



**FIRST 5 ALAMEDA COUNTY COMMISSION MEETING AGENDA**

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**Monday, November 14, 2016**

**First 5 Alameda County  
1115 Atlantic Ave.  
Alameda, CA 94501  
Conference Room A**

5:30 PM – 7:00 PM

**Commissioners:** Chair: Pamela Simms-Mackey M.D., Vice Chair: Renee Herzfeld, Wilma Chan, Lori Cox, Cecilia Echeverría, Tomás A. Magaña M.D., Scott Coffin, Kimi Watkins-Tartt

**Alternates:** Michelle Love, Karina Rivera, Dr. Karen Tribble

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- 1. Public Comment (for items not listed on the agenda) - Limited to 3 minutes per speaker**
- 2. Approval of Minutes from October 20, 2016**
- 3. Staff Announcements**

**PROGRAM**

- 4. FY 2017-21 Strategic Plan Discussion**

**MISCELLANEOUS**

- 5. Communication from Commissioners**
- 6. Adjournment**

**Information about the First 5 Conference Center**

- The First 5 Conference Center is wheelchair accessible. Please notify us 3 business days in advance if you need special assistance so we can make reasonable arrangements to ensure accessibility.
- Please refrain from wearing strongly scented products to the Conference Center in consideration of those who may experience chemical sensitivities.



**FIRST 5 ALAMEDA COUNTY COMMISSION MEETING MINUTES**

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**Thursday, October 20, 2016**

**First 5 Alameda County  
1115 Atlantic Ave.  
Alameda, CA 94501  
Conference Room A**

9:00 AM – 11:30 AM

**Commissioners:** Chair: Pamela Simms-Mackey M.D., Vice Chair: Renee Herzfeld, Wilma Chan, Cecilia Echeverría, Tomás A. Magaña M.D., Scott Coffin, Kimi Watkins-Tartt

**Alternates:** Karina Rivera

Commissioner Absent: Lori Cox

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Chair Pamela Simms-Mackey called the meeting to order at 9:01 AM.

**1. Public Comment**

Chair Simms-Mackey informed the public that agenda item 1 is intended for public comment on topics that are not listed on the agenda. The public may comment on Agenda Item 8, First Reading of FY 2017-21 Strategic Plan upon completion of the presentation.

**2. Approval of Minutes from August 18, 2016**

Commission Action: The Commission approved the August 18, 2016 minutes upon motion by Commissioner Echeverría, seconded by Commissioner Coffin and unanimously carried with no abstentions (6 in favor, 0 opposed, 0 abstentions).

**3. Staff Announcements**

There were no staff announcements.

**INFRASTRUCTURE**

**4. 2017 Commission Meeting Calendar**

Janis Burger, CEO, presented a draft of the 2017 Commission meeting calendar. Ms. Burger requested the Commission review the draft and note any known conflicts with the proposed future meeting dates.

**5. Contract Authorizations (Formerly Agenda item 6)**

Christine Hom, Finance Officer presented the contract authorizations and provided a brief overview of the funding sources of each contract authorization as outlined in the memo provided to the Commission.

Chair Simms-Mackey facilitated the vote for the following contracts:

- California School Age Consortium
- Las Positas Community College
- WestEd

Commission Action: The Commission approved the contracts above upon motion by Vice Chair Herzfeld seconded by Commissioner Chan and unanimously carried with no abstentions (6 in favor, 0 opposed, 0 abstentions).

Commissioner Chan facilitated the following vote for the following contract:

- BANANAS, Inc. (fiscal sponsor for Family Resource Network)

Commission Action: The Commission approved the contract above upon motion by Commissioner Watkins-Tartt, seconded by Commissioner Echeverría, and unanimously carried with Chair Simms-Mackey and Vice Chair Herzfeld abstaining from the vote (4 in favor, 0 opposed, 2 abstentions).

Commissioner Magaña arrived at the meeting.

