

**Meeting of August 11, 2015 – 5:00-7:30 PM**  
**601 Texas Street, Conference Room B, Fairfield, CA**

**CALL TO ORDER / SALUTE TO THE FLAG**

- I. Public Comment** **Information**  
*This is the opportunity for members of the public to address the Commission on matters not listed on the Agenda that are otherwise within the subject matter jurisdiction of the Commission. Please submit a Speaker Card and limit your comments to 3 minutes.*
- II. Consent Calendar** (5 min) **Action**  
A. Approve the Commission Meeting Agenda for August 11, 2015  
B. Approve Minutes of the June 2, 2015 Commission Meeting  
C. Approve Minutes of the July 16, 2015 Special Commission Meeting  
D. Approve the 2016 Commission and Committee Meeting Schedule
- III. Committee Reports** (120 min) **Discussion**  
A. Program and Community Engagement Committee (Commissioner Niedziela)  
No Meeting  
B. Systems and Policy Committee (Commissioner Barbosa)  
1. Receive a revised Strategic Planning Schedule  
2. Discuss the Commission's revised Strategic Planning Framework, Priorities 1 through 3  
3. Consider options for revision to the Commission's Strategic Plan related to its current Priority 4, First 5 Futures  
4. Discuss possible criteria for Program Investment  
5. Review and provide input on the Commission's current Mission, Vision, Values  
*Michele Harris, Executive Director; Lisa Colvig, Kim Carpenter and Christina Branom, Applied Survey Research*
- IV. Executive Director's Report** (5 min) **Information**  
*Michele Harris, Executive Director*
- V. Commissioner Remarks** (5 min) **Information**
- VI. Future Agenda Items, Meeting Time/Date/Location** (5 min)  
The next Commission meeting will be held on October 6, 2015 at 5:00 PM at 601 Texas Street, Fairfield. Future agenda items include: Committee Reports; Strategic Planning

**ADJOURN**

**Vision:** All Solano County children are loved, healthy, confident, eager to learn, nurtured by their families, caregivers and communities. **Mission:** First 5 Solano Children and Families Commission creates and fosters programs and partnerships with community entities to promote, support and improve the lives of young children, their families and their communities.

*The First 5 Solano Children and Families Commission does not discriminate against persons with disabilities. If you require a disability-related modification or accommodation in order to participate in the meeting, please call (707) 784.1332 at least 24 hours in advance of the meeting to make arrangements. Non-confidential materials related to an item on this Agenda submitted to the Commission are available for public inspection at the First 5 Solano business office, 601 Texas Street, Suite 210, Fairfield, CA during normal business hours.*

**First 5 Solano Children and Families Commission  
Commission Meeting**

June 2, 2015, 5:00 PM – 7:30 PM  
601 Texas Street, Suite 210, Fairfield, CA

**Minutes**

Commissioners present: Aaron Crutison (Chair), Marisela Barbosa, Jay Speck, Elise Crane (departed 6:30pm), Erin Hannigan (departed 7:30pm), Dan Ayala, Liz Niedziela, Jerry Huber

First 5 Solano Staff present: Michele Harris, Megan Richards, Ciara Gonsalves, Chereilyn Ellington Hunt, Venis Boyd, Christine Shipman, and Christiana Lewis

Members of the public present: Debbi Davis (Children's Nurturing Project & Help Me Grow Solano), Alan Kerzin, Susan Ferdinandi and Nadira Jones (Children's Network), Nazlin Huerta (Health and Social Services), Kathy Lago (Solano Family and Children's Services), Maria del Carmen Rodriguez, Bethany Smith, Sylvia Robertson

Chair Crutison called the meeting to order at 5:08pm.

**I. Public Comment**

Ms. Robertson, Ms. Smith, Ms. del Carmen Rodriguez from the Parent Leadership Institute Training (PLTI) course thanked the Commission for their support of the program and invited them to the graduation ceremony on June 13, 2015.

Ms. Jones thanked the Commission, early childhood education (ECE) stakeholders, and the Local Childcare Planning Council (LCCPC) for their support of the Quality Rating Improvement System in Solano County.

Ms. Lago thanked the LCCPC for collaborating in the community on ECE and quality childcare.

Commissioner Barbosa commented that she visited PLTI and was happy to see many men and women involved in the program. She believes that the program is a connection to participatory budgeting and public advocacy. Commissioner Barbosa recommended that other Commissioners visit the PLTI.

**II. Consent Calendar**

- A. Approve the Commission Meeting Agenda for June 2, 2015
- B. Approve minutes of the April 7, 2015 Commission Meeting

***Motion: Approve the June 2, 2015 Commission Meeting Agenda and approve the April 7, 2015 Commission Meeting Minutes***

**Moved by Commissioner Hannigan; Seconded by Commissioner Ayala  
Approved 8-0-0**

**Yea: Commissioners Crutison, Barbosa, Speck, Crane, Hannigan, Ayala, Niedziela, and Huber**  
**Nay: None**  
**Abstain: None**

### III. Committee Reports

#### A. Program and Community Engagement

None.

#### B. Systems and Policy Committee

##### 1. Planning for 2016 and Beyond

- a. Ms. Allio presented the current Strategic Framework and Ms. Colvig presented community indicator data for each priority area. Ms. Allio asked the Commissioners to contemplate if changes to the Strategic Framework should be made considering the future direction of the Commission, the community indicator data, and the anticipated budget.

Commissioner Huber commented that the data from Priority Area 1 (Health and Well-being) substantiates the fact that many people do not know how to access healthcare services even if they have health insurance. The County must do a better job at communicating healthcare access options. Commissioner Huber stated that Solano County has many programs and services that addresses healthcare, especially with the Affordable Care Act (ACA). Commissioner Huber pointed out that the Commission has a large investment in Priority 1. If the Commission chooses to decrease funding to Priority 1, they should do so gradually to align with the implementation stages of ACA.

Commissioner Crane suggested that Priority Area 2 (Early Childhood Learning and Development) should be renamed "School Readiness". Commissioner Barbosa said she would like to hear more information on the availability and requirements of licensed childcare slots, and what their quality rating is. Commissioner Niedziela suggested adding the descriptor "affordable" to Result 5. Mr. Kerzin commented that currently there are initiatives at the legislative level to fund more childcare slots.

