to address our declining revenue. Ms. Hansen stated the Association has been essential in teaching counties how to do this. Mr. Hansen stated small counties have very limited capacity to write grants and we need to figure out how to support them in this leveraging work.

Ms. Fabiola González, Executive Director, First 5 Fresno: Ms. González urged the Commission to join all 58 counties to support the local county infrastructure in our state. Ms. González stated the focus on the first 5 years of life is one of the most critical things the First 5 California Commission can do. Ms. González thanked the Commission for giving the proposal serious consideration.

Ms. Gurdeep Dhaliwal, Board Member, NorCal Resist: Ms. Dhaliwal shared NorCal Resist receives funding from First 5 Sacramento. Ms. Dhaliwal urged the Commission to look at the Newcomer Support in broader terms. Ms. Dhaliwal stated all children face different issues when they're young. With newcomers, the children are facing a lot more of the primary issues that First 5's wants to address. Ms. Dhaliwal stated because of the funding we received NorCal Resist has been able to help with basic needs, place families into housing, enroll in school and provide a smoother start, and those things are reducing the impact of the trauma families face. Ms. Dhaliwal stated providing further funding for newcomers would be significant to all families in California.

Ms. Gina Daleiden, Executive Director, First 5 Yolo: Ms. Daleiden stated there are challenges with leveraging and braiding external dollars to prop 10 funding. Ms. Daleiden shared the juggling of multiple funding streams is not the best approach to effectively serve families. Ms. Daleiden stated a small amount of funding is insufficient to do the complex systems work that we all want to do. Ms. Daleiden shared she is open to reaching out to state partners that can help F5's reach out to larger funders.

Ms. Kesha Harris, July Forward: Ms. Harris shared she is a member of the Parent Leadership Training Institute (PLTI) which is a 20-week course where certain skills are learned and developed and receives First 5 funding. Ms. Harris thanked F5CA for the support and for an informative conversation.

## **Closing Remarks**

Director Wong began her remarks by sharing what an inspirational day it has been and the clarity, unity and directionality that the Commission provided. Director Wong stated F5CA looks forward to deepening the strategic partnership and creating the strategic vision that is set. F5CA looks forward to working with the association and other partners on hearing what the details of the proposal, which will be in August. Director Wong thanked Crystal Stairs for hosting the meeting.

## **Adjournment**

The meeting was adjourned at 4:14 PM.