## PROGRAM

### 6. First 5 Association Statewide Perspective (Formerly Agenda item 7)

Ms. Burger introduced Moira Kenney, Executive Director, First 5 Association to present.

Ms. Kenney provided a brief overview of Prop 10 revenue stating it has declined by more than 30% since 2000. Across the state, counties are cutting services and shifting their focus towards systems-building. Ms. Kenney stated the First 5 statute calls for Commissions to focus on integrated systems for children 0-5 with service innovation, improving access including parent education and provider training. There has been a significant shift towards policy, capacity building, and communications, both at the Association and across commissions.

Ms. Kenney highlighted the First 5 Association policy goals which include: Family Strengthening, Early Identification and Intervention, Oral Health and Quality Early Learning. She stated First 5 investments are still primarily programmatic. There is still the need to develop clear policy asks that build on the data, outcomes, and other lessons of First 5's 20 years of experience. Ms. Kenney stated California supports investments in proven 0-5 strategies. The challenge will be to bring the same level of focus and systems-thinking to the work of F5 as well as to build demand and support for the entire 0-5 system of care.

Commissioner Chan asked if Prop 56 is approved whether it would provide additional funding to F5AC. Ms. Kenney stated the funding would be on a county by county basis and will be applied in equivalency to e-cigarettes. The conservative estimate projects \$0.25 per \$2.00 e-cigarette tax collected to be received from Prop 56. Ms. Kenney stated, if approved, Prop 56 would increase tobacco tax revenue by including e-cigarettes, but the recent increase in the legal smoking age to 21 will likely result in a minimal net increase in revenue for F5AC. Commissioner Chan asked if there was a way to negotiate early childhood support into funding from Prop 56. Ms. Kenney stated lawmakers made it clear that Prop 56 is not intended to support early childhood.

Ms. Burger thanked Ms. Kenney for her presentation.

### 7. First Reading of FY 2017-21 Strategic Plan (Formerly Agenda item 8)

Ms. Burger presented the first reading of the FY 2017-21 Strategic Plan. She stated that based on the financial realities of Prop 10 revenue declining, stakeholder feedback, F5AC knowledge of the field as

well as the strengths and needs in Alameda County, the agency will be making several strategic plan pivots. Ms. Burger discussed the key pivots as outlined in the PowerPoint presentation. F5AC cannot accomplish its goals without the strengthening of existing partnerships and thinking creatively about new partners who have a stake in the success of young children in Alameda County.

Kristin Spanos, COO, presented an overview of the Strategic Plan planning process. She acknowledged F5AC staff, community partners, policy leaders, community stakeholders and the Commission for their engagement and thoughtful participation throughout the planning stages. Ms. Spanos stated the 10 month participatory process included over 400 surveys collected from community partners, over 20 in-depth interviews with policy leaders, F5AC Commissioner feedback as well as F5AC staff input. In addition to community stakeholder feedback, the agency researched best practices, looked at F5AC's own and others data and talked to other First 5's around the state to gather input.

Ms. Burger stated the agency's goals that children are ready for kindergarten and are free from abuse and neglect are unchanged from the prior plan. Ms. Burger noted F5AC cannot achieve success for all children in Alameda County alone. It will take sustained partnership and systems change to see lasting improvements, particularly for the County's most vulnerable children.

Ms. Burger noted the strategies were selected to act as levers to achieve agency goals based on stakeholder and parent input, staff expertise and research on emerging and best practices. Some of these recommendations are existing strategies that are continuing to evolve, while others are new approaches. Ms. Burger stated that given the resource constraints, F5AC is proposing more substantial investments in policy, parents and neighborhoods which the agency believes will have the most long-lasting impacts. F5AC will continue to seek and utilize outside funding and also look for ways to embed programs and bring programs to scale.