Commissioner Hannigan suggested adding the descriptor "healthy" to Result 10 under Priority 3. Ms. Davis commented that trauma informed care should be added as key criteria because of the research in adverse childhood experiences, early childhood trauma, and toxic stress. The Commission discussed adding trauma informed care practices under Priority 3. The Commission also discussed adding basic needs to Priority

3 and directed staff to come back with recommendations to update Priority 3 on these issues.

#### **IV. Executive Director's Report**

Ms. Harris informed the Commission that First 5 Solano has a new County Counsel, Daniel Wolk, who will attend the August 2015 Commission Meeting.

First 5 Solano held a special executive director's meeting with the leadership of all of First 5 Solano's grantee agencies about future funding and collaboration. Two workgroups have developed as a result of that meeting: Working Together Differently and Alternative Funding Sources.

Aldea has notified First 5 Solano that they are terminating their PEAK contract since they were unsuccessful in obtaining an EPSDT grant. Three other providers who are contracted with First 5 Solano can provide same services leaving no clients untreated.

The First 5 California Commission approved the IMPACT grant. An RFP has not been released; staff anticipates that once the RFP is released the Commission may have to hold a special meeting to consider the application for funding before August 2015.

The May 28, 2015 EDC Breakfast was successful and co-facilitated by Commissioner Speck. Ms. Harris thanked Commissioner Ayala, Barbosa, Crane, and Hannigan (represented by staff) for attending the meeting.

#### **V. Commissioner Remarks**

Commissioner Huber confirmed that Health and Social Services will be working closely with First 5 Solano Staff to determine where nonprofit agencies can collaborate with shared services.

#### **VI. Future Agenda Items**

The next Commission meeting will be held on August 11, 2015 at 5:00 PM at 601 Texas Street, Fairfield. Future agenda items include: Committee Reports; Strategic Planning

#### **Adjourn**

Commissioner Crutison adjourned the meeting at 7:34pm.

Christiana Lewis, Office Assistant III

Approved:

**First 5 Solano Children and Families Commission  
Commission Meeting**

July 16, 2015, 2:30 PM – 3:00 PM  
601 Texas Street, Suite 210, Fairfield, CA

**Minutes**

Commissioners present: Aaron Crutison (Chair), Marisela Barbosa, Dan Ayala, Liz Niedziela, Jerry Huber

First 5 Solano Staff present: Michele Harris, Megan Richards, Ciara Gonsalves, Christine Shipman, and Christiana Lewis

Members of the public present: Josette Lacey (Solano County), Susan Brutschy (Applied Survey Research)

Chair Crutison called the meeting to order at 2:32pm.

**I. Consent Calendar**

A. Approve the Commission Meeting Agenda for July 16, 2015

***Motion: Approve the July 16, 2015 Commission Meeting Agenda***

**Moved by Commissioner Ayala; Seconded by Commissioner Barbosa**

**Approved 5-0-0**

**Yea: Commissioners Crutison, Barbosa, Ayala, Niedziela, and Huber**

**Nay: None**

**Abstain: None**

**II. First 5 California IMPACT**

Ms. Richards informed the Commission that First 5 California released a Request for Applications (RFA) for the First 5 Improve and Maximize Programs so All Children Thrive initiative (IMPACT), and First 5 Solano has submitted a letter of intent to secure a slot for application. First 5 Solano is requesting approval from the Commission to participate in the IMPACT program to help develop the Solano Early Learning System, allocate up to \$200,000 over five years to leverage \$1,096,628 of First 5 CA funding, and to submit the Solano IMPACT application.

Commissioner Ayala asked if other First 5 counties were participating in this program. Ms. Richards explained that all counties, except Sierra County, have submitted a letter of intent as a lead agency or a partner agency. Commissioner Barbosa asked how this program would affect staffing or other projects, and what challenges First 5 Solano may face. Ms. Harris responded that First 5 California is providing a planning period before implementation, and First 5 Solano would strategize during that time. Ms. Harris explained that First 5 Solano and SCOE will coordinate at the systemic level to further develop a comprehensive quality early learning system.

Commissioner Crutison inquired about the sustainability outlook. Ms. Richards answered First 5 Solano anticipates community partners to adopt the quality improvement as a culture and continue the work beyond the five-year period.

***Motion: Consider approval to participate in the First 5 California Improve and Maximize Programs so All Children Thrive (IMPACT) program to support the local quality improvement system to coordinate, assess and improve early learning settings; Approve an allocation of up to \$200,000 over five years (through FY2019/20) to leverage \$1,096,628 of First 5 CA funding for the Solano IMPACT Program; and Authorize the Executive Director to finalize and submit the Solano IMPACT Application in response to the First 5 CA IMPACT RFA Source of funding: Long Term Financial Plan***

**Moved by Commissioner Ayala; Seconded by Commissioner Barbosa  
Approved 5-0-0**

**Yea: Commissioners Crutison, Barbosa, Ayala, Niedziela, and Huber**

**Nay: None**

**Abstain: None**

### **III. Future Agenda Items, Meeting Time/Date/Location**

The next Commission meeting will be held on August 11, 2015 at 5:00 PM at 601 Texas Street, Fairfield. Future agenda items include: Committee Reports; Strategic Planning

### **Adjourn**

Commissioner Crutison adjourned the meeting at 3:05pm.

Christiana Lewis, Office Assistant III

Approved:



CHILDREN ARE OUR BOTTOM LINE

**DATE:** August 5, 2015  
**TO:** First 5 Solano Children and Families Commission  
**FROM:** Michele Harris, Executive Director  
**SUBJ:** Commission Meeting Schedule for 2016

The proposed Commission/Committee Meeting Schedule for 2016 is attached.

As in past years, Commissioners are asked to approve the overall Commission meeting schedule and the proposed Committee meeting schedules. Note that Committee meeting schedules may change as membership of the Committee rotates at the beginning of each calendar year.

Note the change from the 2015 schedule as follows:

- ***Change timeframe of Commission Meeting back to 2 hours:*** In 2015, the Commission extended the time of the Commission meeting from 2 hours to 2.5 hours to accommodate Strategic Planning Efforts. Since the Commission's Strategic Planning efforts are expected to be completed in 2015, staff recommend changing the length of the meeting back to the standard 2 hours meeting.



