



**California Children and Families Commission**

**April 25, 2018**

**MEETING MINUTES**

**Agenda Item 1 – Opening Remarks**

George Halvorson called the meeting to order at 2:00 p.m.

Commissioners Present: George Halvorson  
Alejandra Campoverdi  
Muntu Davis  
Monica Fitzgerald  
Lupe Jaime

Commissioners Absent: Shana Hazan  
Molly Munger

Ex Officio Member Present: Jim Suennen

Announcements: The meeting was also held in San Diego via teleconference.

Chair Halvorson asked Commissioners if there were any items that presented a conflict of interest. There were none.

**Agenda Item 2 – Public Comment**

Chair Halvorson opened the floor for public comment.

**DISCUSSION:** Ms. Maben acknowledged Commissioner Fitzgerald’s first meeting. No comment from San Diego.

**PUBLIC COMMENT:** None.

**Information Item 3 – 2019 Strategic Plan Development Process**

Staff reported on plans for developing the 2019 Strategic Plan.

**DISCUSSION:** See attached meeting notes from Glen Price Group.

**PUBLIC COMMENT:** None

**Action Item 4 – Adjournment**

**MOTION/ACTION:** Commissioner Davis moved for adjournment of the Commission Meeting. The motion was seconded by Commissioner Jaime.

**DISCUSSION:** None

**PUBLIC COMMENT:** None

**VOTE:** The motion was approved by a unanimous vote of the Commission.

**Chair Halvorson adjourned the meeting at 5:00 p.m.**

The next scheduled Commission meeting is April 26, 2018, in Sacramento.

# First 5 California Commission Strategic Planning Meeting

April 25, 2018

## Meeting Summary

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On April 25, 2018, the First 5 California (F5CA) Commission launched a strategic planning process by soliciting input from the commission and leadership staff on the direction of the Agency and on a vision for its next strategic plan. The meeting was facilitated by Janelle Kubinec, director of the Comprehensive School Assistance Program and the California Comprehensive Center at WestEd. This document summarizes that meeting.<sup>1</sup>

### Framing from First 5 California Commission Chair

F5CA Commission Chair George Halvorson opened the meeting with the following comments on the organization’s direction and the importance of this planning process:

#### The current context:

- The brain science on young children’s development is growing exponentially. We now know things we didn’t know before, which we can use to enhance our work for children in California.
- Achievement gaps have stayed the same over the past 20 years. There has not been a concerted effort to close the gap in the first few years of a child’s life, when the gap starts.

<sup>1</sup> This meeting summary was developed by [GPG](#).

- Talk. Read. Sing.® can and does address the achievement gap in the earliest year. F5CA needs to continue to get the message out there. There are some communities that haven't gotten the message yet.
- Children from Spanish speaking families whose parents read or showed picture books five times a week or more were three times more likely to be "ready to learn" when they entered kindergarten. In California, the number of children born to Spanish speaking families is increasing. Informing parents about the early brain science through Talk. Read. Sing.® helps them prepare their children for the future.

### The Strategic Planning Process:

- Our goal through this process is to figure out the right combination of things to ensure children "Thrive by Five."
- Our hope is to engage in planning so we can be more successful at meeting our goals with declining revenue.
- We have had significant success in using our current plan to steer our direction, investments, etc.
- The next plan can't be dictatorial or rigid. Instead the plan should be enabling, empowering, and flexible. We should always reserve the right to be wiser, brighter, smarter, and better informed. When those things happen, we should be able to take another look, as a Commission, and revisit parts of the plan as needed. That should be our planning culture. This will require regular updates and opportunities to enhance the strategic plan.
- F5CA needs to set some goals and targets. Ex: 60% of children are "ready to learn" at kindergarten. To accomplish this, we would need to figure out the combination of activities.

### Strategic Planning Background

F5CA's last strategic planning process was in-depth and involved significant stakeholder input. This plan was adopted in January 2014. An in-depth analysis of the plan was conducted in year three. Last year the Commission reviewed the plan and held a full-day retreat to make some changes. The commission approved amendment to the current plan in 2017.