Carla Keener, Senior Administrator, Continuum of Care & Linkages presented the Early Identification strategy as outlined in the PowerPoint presentation. Ms. Keener stated in an effort to better meet the needs of families, F5AC will begin looking at the ways the agency outreaches to families in all programs and strategies at F5AC. Ms. Keener noted the proposed budget allocations will result in a reduction in Prop 10 funds during the third and fourth year of the plan, coinciding with the ending of the Long Foundation grant.

Ms. Keener discussed the Neighborhoods Ready for School strategy as outlined in the PowerPoint presentation. This new strategy replaces and reshapes current investments in place based work and community grant making. Ms. Keener stated the majority of funding will be allocated to the community through a grant making process. While this investment will result in new community grant making, the Community Grants Initiative as currently operated will come to an end. Ms. Keener noted in order to plan for a new grant making approach and technology system, F5AC will delay the regularly scheduled grants RFP from January to July 2017.

Ms. Keener discussed the Parent Engagement & Support strategy as outlined in the PowerPoint presentation. For over ten years, F5AC has funded the Alameda County Home Visiting Programs with Prop 10 dollars and will continue, at a 50% reduced level, to fund FY 2017-18 to allow time to identify alternative funding to support home visiting. Ms. Keener stated the funding level cannot be sustained as the agency turns toward focusing more on system and policy change efforts.

Commissioner Chan asked when the budget reductions to the Home Visiting Program would be in place and how much is left in current funding. Ms. Keener responded that upon approval of the Strategic Plan, the agency will reduce the current funding to the Home Visiting Program by \$1,500,000 in FY 2017-18.

There will be no budget allocation after FY 2017-18.

Malia Ramler, Senior Administrator, Community and Provider Capacity Building presented the Fatherhood strategy as outlined in the PowerPoint presentation. The proposed budget is an increase of \$190,000 from our current funding level in Prop 10 funding. Ms. Ramler stated the Fatherhood strategy outlines ways the Fathers Corp will develop and implement capacity building strategies and policy changes that will improve how F5AC programs and systems work with fathers and male providers and caregivers.

Ms. Ramler presented the Quality Early Childhood Education strategy as outlined in the PowerPoint presentation. She stated the proposed reduction requires assessing feasibility and, when feasible, planning to transition components of this work to F5AC's system partners. The agency will also determine ways to make the program elements as streamlined and efficient as possible. Ms. Ramler stated the reductions will likely mean a change in service model and decrease in service intensity.

Ms. Ramler presented the Training strategy as outlined in the PowerPoint presentation. Increased staff and administrative support will help increase training availability and reach and integrate trainings into the Parent Engagement/Support and Neighborhoods Ready for School Strategies. Ms. Ramler stated F5AC is in the process of determining how to sustain the training budget by charging a small fee for some trainings and will continue this work in the new strategic plan years.

Chris Hwang, Senior Administrator, Evaluation and Technology and Ms. Spanos presented the Policy and Evaluation strategy as outlined in the PowerPoint presentation. Ms. Hwang stated the redesigned strategy is the backbone of F5AC's pivot toward being a catalyst, collaborator and capacity builder. Ms. Spanos added the increase in funding will allow the agency to focus more on working with our partners to embed early childhood into programs and services throughout the county. The increased budget of \$400,000 in Prop 10 funding includes dedicated staff with some funds reserved for outside consultation and collateral materials.

Ms. Hwang presented the Administration, Information & Technology strategy as outlined in the PowerPoint presentation. The proposed \$1,000,000 increase from F5AC's current funding level will allow for an overhaul of technology. Ms. Hwang stated the agency is hoping to use the next four years to upgrade current business and information technology systems and practices so that staff and partners who rely on First 5 technology can be more efficient and up to date.

Ms. Burger presented the Communications strategy as outlined in the PowerPoint presentation. Communications was not previously a stand-alone strategy. Ms. Burger stated the intention for the strategy is to ramp up over the four years to complement the policy agenda. It will include staffing, communications costs and collateral materials.