CHILDREN ARE OUR BOTTOM LINE

## 2016 First 5 Solano Commission & Committee Meeting Schedule

<b>Commission Meetings</b> 1 <sup>st</sup> Tuesday <sup>1</sup> 5:30-7:30 pm 601 Texas Street, Fairfield	<b>Program &amp; Community Engagement Committee</b> 1 <sup>st</sup> or 3 <sup>rd</sup> Thursday 2 pm-3:30 pm 601 Texas St., Suite 210, Fairfield	<b>Systems and Policy Committee</b> 1 <sup>st</sup> or 3 <sup>rd</sup> Tuesday 3 pm-4:30 pm 601 Texas St., Suite 210, Fairfield
January 12		
	February 4	February 2
March 1	March 17	March 15
April 5		
	May 5	May 3
June 7		
	July 7	July 5
August 9		
	September 1	September 6
October 4		
<b>October 22</b> <i>Annual Retreat 10:00 AM - 3:00 PM</i>		
	November 17	November 15
December 6	December 15	December 20

Revised July 14, 2015

<sup>1</sup> January and August Commission meetings are the second Tuesday



# First 5 Solano Strategic Planning

August 11, 2015

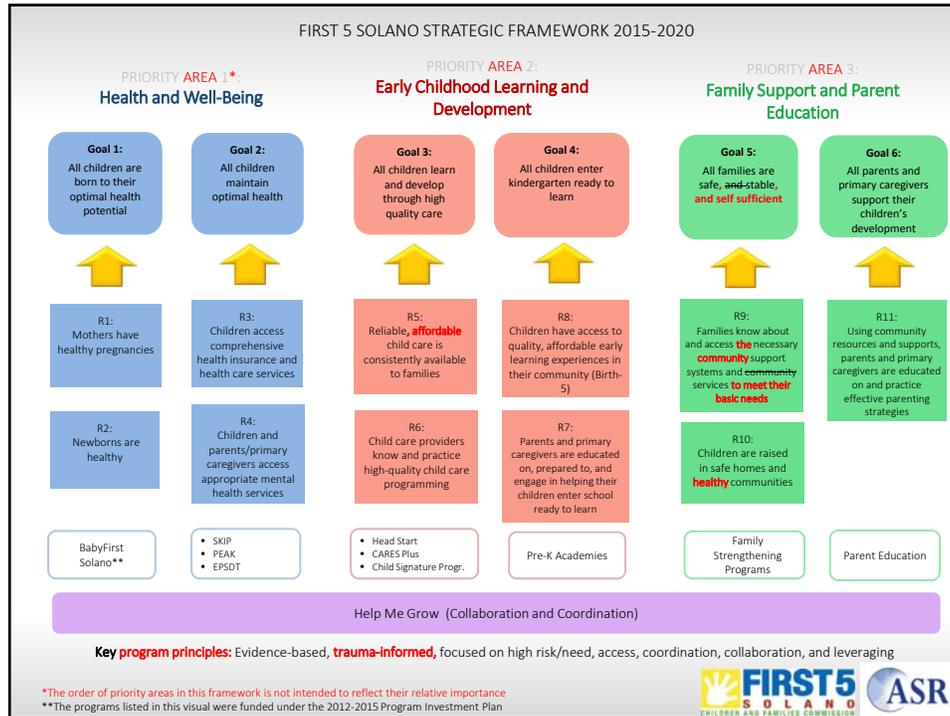
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## Strategic Planning Schedule

August	September	October	November	December	January
<b>Commission</b>	<b>SPC</b>	<b>Commission</b>	<b>SPC</b>	<b>Commission</b>	
<ul style="list-style-type: none"> <li>Discuss and decide P4-systems change options</li> <li>Finalize strategic framework</li> <li>Review prioritization process &amp; select top 3 criteria</li> <li>Revise Mission, Vision, Values</li> </ul>	<ul style="list-style-type: none"> <li>Review Long-term Financial Plan</li> <li>Review goals ranked by criteria</li> </ul>	<p><b>Commission:</b></p> <ul style="list-style-type: none"> <li>Review and decide Long-term Financial Plan</li> <li>Review goals ranked by criteria</li> </ul> <p><b>Retreat:</b></p> <ul style="list-style-type: none"> <li>Prioritize goals</li> <li>Draft Program Investment Plan</li> </ul>	<ul style="list-style-type: none"> <li>Review Strategic Plan report draft</li> <li>Review Long-term Financial Plan draft</li> <li>Review Program Investment Plan draft</li> </ul>	<ul style="list-style-type: none"> <li>Approve Strategic Plan report</li> <li>Approve Long-term Financial Plan</li> <li>Approve Program Investment Plan</li> </ul>	<ul style="list-style-type: none"> <li>Release RFPs</li> </ul>