To implement its last strategic plan, F5CA developed a strategic plan advisory committee, developed a Financial Mapping Chart, and incorporated a new practice to label F5CA Commission agenda items to show how each item ties back to the plan.

### Launching the 2018-2019 Planning Process

For this 2018-2019 planning process, F5CA does not intend to revise the vision, mission, and values in its current plan (although it will incorporate the *Principles on Equity*). Over the next six to twelve months, F5CA staff and stakeholders will revisit the goals, objectives, activities, and indicators. The F5CA Commission Strategic Planning Advisory Committee will work with the F5CA staff to review and develop the plan. The full Commission will have an opportunity to review the draft plan in January 2019. The

plan will be revised and further developed with Commission input, with the hope of presenting a final strategic plan for approval by the Commission in April 2019.

### **Additional Framing for the 2018-2019 Planning Process:**

Additional framing about the 2018-19 planning process was also discussed:

- Camille Maben, F5CA Executive Direction noted that it will be important to think about how we get the “biggest bang for our buck” given the reality of shrinking revenue. She posed the questions:
  - How do we partner on things we fund?
  - What is the appropriate role of the State?
  - How do we both support counties and lead at the state level?
- Staff also suggested the importance of setting meaningful goals and aligning pots of money.
- First 5 Commissioners commented on the importance of goals:
  - Commission Chair Halvorson noted that setting clear goals will garner a lot of support. He gave the example of 60% of children are “ready to learn” at Kindergarten.
  - Commissioner Davis noted that goals can be both good or bad. Specific goals can be bad if you don’t meet them. He highlighted the importance of regularly assessing goals and improving strategy.
- Camille Maben also noted the importance of being realistic about what F5CA can do with its current staff and funding levels. She encouraged the process to result in a small number of specific goals.
- It will also be important for this process to include F5CA partners and be realistic about which organizations/agencies are taking on different pieces of the work.

### **Reflections:**

To launch the 2018-2019 planning process, F5CA Commissioners and staff were asked to reflect of the following questions:

1. What’s one impact you’ve seen related to or resulting from the Strategic Plan?
2. What’s one impact you expect or want to see happen in the next Strategic Plan?

Answers to these questions are included below:

### **What’s one impact you’ve seen related to our resulting from the strategic plan?**

- F5CA made progress in education and outreach, and through Talk. Read. Sing.®
  - Talk. Read. Sing.® saturated the market
  - Talk. Read. Sing.® is changing the culture of parenting
- F5CA has developed its advocacy presence
  - F5CA has developed a comprehensive legislative agenda that is inter-agency and partnership-oriented.
  - F5CA has made significant progress on specific bills, and has become a stronger voice at the table (took a position on 42 bills last year)

- F5CA has also played a strong role of convener with regard to the focus on workforce
  - F5CA is facilitating the coordination of a statewide early learning system, co-convening the *Transforming the Workforce for Children Birth through Age Eight* effort, building statewide infrastructure (quality, capacity building), and bringing in experts
- The fatherhood focus (a track at the summit) has been successful
- F5CA has played a major role in increasing the number of mixed-delivery sites participating in the Quality Counts California (California QRIS)
- F5CA's Dual Language Learner (DLL) work has been thoughtful and has shown leadership. F5CA has been willing to "fail forward" as needed and evolve. In this way F5CA has played a catalyst role
- F5CA has successfully engaged every county with IMPACT. IMPACT has taken an inclusive approach and has engaged more types of sites
- People across the state see First 5 California as a partner/collaborator
  - F5CA has focused on organizational development with great success. The organization has taken a "partner mindset", focused on children and families, and developed as a staff team
  - The county-level collaboration, communications effort, leveraging strategies, and relationship-building have been strong successes
  - F5CA has created strong partnerships with state agencies around QRIS and data sharing
  - F5CA has created strong partnerships at the state and local levels, and has really stepped into its role as "convener"