Ms. Burger presented the Innovation strategy as outlined in the PowerPoint presentation. F5AC will work to develop new relationships with organizations, businesses and public agencies not typically considered part of the early childhood community with the intention of developing new and innovative ideas to address the needs of families with young children. Ms. Burger stated through quality data analysis and evaluation these programs will help F5AC to improve existing early childhood programs and strategies, but also potentially find better ways to serve new generations of young children and their families.

Ms. Burger stated the next steps in the Strategic Planning process are to develop an implementation plan. Upon approval of the plan, F5AC will begin operationalizing the outlined strategies. This will entail

changes to: organizational structure and staffing, contracting and procurement, program design and delivery, data and technology systems and data development agenda. Ms. Spanos will take the lead and begin working with staff to develop work plans with appropriate timelines. A detailed implementation plan will be in place by March 2017.

Commissioner Echeverría asked whether there is hesitation from private foundations to fund First 5 because there is a source of revenue from public funding and inquired about philanthropy as a target for communication. Ms. Kenney stated it is important to connect with philanthropies to help align dollars and she would like to work with the Commission on how to proceed further in this area.

Commissioner Chan thanked the F5AC staff for their work on the Strategic Plan. She stated she has received a lot of feedback on the proposed changes to the Home Visiting Program. Commissioner Chan noted there may be other portals with opportunities available such as with City of Oakland's Brilliant Baby and The Oakland Promise. She also stated the proposed elimination of funding after three years may be drastic, but is unsure of alternatives and that she would be happy to be a part of future conversations.

Chair Simms-Mackey opened the discussion to Public Comment on the FY 2017-2021 Strategic Plan.

Sue Greenwald from UCSF Benioff Children's Hospital Oakland gave a testimonial on the positive effects of Home Visiting. Ms. Greenwald asked that the Commission support gradual funding cuts in lieu of a complete funding drop off in order for the program to seek alternate funding.

Barbara Bunn McCullough from Brighter Beginnings gave a testimonial on the positive effects of Home Visiting and shared a Home Visiting client video presentation. Ms. McCullough asked that the Commission continue to support the Home Visiting program.

Ronesha Evans from Alameda County Public Health Department gave a testimonial on the positive effects of Home Visiting asked that the Commission support minimizing the drop in funding. Ms. Evans asked that the Commission continue to support the Home Visiting program.

Lakieisha Holton from Alameda County Public Health Department gave a testimonial on the positive effects of the Nursing Partnership Program and ask that the Commission support minimizing the drop in funding. Ms. Holton asked that the Commission continue to support the Home Visiting program.

Kiko Malin from Alameda County Public Health Department gave a testimonial on the positive effects of Home Visiting. Ms. Malin asked that the Commission support gradual funding cuts in lieu of a complete funding drop off and seek alternate funding to continue community work.

Mike Lewis, Father Corps participant gave a testimonial on the positive effects of the Fathers Corps program.

Kathy Brady from A Better Way gave a testimonial on the positive effects of the Parent Cafés in the Castlemont corridor and thanked the Commission for their support.

Judy Kriege from Bananas gave a testimonial and asked that the Commission continue to support the Home Visiting program.

Pecolia Manigo from the Bay Area Parent Leadership Action Network gave a testimonial on the importance of policy change and encouraged the public to hold our systems accountable.

Darlene Johnston from The Little Mud Puddles Learning Center gave a testimonial on the positive effects of Help Me Grow.

Angela Rothermel from Children Now gave a testimonial on the positive effects of Home Visiting and thanked the Commission for their support. Ms. Rothermel commented on the importance of Home Visiting investments at the state level with policymakers.

Chair Simms-Mackey thanked the public for their comments and expressed appreciation on behalf of the Commission for their feedback.

Commissioner Chan left the meeting; Commissioner Alternate Karina Rivera joined the meeting.

## **8. FY 2015-2016 Financial Audit Report (Formerly Agenda item 5)**

Chair Simms-Mackey introduced Ragini Singh of RS Associates to present the results of the FY 2015-16 Financial Audit.