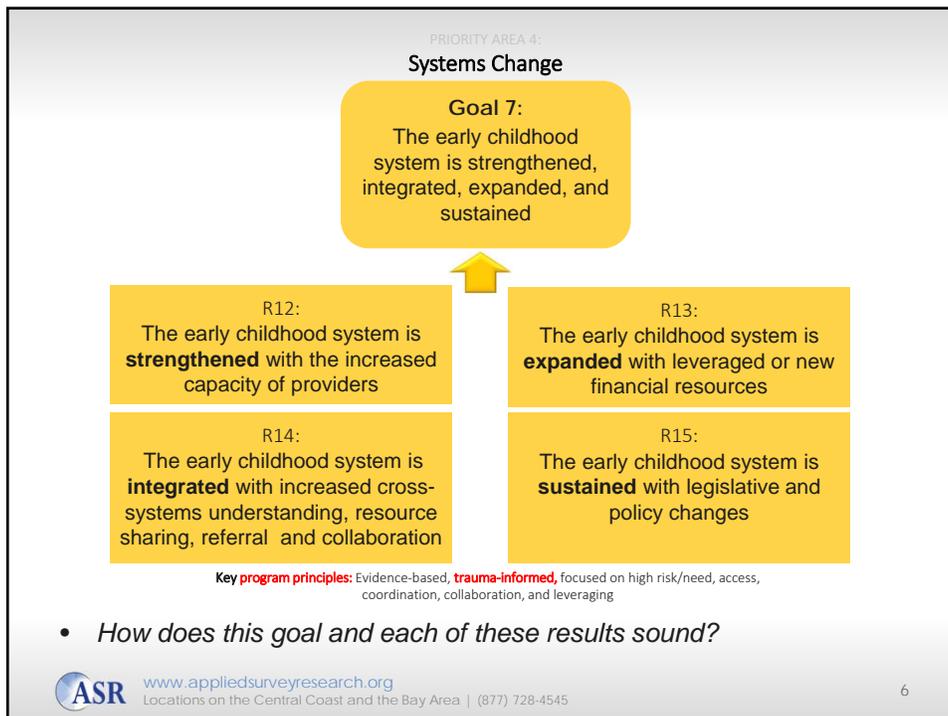
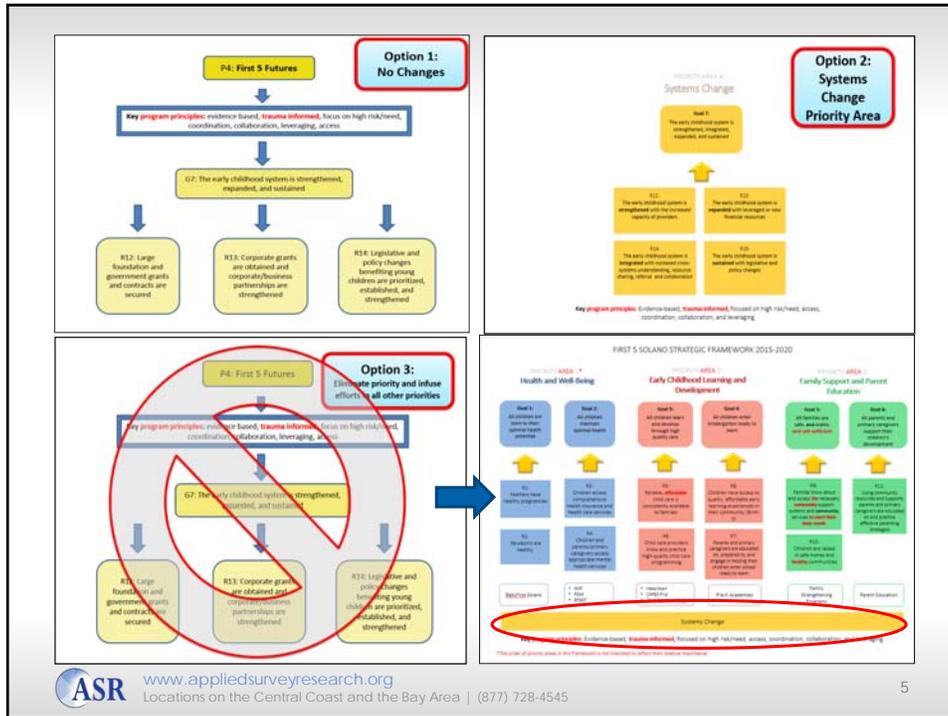
- *Are there any questions about the upcoming schedule?*

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## P4/Systems Change Report

- Scanned strategic plans of 8 Bay Area First 5s and interviewed their Executive Directors
- **Six** of eight counties reference systems change in a stand-alone, high-level structural component (e.g., a priority or focus area)
- **Two** of eight counties reference systems change in lower level components (e.g., an approach or strategy)
- **All** counties include systems change throughout their frameworks as an overarching principle, role, strategy, or approach



## Goal Prioritization Process

- Proposed criteria
  - » **Trends:** Children are not faring well in the goal area
  - » **Magnitude:** Many children are affected in the goal area
  - » **Impact:** First 5 Solano can make a measurable difference in the goal area
  - » **Gap:** Nobody else is going to step in in the goal area
  - » **Leveragability/Partnership opportunities:** There are funding and/or collaboration opportunities that we can build off of in the goal area
- ASR creates goal synopsis with scores of how each goal fares vis-à-vis each criterion:
  1. Goal meets this criterion to a *low degree or not at all*
  2. Goal *moderately* meets this criterion
  3. Goal *strongly* meets this criterion



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## Goal Synopsis Example

Goal	Trends	Magn.	Gap	Impact	Leverag./ Partnership	Avg.
1. All children are born to their optimal health potential	3	3	2	1	1	2.0
2. All children maintain optimal health						
3. All children learn and develop through high quality care						
4. All children enter kindergarten ready to learn						
5. All families are safe and stable						
6. All parents and primary caregivers support their children's development						

- How does this prioritization look to you? Will it be helpful in structuring your discussions at upcoming meetings?
- How do the proposed criteria look to you? Are there any missing?



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## Vision, Mission, and Core Values

- *Based on the results we seek for children and families, and the principles that have been coming up during this planning process, are there any changes you think should be made?*



## Conclusion

- **Recap of today**
  - » Reviewed schedule between now and completion of updated plan
  - » Updated strategic framework for P1-P3
  - » Discussed P4/Systems Change Options
  - » Discussed proposed process for prioritizing goals
  - » Reviewed Vision, Mission, Values statement
- **Next steps**
  - » We will create synopsis of where each goal stands vis-à-vis your priority criteria to be presented in October
  - » Working with staff, we will also prepare a proposal for your Long-term Financial Plan to be presented in October
  - » At the retreat we will take you through a process for funding your priority goals
- **Any final questions about the work today and what happens next?**





CHILDREN ARE OUR BOTTOM LINE

**DATE:** August 5, 2015  
**TO:** First 5 Solano Commission  
**FROM:** Marisela Barbosa, Systems and Policy Committee (SPC) Chair  
By Michele Harris, Executive Director  
**SUBJ:** **Planning for 2016 and Beyond Staff Report**

**Agenda Item III: Planning for 2016 and Beyond**

**A. Receive a revised Strategic Planning Schedule:** A revised Strategic Planning Schedule is included as Attachment A in this Committee Packet. As expected, the Strategic Plan is scheduled to be considered for update in December 2015.

**B. Discuss the Commission's revised Strategic Planning Framework, Priorities 1 through 3:** At the June 2015 meeting, the Commission reviewed its Strategic Plan Framework, Priorities 1 through 3. The Commission made several revisions to the Framework. The Commission also directed staff to provide input on addressing basic needs and trauma informed care in the Strategic Plan Framework.