**What's one impact you expect or want to see happen in the next strategic plan?**

- F5CA needs to develop more trusted messengers to promote Talk. Read. Sing.®
- While F5CA has been successful with its work on the Quality Improvement System, there must be continued development of a statewide, scaled quality improvement system with greater levels of participation around the state and from different types of providers
- F5CA can play a more supporting/uplifting role with regard to parents and families, and ensuring they have the supports they need. (For example, Paid Family Leave)
- F5CA's strategic plan should be more deliberate with regard to measurement / "tangibility"
- F5CA needs to continue its strong role in supporting DLLs and should disseminate the data and research it gathers through its pilot to support scaling best practices for DLLs.
- F5CA must identify and make progress on connective tissue across the system to serve children and needs to scale up best practices from counties and other innovations
- F5CA should examine its role around child health. F5CA might be able to play a role in driving more public awareness.

- This might build on Talk. Read. Sing.® and could target behavioral health services, trauma, etc.
- F5CA has a role to play in talking about health issues that aren't part of the state-wide conversation right now (ex: developmental services, infant mortality for certain populations)
- F5CA has an important role to play around the ECE workforce. A well-compensated, trained, and supported workforce is a major driver of child outcomes
- F5CA still has a strong role to play around access and affordability around childcare and preschool services
- The strategic plan needs to focus on more child outcomes, measured with data
- The strategic plan should include better “language discipline” (What is a goal, objective, indicator, etc.)
- The plan should also be specifically comprehensive in terms of what actions are required to see results
  - Ex: If we're talking about Child Learning, being specifically comprehensive would look at families, partner organizations, policies/legislation
  - Each goal should focus on actions in families, partner organization support, and policies/legislation
- The strategic plan should recognize decreased revenue. First 5 California needs to think more broadly about goals/objectives while still incorporating some flexibility. It needs to focus on what F5CA is able to do within the current context. The plan should have general concepts, flexibility, and the opportunity to take advantage of changing contexts
- First 5 California must figure out how to tell “our story” better (story of where kids are in California, who their families are) we need to get buy-in from our colleagues so California and the ECE field are all telling the same story. We need to move past questions like “what is quality?” “what is access?”
- First 5 California needs to focus on changing the trajectory for the children being born every day in the state. In low-income households, children are facing health disparities, educational gaps, etc. First 5 California needs to do a good job at public relations, communications, earned media, news media, etc. First 5 California needs to ensure that everyone understands the health disparities that some populations face, and that can be combatted with strategies like Talk. Read. Sing.® and early education.

Meeting facilitator Jannelle Kubenic summarized highlights from the conversations she had with F5CA Commissioners in advance of the strategic planning sessions. She summarized as follows:

- Mission, Vision, Values will stay the same
- Principles of Equity will be incorporated
- Goals will be revisited, reviewed, and clarified (See suggestions from George above)
- The plan should have more integration of work areas/strategies
- Focus on refinement and clarifications of the “how”

- Measurement matters- focus on simple and useful
- F5CA staff are exceptional and Commissioners place high value on making sure staff find the plan helpful

## Open Discussion

Commissioners and staff then engaged in a conversation about F5CA goals and strategies.

Generally, there is a concern from staff that there are some significant bodies of important work that F5CA is doing that are not included in the current plan, or the level to which they are included in the plan is not commensurate to the amount of work required from staff.

- The plan should be conscious of staff time, and what it takes advance specific portions of the plan
- The plan should capture the relative importance of different bodies of work

F5CA has an important role in communications and direct outreach to families. As communication methods evolve, F5CA needs to keep up with changing trends.

- F5CA must be extremely digitally competent to reach families through the internet, apps, and social media
- F5CA also needs to be aware of populations with limited/no internet access

F5CA has a growing role related to advocacy.

- F5CA advocacy should be inclusive of the range of challenges facing families (conditions like food scarcity, transportation, etc.)
- Continue to weigh in on bills that impact children and families.

Commissioners and staff also discussed the importance of identifying specific outcomes/results, then structuring the plan with strategic areas/actions that contribute to these results.

