



**COMMISSION MEETING
YEAR 4-5 PLANNING RETREAT
MINUTES**

November 16, 2017

OPENING

Commissioners Present: Stan Mantooh (Chair), Barbara Marquez-O'Neill (Vice-Chair), Dr. Michael Gollub, Dr. Robert Levin, Dr. Cesar Morales, Barry Zimmerman

Excused Absence: Kelly Long, Carola Oliva-Olsen, Bruce Stenslie

Staff Present: Petra Puls, Sam McCoy, Lauren Arzu, Fahim Farag

Public Present: Noemi Valdez, Carrie Murphy, Rafaela Frausto, Rosa Marmolejo

1. Welcome and Introductions

Chair Mantooh opened the meeting at 1:06 p.m.

Chair Mantooh acknowledged the commissioners absent and recognized that today's alternate venue will help facilitate discussion regarding Year 4/5. Commissioner Gollub reminded the group that soda should not be provided at Commission meetings according to the F5VC Nutrition Policy.

Commissioner Levin asked if members of the public can find the room, Chair Mantooh confirmed that the meeting location is listed on signage within the building.

2. Public Comments/Correspondence

There were no comments from the public.

3. Overview of FY 2015-20 Strategic Plan - Petra Puls

Petra Puls referred Commissioners to the Strategic Plan provided in the packet. She reviewed guiding principles, which emphasize engaging parents and community, focusing on prevention, supporting sustainable investments, and leveraging assets. Petra also noted a new principle introduced in the current plan to invest F5VC dollars only when existing systems are not able to serve a particular need. Investments are aligned with current strategic priorities: children are healthy; children enter school ready to learn; parents have knowledge and resources they need; and communities are engaged in supporting and prioritizing children.

Petra noted that investments for years one through three of the current Strategic Plan will largely be the same as in the past. She then reviewed projected revenues for FY 2019-20, illustrating the need to consider drastic changes in investments.

Petra spoke about "systems change." We currently participate in collaborative groups, such as the prenatal work group, to improve collaboration of existing services countywide. Petra noted another

example of “systems change” is the recently approved Advocacy Policy to advocate locally and in conjunction with the First 5 Association.

Commissioner Mantooth asked all in attendance to consider if our objective is to do what we do now with less resources or change how/what we do? Commissioner Levin suggested we approach these decisions as if we had never existed before, and not be constrained by current systems. Commissioner Levin also requested information on administrative costs for NfLs in current and potential future models. Petra responded that more information will be presented.

4. Report on Stakeholder Analysis – Sam McCoy

Sam McCoy provided an overview of the F5VC stakeholder engagement process to date and detailed the work staff has done to develop a comprehensive list of stakeholders for inclusion. The Commission’s recommendations will be presented at a meeting with funded partners and stakeholders in early December. Sam added that feedback from the December funded partner meeting will in turn be shared with the Commission.

Commissioner Mantooth asked how stakeholders were placed in categories – Sam clarified that each phase will include stakeholders identified and engaged in prior phases (i.e. the Commission will be engaged throughout the process). Commissioner Zimmerman asked for further clarification on engagement approach. Sam replied that throughout the process, staff will seek input on assumptions, and scenarios, and work with partners to assure transparency.

5. Scenario Research and Planning – Commissioners

Petra Puls provided an overview of the projected budget for FY 2019-21. While Proposition 10 revenues are uncertain, the current estimated 4% annual decline equals a decline of \$30,000-\$40,000. Petra presented a set of assumptions to guide the subsequent discussion: focus on prevention and early intervention, invest in services not funded elsewhere, invest in services intense enough to achieve outcomes, focus on those most likely to benefit, prioritize 0-3 year olds, and develop a flexible service model that can adapt for changing funding levels.

Commissioner Gollub reiterated that intervention/prevention should begin prenatally. Commissioner Levin mentioned that the focus on prenatal-3 seems to contradict the plan to invest in preschool. Petra reported that as a result of conversions of F5 spaces to State preschool funding in recent years, F5VC funded preschool spaces have decreased from 1,600 to about 650. Commissioner Gollub asked if literacy skills are developed at home, is preschool as important as other investment areas. Commissioner Mantooth advised that quality preschool is important but waiting until children are four years old may be too late. Commissioner Zimmerman asked if, with limited funding, we would seek to provide targeted or universal programs.