Ms. Singh provided a brief overview of the work conducted by RS Associates and reviewed the content of the FY 2015-16 Financial Audit report distributed to the Commission. Ms. Singh stated overall it was a clean audit without significant findings or adjustments.

Commission Action: The Commission approved the FY 2015-16 Financial Audit report upon motion by Commissioner Coffin, seconded by Commission Alternate Rivera and unanimously carried (7 in favor, 0 opposed, 0 abstentions).

## **9. State Commission and Association Updates**

Ms. Burger announced the First 5 Association will be holding an Executive Director (ED) Retreat in Sacramento on October 25<sup>th</sup>. EDs from across the state will meet to discuss the future of First 5 in light of declining revenues and increasing child and family needs. They will also be exploring the Association's role in supporting local system-building work as part of its advocacy and implications for exploring new funding for early childhood. Ms. Burger invited the Commission to join the First 5 Association's Intranet for more information.

Ms. Manigo from the Bay Area Parent Leadership Action Network commented on family engagement and asked about the role of local control funding. Margot Grant Gould, Policy Director, First 5 Association commented that there are plenty of opportunities to get 0-5 programs embedded more within the Department of Education. The Association is looking for more ways schools are investing in early childhood. The local control funding allows school districts to have more flexibility on how they spend their funding.

## **10. Legislation and Public Policy Updates**

Ms. Burger presented the legislation and public policy updates. The update included background information on Prop 55 and 56 which will be on the November ballot and a request for the Commission to endorse both Propositions.

Commission Action: The Commission approved the endorsement in support of Proposition 55 and Proposition 56 upon motion by Commissioner Magaña, seconded by Vice Chair Herzfeld and unanimously carried with no abstentions (7 in favor, 0 opposed, 0 abstentions).

## **MISCELLANEOUS**

### **11. Communication from Commissioners**

F5AC will hold its first Gala event on April 27, 2017 at the Claremont Hotel. "Save the Date" cards were distributed to the Commission. Commission Alternate Rivera inquired about the goal of the event. Ms. Burger stated the event is being held to raise awareness on the work of F5AC in the community. It has not yet been determined how funds raised from the event will be distributed, which is projected to be about \$100K.

### **12. Adjournment**

Chair Simms-Mackey adjourned the meeting at 11:15 am.





**To:** First 5 Alameda County Commission

**From:** Janis Burger, Chief Executive Officer

**Date:** November 14, 2016

**Subject:** FY 2017-21 Strategic Plan Discussion

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### **REQUESTED ACTION**

To review and discuss Parent Support/Home Visiting recommendations in the FY 2017-2021 Strategic Plan.

### **Strategic Plan Recommendation**

F5AC is recommending to the Commission the following:

- FY 17/18 reduce by ~ \$1.5M, for a total funding amount of \$1.5M FY 2017-18
- FY 18/19 reduce by an additional ~ \$1.5M resulting in the elimination of funding for direct home visiting services.

F5AC will continue to fund other components of the home visiting system including outreach via the Perinatal Health Outreach Coordinators (PHOC), ECChange technology system and data, training, and the Parent Support and Engagement and Neighborhoods Ready for School strategies as part of a continuum of supports for families.

### **BACKGROUND**

#### **Recommendation Rationale**

- Declining Prop 10 revenue and F5AC budget constraints (over 40% reduction since 2000 \$23.6Mm in FY 00/01 versus \$12.4M in FY 16-17)
- Consistent with proposed reductions to other direct service programs in the 2017-2021, like Early Identification and Quality Early Childhood Education, the proposed home visiting reduction strategically pivots our investments from direct services to policy and advocacy
- Adhering to the Prop 10 mandate to pilot programs, and when value is demonstrated, seek to institutionalize practices
- Prohibitive cost per case for F5AC given the continuing reduction of Prop 10 revenue