Staff consulted with the Commission's evaluation consultant, Applied Survey Research (ASR), and is proposing revisions to the Strategic Plan Framework to incorporate both basic needs and trauma informed care. The revised Strategic Plan Framework with the proposed changes is attached to this report as Attachment B and is presented for Committee consideration and input.

Committee Discussion: At the July 2015 Systems and Policy Committee (SPC) Meeting, the Committee agreed that the proper placement for trauma-informed care was within the key principles. The Committee also discussed the proposed language in Goal 5 regarding "self-sufficiency" and whether or not the language (as proposed) effectively captured the concept of helping families meet their basic needs. The Committee decided to present Goal 5 and Result 9 as proposed for Commission consideration.

**C. Consider options for revision to the Commission's Strategic Plan related to its current Priority 4, First 5 Futures:** At its June 2015 meeting, the Commission reviewed and made revision to its strategic plan framework, related to its programmatic priorities 1-3. The Commission's 4<sup>th</sup> priority area, First 5 Futures related to efforts around systems change, was not addressed.

ASR was directed to conduct a scan of the Bay Area First 5 agencies in an effort to provide the Commission context in which to address its efforts around systems change. The scan revealed that First 5 Commissions approach their systems change efforts very differently within their strategic plan.

ASR took this data and combined it with their knowledge of the systems and services in Solano County, as well as considered system change approaches at the state level. ASR has developed options for Commission consideration to address systems change in its strategic plan. The summary report of Systems Change Articulation is included as Attachment C to this staff report.

Committee Discussion: The SPC reviewed the report regarding Systems Change Articulation and discussed the Commission's evolution since the original Priority 4 (First 5 Futures) was established in 2012. The Committee recommended that Option 2, a revised Priority 4 called Systems Change with revised Goals and Results, be brought forward for Commission consideration.

**D. Discuss possible criteria for Program Investment:** In order to begin the selection of Program Investments, the Commission is being asked to consider potential criteria to help inform their decision making. Attachment D lists potential criteria the Commission may consider and the process to utilize this information.

Committee Discussion: The SPC reviewed the 5 proposed criteria for investment prioritization: Trends, Magnitude, Impact, Gap, and Leveragability/ Partnership Opportunities. ASR explained that these criteria are one set of lenses to view and rank strategic plan goals. The Commission will be able to use its collective expertise as well as all the information it has received over the last 10 months to make its priority decisions. The Committee recommended this list of criteria be brought forward to the Commission.

**E. Review and provide input on the Commission's current Mission, Vision, Values:** Part of the Commission's review of its Strategic Plan is to revisit its current Mission, Vision and Core Value statements. These statements have been reviewed by staff and ASR. One minor wording revision is recommended to increase clarity, but not change intent (Attachment E). Additionally, the vision statement reflects "all children" versus "children ages 0-5" which has been an area of discussion for the Commission in the past, and may again be revisited.

Committee Discussion: At the SPC meeting, the Committee reviewed the current Commission Mission, Vision and Values. The Committee discussed whether 0-5 or birth to 5 language should be included in the vision statement. It was noted that all of the other First 5 agencies in the Bay Area include some reference to 0-5 or young children in their Vision statement. The Committee recommended the Commission continue this discussion.

Attachment A: Strategic Planning Schedule

Attachment B: Revised Strategic Plan Framework – Priorities 1-3

Attachment C: Options for Priority 4 – First 5 Futures

Attachment D: Program Investment Criteria

Attachment E: Mission, Vision Values

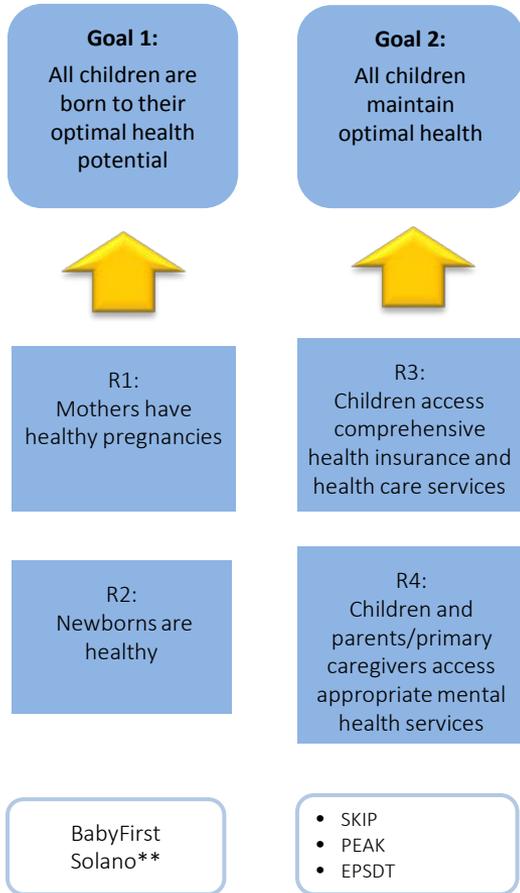
# First 5 Solano Strategic Planning Schedule

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<ul style="list-style-type: none"> <li>• Discuss and decide P4-systems change options</li> <li>• Finalize strategic framework</li> <li>• Review prioritization process &amp; select top 3 criteria</li> <li>• Revise Mission, Vision, Values</li> </ul>	<ul style="list-style-type: none"> <li>• Review Long-term Financial Plan</li> <li>• Review goals ranked by criteria</li> </ul>	<p><b><u>Commission:</u></b></p> <ul style="list-style-type: none"> <li>• Review and decide Long-term Financial Plan</li> <li>• Review goals ranked by criteria</li> </ul> <p><b><u>Retreat</u></b></p> <ul style="list-style-type: none"> <li>• Prioritize goals</li> <li>• Draft Program Investment Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Review Strategic Plan report draft</li> <li>• Review Long-term Financial Plan draft</li> <li>• Review Program Investment Plan draft</li> </ul>	<ul style="list-style-type: none"> <li>• Approve Strategic Plan report</li> <li>• Approve Long-term Financial Plan</li> <li>• Approve Program Investment Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Release RFPs</li> </ul>