Petra pointed out that, in addition to targeted versus universal approach, there are many questions we need to answer throughout this process:

- How do we define need?
- Should our focus be on maintaining existing structure or purpose?
- How much change are we willing to take on?
- Do we prefer to scale back current model or be innovative moving forward?

Commissioner Gollub recalled the resource development study and asked if we had determined whether F5VC would be a fundraising entity? Petra reported that historically we have sought grants for programs but we are not positioned as a fundraising organization – traditionally we have operated as a funder and to compete for charitable revenue may change the nature of F5VC. Commissioner Mantooth added that we do not have capacity currently in place to become a fundraising entity and that fundraising would likely not make up the difference between current revenues and what we are drawing from our sustainability fund.

Petra discussed F5VC's current direct service investments under each goal area in the current Strategic Plan, and fielded a series of questions from the Commissioners.

Commissioner Morales asked if Petra could provide insight as to who else is funding/operating these programs. Commissioner Mantooth asked if we can look at which programs are most impactful. Commissioner Gollub asked how much we spend on oral health programs. Commissioner Levin asked about unmet need for preschool. Commissioner Marquez-O'Neill asked if Kindergarten transition is being funded/operated by school districts. Petra responded to the Commissioners questions by discussing each Strategic Plan goal.

Children are Healthy: Petra reported that investments have decreased over recent years because more families are covered by the ACA. The focus has shifted to connecting families with service providers. Petra added that 10,000 children were served with a \$60,000 oral health investment in screenings, education, and prevention. Treatments are very expensive, and many families cannot find dentists who accept Denti-CAL. Commissioner Marquez-O'Neill asked who else is doing this. Petra reported that we fund Clinicas and the Santa Barbara/Ventura Dental Care Foundation. Sam added that our funding is focused on uninsured children. Commissioner Mantooth asked about the current investment in dental treatment. Petra reported that current annual investment is about \$400,000. Commissioner Morales asked if VC Public Health would be able to step in, Commissioners Levin and Zimmerman advised that VCPH would not. Commissioner Zimmerman mentioned Gold Coast Health Plan might be the entity to develop and fund oral health programs. Petra noted that this would be a great systems change goal. Sam added that the Children's Oral Health Collaborative would exist without F5VC funding. Commissioner Marquez-O'Neill asked for clarity: are we looking at changing investments only and not strategic priorities or goals? Would we continue to advocate for children's health programs if we do not fund such services? Petra affirmed that assumption. Commissioner Mantooth noted that many of these services could become educational components of existing programs, such as PACT.

Petra summarized the Commission's consensus to focus on oral health systems change and prevention, rather than direct services.

Commissioner Gollub asked about our investment in developmental screenings. Petra reported that we currently invest in health educators who work with families based on the results of initial screenings. Commissioners Levin and Zimmerman advised that VC Public Health would not be in a position to take on developmental screenings without a new funding source. Petra reported that the Help Me Grow partnership works with pediatricians to have referral resources in addition to providing screenings at regular check-ups. Commissioner Gollub asked if we can enforce developmental screenings through public entities. Petra reported that we are working with Gold Coast Health Plan, Landon Pediatric Foundation, and others to build capacity and establish systems as well as a referral

guide. Commissioner Marquez-O’Neill asked if we should remove doing developmental screenings and replace it with Help Me Grow – Petra confirmed that at this time F5VC is looking at systems building approaches versus funding direct services in the Children are Healthy goal area.

Children Enter School Ready to Learn: Petra reported that F5VC is currently directly funding about 650 preschool spaces and total investments for preschools is \$2.2 million through NfLs and \$1.2 million in preschool expansion. Investment in preschool quality is largely through QRIS; the transition of the QRIS contract to VCOE as approved by the Commission in October 2017 will allow staff time to be invested in other areas. Petra also noted that increased access to preschool has caused a reduction in demand for Summer Kindergarten transition services.