#### **Brief Home Visiting History**

- From 2000-2012 F5AC funded a total of \$63,297,602 in contracts to support the direct service component of the home visiting system of care.
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- In 2013, F5AC shifted the funding to Alameda County Public Health Department (ACPHD) in a joint effort to better integrate Alameda County's home visiting programs and mitigate the effects of Prop 10 revenue declines.
- Since this 2013 shift, F5AC has contributed over \$18 million, roughly \$4.5 million annually (in personnel and contract costs) to the integration effort through the purchase of direct service slots, participated on both the home visiting executive and steering committees and provided other critical components of the system such as technology (ECChange), PHOC staff, training, data and evaluation support. The intention of the joint effort was to integrate 11 programs to build ONE system. The idea was that integration would:
  - Produce a common outcomes framework to better report on impact
  - Support common service provision standards, and quality assurance
  - Increase efficiency and productivity (maximize program enrollment)
  - Reduce costs, duplication
  - Build a training and professional development curriculum
  - Maximize state, federal and philanthropic resources in order to backfill Prop 10 as revenue declines and sustain HV program over the long-term
  - Better coordinate outreach and intake home visiting efforts, and ultimately shift the PHOCs to ACPHD

#### Finance

- In 2015 the estimate of the Alameda County Public Health HV budget was \$17.22M, which is 0.579% of the County's \$2.97B budget and 2.89% of the County's \$595M Children's Budget.
- F5AC's contribution to HV direct service contracts is \$2.92M comprising 17% of Public Health's HV budget.
- F5AC's total Agency budget is \$21.45M, total HV expenditures inclusive of staff time is \$4.21M comprising 20% of the Agency's budget.
- The \$4.21M F5AC HV funding leverages approximately \$0.40K in federal revenue for F5AC and \$1.97M for ACPH.
- Using current estimate of cost per case for F5AC funded clients \$6,547 (\$2.92M total cost used/446 of cases).

#### Data/What We Know about Home Visiting's Program and F5AC's Investment

##### Home Visiting Population

- ~ 5500 MediCal births each year
- 2576 of those families are in the home visiting system (including PHN cases)
- 900 *new* families enrolled annually
- 446 families in programs that F5 funds (120 CalLearn, 276 Children's Special Start, 312 ACPHD Special Start)

##### Home Visiting Demographics:

- Home visiting clients are 48% Hispanic, 25% African American, 10% Caucasian, 9% Asian/Pacific Islander, and 5% multi-race, 25% are Spanish speaking.
- 71% of mothers are not employed; 27% of fathers are not employed.
- 46% have children with special needs.
- 24% of respondents are either in CalWorks or CalLearn programs.
- 11% of mothers were teens at the birth of their child.

F5AC funds clients in the CalLearn program (teen parents), Special Start (children born in the NICU).

*Data collection and reporting on the local program impact is under development*

**Looking Ahead**

F5AC is working with County policy makers to identify stable funding for home visiting. The Agency remains committed to the County’s early childhood system of care, of which home visiting is a crucial component. The type of supports we want to implement both complement the existing home visiting programs, and extend our reach to those families for whom these programs do not meet their needs.

F5AC will continue to fund:

- Outreach for home visiting and other family supports via the PHOCs
- ECChange technology system, data and evaluation support
- Training
- Funding for F5AC’s Parent Support and Engagement and Neighborhoods Ready for School strategies which compliments the work of home visiting, including for families who may have “graduated” from home visiting, and families who have not touched the home visiting system

**FISCAL IMPACT**

There is no fiscal impact on the bottom line budget but any changes will require shifts in the Strategy Budgets.

**RECOMMENDATION**

To review and discuss the recommendations for HV in the FY2017-2021 Strategic Plan.

Submitted by:

Reviewed by:

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Janis Burger  
Chief Executive Officer

\_\_\_\_\_  
Kristin Spanos  
Chief Operating Officer