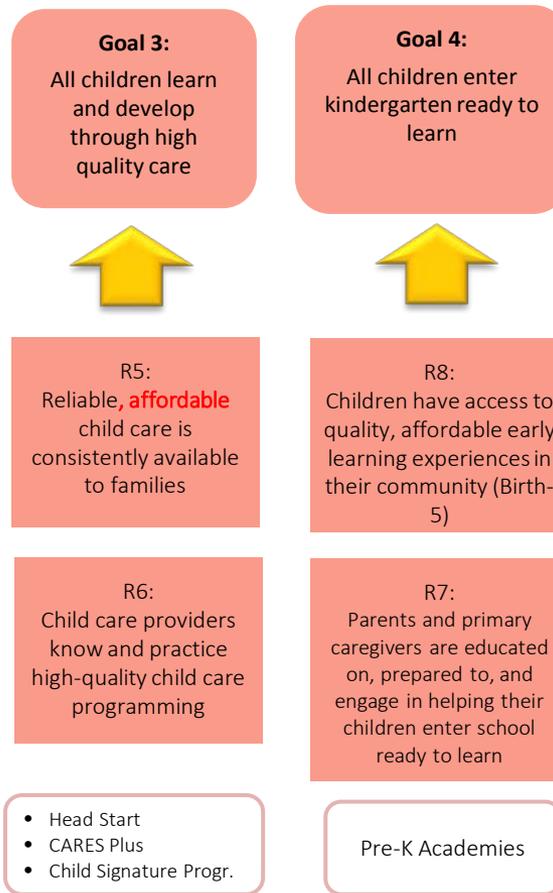


# FIRST 5 SOLANO STRATEGIC FRAMEWORK 2015-2020

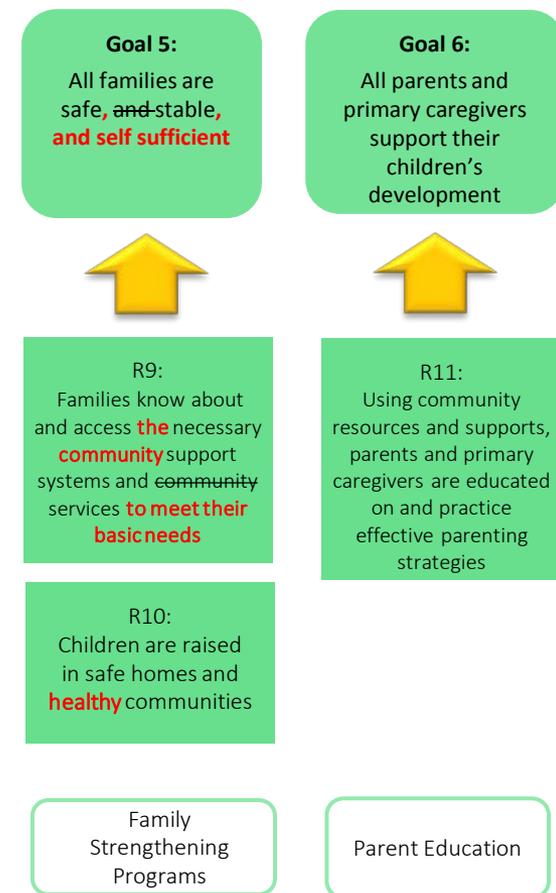
## PRIORITY AREA 1\*: Health and Well-Being



## PRIORITY AREA 2: Early Childhood Learning and Development



## PRIORITY AREA 3: Family Support and Parent Education



Help Me Grow (Collaboration and Coordination)

**Key program principles:** Evidence-based, **trauma-informed**, focused on high risk/need, access, coordination, collaboration, and leveraging

\*The order of priority areas in this framework is not intended to reflect their relative importance

\*\*The programs listed in this visual were funded under the 2012-2015 Program Investment Plan



# First 5 Solano Report:

## A Review of Systems Change Articulation



July 2015

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## Background

One of four priority areas designated in First 5 Solano's current strategic plan, First 5 Futures, incorporates aspects of systems change efforts. The primary goal in this priority area is that *The early childhood system is strengthened, expanded, and sustained*, and this is achieved by cultivating large grants, building corporate partnerships, and supporting legislative and policy changes. As First 5 Solano funding declines and priorities shift, First 5 Solano's Commission is faced with a decision as to which type of systems change would best support its overall desired outcomes for children. Since the adoption of its last strategic plan in 2012, First 5 Solano has engaged in systems change efforts that are not currently captured by the First 5 Futures priority area, including the system integration work performed by Help Me Grow and the Collective Impact Leadership Team. To honor the evolution of First 5 Solano's systems change work, a revision to the strategic framework's Priority Area 4 is needed. Three options are being put forward for consideration.

- Option 1: Leave the First 5 Futures priority area as it is in the current strategic plan.
- Option 2: Change the priority area and results to align all systems change efforts.
- Option 3: Instead of a priority area specifically for systems change, infuse systems change efforts into all other priority areas.

These three options are presented visually in Appendix A.

In order to help the Commission weigh these three options, Applied Survey Research conducted brief interviews with the Executive Directors of eight Bay Area First 5s to better understand how they are defining and managing systems change in their strategic plans. ASR also reviewed the strategic plans of these First 5s. The results of this scan are presented in Appendix B of this report.

## Summary of Ways in which Systems Change Efforts Appear in Strategic Plans of Select Bay Area First 5s

All of the eight Bay Area First 5s consulted are undertaking systems change work, although the nature of the work varies across counties, as do the ways in which it is conceptualized across their strategies plans (for details, see Appendix B). At the time the plans were reviewed, ASR found that:

- **Six** of eight counties reference systems change in a stand-alone, high-level *structural component* (e.g., a strategic priority or focus area) as well as lower level components (i.e., an outcome, approach, strategy, and/or indicator).<sup>1</sup>
- **Two** of eight counties reference systems change in lower level components, but it does not appear as a stand-alone, high-level structural component. Both counties said that systems change components would likely increase in importance in future strategic plans.
- **All** counties include systems change throughout their frameworks as an *overarching* principle, role, strategy, or approach (i.e., an element that is infused throughout priority, focus, and result areas).

The data show that among the First 5 organizations reviewed, systems change is often included as a high-level priority area. However, unlike Solano's First 5 Futures, they operationalize systems change to

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<sup>1</sup> One of these counties (San Mateo) has only an *overarching component* (i.e., an element that is infused throughout priority, focus, and result areas) for systems change in their new plan adopted July 2015.