- Some suggested outcomes could include:
  - 60% of children are ready for school at kindergarten
  - 90% of mothers know about the importance of Talk. Read. Sing.®
  - A specific increase in participation in Quality Counts California
- The plan could be structured as Vision/Mission/Values > Outcomes/Results > Strategic Areas > objectives/activities
- The plan should have more integration of work areas
- The plan should deliberately review investments, areas for research, and areas related to communication

The plan should also consider F5CA declining revenue.

- Efficacy and efficiency with current funds
- Consider how to be catalytic given that F5CA can't be a funder anymore

- F5CA might also think about how to increase revenue and should be forward thinking in its partnerships with funding entities

### Deep Dive on School Readiness Indicators

Commissioners and staff further discussed a topic that came up in the initial discussion about goals and outcomes, which was the inclusion of a school readiness indicator. There were different opinions on this topic and the discussion highlighted that this is a contentious issue in the field as well. This is compounded by the reality that California does not have a statewide school readiness assessment at this time.

- Commissioner Halvorson suggested putting a strong stake in the group with a goal that 60% of children are school ready at kindergarten (from an estimated baseline of about 40%) at this point.
- Commissioner Jaime noted that Fresno is focusing on school readiness and school readiness assessments. Fresno is looking holistically at the child- what does it mean to be “ready”? Conversely, some look it at a question of “Should the school be ready for the child?” We worry that we’ll create a deficit and label for a child on the first day they arrive at school by implementing school readiness narrowly.
- David Dodds noted that he liked the idea of a statewide indicator, but school readiness is a multi-domain concept. Different counties are using different tools, some of which go beyond academics. He suggested engaging stakeholders on this question.
- Commissioner Davis also noted the importance of bringing in stakeholders in this conversation
  - An outcome like 60% of children are school ready should be an input into school planning.
  - Something like this would have to have a communications campaign for parents
  - First 5 to facilitate the conversation?
- Camille Maben noted that the conversation, as a field, on school readiness and school readiness assessments ebbs and flows as a hot topic. There are potential negative implications that could be very detrimental.
- Some Commissioners noted that the results of kindergarten readiness assessments can be used in a bad way no matter what, so F5CA can lead the charge to try to avoid negative ramifications
- The group also discussed the lack of a statewide tool and the role F5CA can and should play in the development and promotion of such a tool

### Deep Dive on Health

Commissioners and staff had a more specific discussion about F5CA’s role in advancing child health, and how that should be addressed in the next plan.

- Camille Maben: When I think about the future, I want us to be more involved in the conversations that include child health.
  - Partnering with Family Resource Centers, Mental Health, Home Visiting

- We also need to be thoughtful about the role we play
- F5CA used to have a stronger focus on child health as part of public education and outreach.
- When the plan was revised, the Commission talked about F5CA's role in child health as being at the table, but not as the lead
- F5CA can't do direct services, but it can be an overarching presence and be an encouraging partner, etc.

## **Engagement: Who should we be reaching out to and what do we want to know**

Commissioners and staff made the following comments during a brainstorming conversation about stakeholder engagement on the plan:

- First 5 Association, County Commission Partners
- Identify the best way to reach families:
  - Survey
  - Focus Groups
  - Identify which parents are we targeting (Ex: parents with kids in schools, not in schools?)
- ECE settings
- Legislative Partners
- Need to engage the “outer circle” or “unusual suspects”
  - Hispanic Chambers of Commerce
  - The Catholic Church
- County Welfare, human services, etc.
  - Foster Youth
  - Homeless
- Health
  - Pediatricians group/association
  - Trusted messengers
  - Minority doctors
  - American college of pediatrics
- Other end of the pipeline
  - TK-12 System
  - Colleges/Higher Education
- State-level partners:
  - CDE
  - R&R Network
  - CCDAA
- Other Funders/Foundations

## **Next Steps**

The F5CA Commission will be establishing a strategic planning committee. F5CA staff will begin strategic planning efforts at its May all-staff meeting and GPG will develop a stakeholder engagement plan. The strategic planning committee will be engaged as the

process evolves and will bring updates back to the Commission as needed. The F5CA Commission will review and comment on a draft plan at the January 2019 Commission meeting.