Commissioner Mantooth reported that while he supports the conversion of F5VC funded preschool spaces to State funded spots, he has a hard time eliminating preschool space funding. Commissioner Levin added that he would like to see F5VC funded spaces continue in order to serve as much of the community as possible. Petra advised that conversion of spaces may have reached a saturation level due to families needing full-day care and exceeding current income qualifications for state funded spaces. Commissioner Mantooth asked if we should look at targeted preschool investments to serve those who do not qualify for state preschool. Carrie Murphy advised that the State is looking at increasing both part-day and full-day preschool spaces.

NfLs deliver Parent and Child Together programming and no other funding source exists for these classes. Currently 84% of children served through NfLs are ages 0-3. Total investment for PACT programming is about \$1.6 million. Commissioner Gollub asked if we have explored a peer to peer model to reduce PACT program staff costs? Noemi Valdez advised that paid staff are trained to deliver the services. Commissioner Mantooth suggested exploring what other health education elements can be incorporated into PACT classes. Commissioner Marquez-O’Neill advised that Latino populations may find PACT programming more appealing than preschool. Noemi Valdez agreed that interest in both exists but the programs serve different populations.

Petra asked the Commission to consider whether F5VC should target its services to those with the greatest need? And, how we would define need (income, availability of other services, other risk factors, etc.)? Commissioner Levin asked if we are already targeting services – Petra advised that we do not exclude any populations but some groups tend to utilize our programs more than others. Commissioner Gollub asked if any NfLs are underutilized and may be eliminated – Petra reported that all NfLs are achieving their targets, and many are exceeding them. Petra added that need may vary based on geography. For example, many East County residents have no other preschool options as their income is too high to qualify for state funded programs, but they cannot afford market rate preschool. Commissioner Mantooth advised that a targeted geographic approach may not be true to our principle of serving all of Ventura County. Commissioner Gollub asked if we should consider maximum income limits to access our services.

Petra presented four potential scenarios, from the least change to most innovative, and requested feedback from the Commissioners.

Scenario 1 – Current programs continue to exist, but with an approximately 40% funding cut across the board, which would impact viability of some programs.

Scenario 2 – Consolidate NfLs into regional hubs while still focusing on countywide service delivery.

Scenario 3 – Regional NfL consolidation, and focused on targeted services for high need populations.

Scenario 4 – Identify a centralized contractor to deliver services such as PACT and Family Support programs.

6. Next Steps – Commissioners

Petra asked the Commission to consider each scenario and requested any questions or comments. Commissioner Morales asked for financial data on how long F5VC would be sustainable with each scenario. Petra explained that the scenarios would assume operating within future revenues.

Commissioner Levin requested a hybrid scenario: Consolidate NfLs, centralize delivery of services where possible, and target services to high need populations instead of serving universally. Commissioner Gollub advised that if we consolidate NfLs, we need to consider transportation issues. Commissioner Morales asked if other Commissioners would be in favor of eliminating scenarios 1 and 4. Commissioner Mantooh agreed that scenario 1 may not be feasible, but would not yet eliminate scenario 4, noting that several Commissioners are not in attendance. Commissioner Marquez-O’Neill agreed that we should not eliminate too much too soon and asked for clarification about what we envision with centralized delivery of core services? Petra advised that while we have not done a lot of detailed modeling, the idea is that a contracted entity would be responsible for providing services throughout the communities. Commissioner Zimmerman asked that scenarios 2, 3, and 4 be modeled out with revenue projections. Commissioners Morales and Marquez-O’Neill noted their preference is to maintain services countywide.

Petra thanked the Commissioners for their feedback and stated that staff will further develop scenarios based on today’s discussion. Petra also invited all Commissioners to attend the upcoming meeting with Funded Partners on December 4th and to please reach out with any additional questions.

Commissioner Mantooh requested to move quickly through action items at our next meeting and spend the majority of time to continue this conversation

Commissioner Marquez-O’Neill noted that she will be traveling for most of December and will be available only via email.

7. Next Regular Commission Meeting

The next meeting will be held on Thursday, December 14, 2017, at the Ventura County Office of Education, at 1:00 p.m.

The meeting was adjourned at 3:04 p.m.