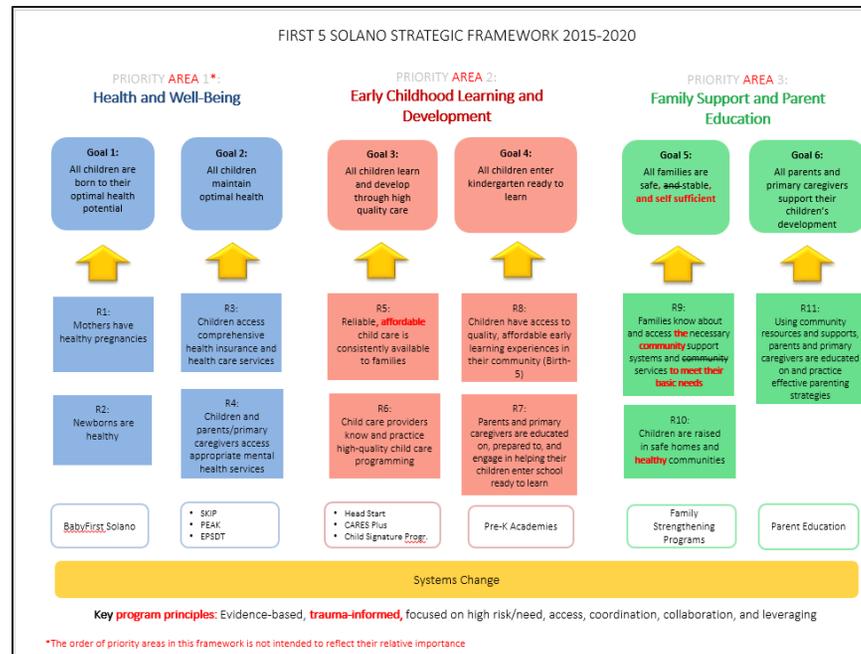
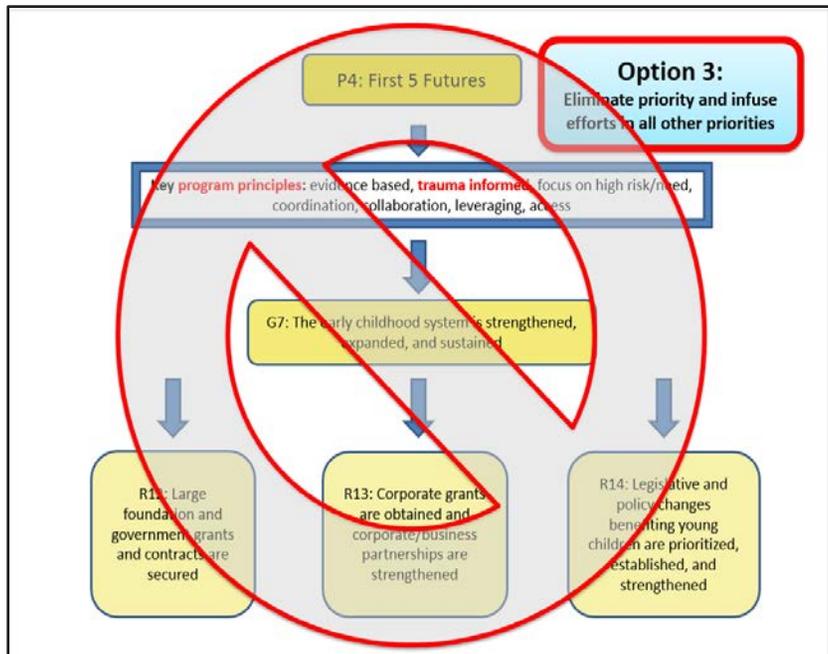
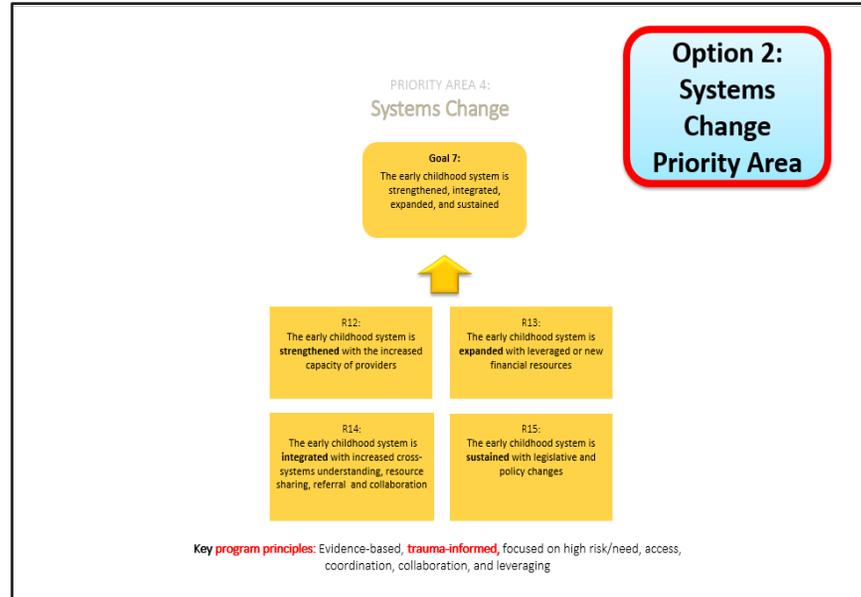
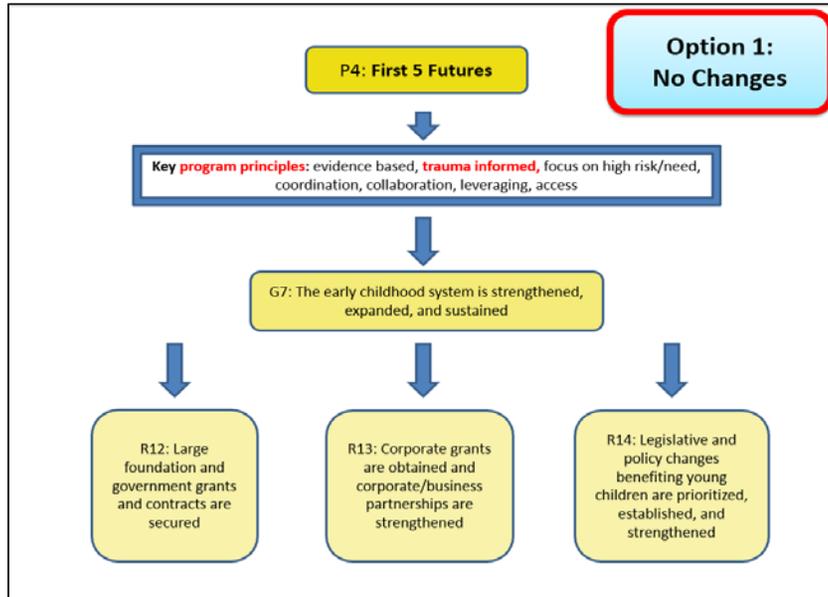
include a wider scope of activities. First 5 Solano’s current definition includes fund development and policy, whereas other First 5s define it more broadly to also include improvements in: system integration, system coordination, system responsiveness to need, advocacy, and community partnerships. In addition, all other First 5s include systems change as overarching components of all of their efforts.

## Recommendations

In light of these findings, ASR recommends three ways to more clearly articulate First 5 Solano’s systems change intentions:

- The option that best reflects Solano’s evolution since its 2012 Strategic Plan is **Option 2: Change the priority area, goal, and results to more broadly define and align all systems change efforts.** The recommended changes in Option 2 capture the four major types of systems change efforts that Solano and other Bay Area First 5s are pursuing—increasing provider capacity, leveraging or finding new sources of funding, improving coordination and collaboration, and supporting legislative and policy changes that benefit young children and their families. These changes also align with statewide efforts around system change.
- Work toward developing a specific systems change agenda for Solano, which operationalizes and makes measurable the work done in this area and aligns with and supports the Commission’s other priorities of Health and Well-Being, Early Childhood Learning and Development, and Family Support and Parent Education.
- Finally, all First 5s incorporate overarching language about systems change, often reflected in statements about the role of First 5 and commissioners. Therefore, First 5 Solano should consider incorporating statements about its role in the county as an agent of systems change in the new strategic plan.

# Appendix A. Three options for articulating systems change in Solano County



## Appendix B: References to systems change in the strategic plans of select Bay Area F5s

Components of the Strategic Plan	Contra Costa (Sean Casey)	Marin (Amy Reisch)	Monterey (Francine Dodd)	San Francisco (Laurel Kloomok)
<i>Structural components*</i>	<ol style="list-style-type: none"> <li>1. Strategic result area</li> <li>2. Goal</li> <li><b>3. Objective</b> <i>The public and policy makers understand that sustained and deep poverty adversely affects children</i></li> </ol>	<ol style="list-style-type: none"> <li>1. Impact area</li> <li><b>2. Priority results</b> <i>Public policies support all children</i></li> <li><b>3. Outcomes</b></li> </ol>	<ol style="list-style-type: none"> <li>1. Vision</li> <li>2. Community Vision</li> <li>3. Community Focus Area</li> <li><b>4. Approach</b> <i>Macro-Level Special Needs Systems Change &amp; Policy/Advocacy Efforts</i></li> </ol>	<ol style="list-style-type: none"> <li><b>1. Focus area</b> <i>Systems of Care</i></li> <li><b>2. Strategies</b> <i>Coordination, leveraging</i></li> <li>3. Outcomes</li> <li>4. Indicators</li> </ol>
<i>Overarching components</i>	<ul style="list-style-type: none"> <li>• <b>Principle</b> <i>Align and link our funded programs with other programs to enhance services, fill gaps and share resources</i></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Commission roles</b> <i>Strategic advocate, convener, capacity builder, catalyst</i></li> <li>• <b>Strategies</b> <i>Grassroots capacity building, partnerships for change, public policy advocacy</i></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Guiding principles</b> <i>Impacting systems, building capacity, co-creating with the community</i></li> <li>• <b>Core roles</b> <i>Builder of sustainability; catalyst, convener, and facilitator; advocate/public educator</i></li> <li>• <b>Approach</b> <i>Policy/advocacy efforts with public and private partners</i></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Strategies</b> <i>Provider capacity building, coordination and leveraging</i></li> </ul>

\*Levels are ordered hierarchically from high to low. Levels within the strategic plan that reference systems change are in bold followed by the exact wording used in italics.

Components of the Strategic Plan	San Mateo (Kitty Lopez)	Santa Clara (Jolene Smith)	Santa Cruz (David Brody)	Sonoma (Alfredo Perez)
<i>Structural components*</i>	<p><b>1. Focus area</b> <i>Policy, Communication and systems change</i></p> <p><b>2. Strategies</b> <i>Community education, early childhood advocacy and policy development, community partnership</i></p> <p><b>3. Indicators</b></p>	<p><b>1. Priority area</b> <i>Systems change</i></p> <p><b>2. Goals</b> <i>Systems are responsive to the goals and needs of children and their families</i></p> <p><b>3. Outcomes</b></p> <p><b>4. Strategies</b></p>	<p><b>1. Result</b> <i>Family friendly integrated services</i></p> <p><b>2. Strategies</b></p>	<p><b>1. Overarching goal</b> (school readiness)</p> <p><b>2. Goal</b> <i>Increase integration of systems and effect policy change to fill gaps and better serve children and families</i></p> <p><b>3. Priority outcomes</b></p>
<i>Overarching components</i>	<ul style="list-style-type: none"> <li><b>Role**</b> <i>Systems Change Agent</i></li> </ul>	<ul style="list-style-type: none"> <li><b>Initiative</b> <i>Systems Change</i> (touch all priority and goal areas)</li> </ul>	<ul style="list-style-type: none"> <li><b>Principles</b> <i>Leverage resources, service integration, builds on strengths and builds capacity</i></li> <li><b>Investment approach</b> <i>Service system support and integration projects, leadership projects</i></li> </ul>	<ul style="list-style-type: none"> <li><b>Principles</b></li> <li><b>Strategic planning guidelines</b></li> </ul>

\* Levels are ordered hierarchically from high to low. Levels within the strategic plan that reference systems change are in bold followed by the exact wording used in italics.

\*\*Systems change is referenced only as an overarching component in the 2015-2020 strategic plan.

## First 5 Solano Strategic Planning Proposed Prioritization Process

- In August, the Commission will discuss and agree on criteria or “lens” that can be used to view and prioritize each of the strategic goals. Proposed criteria include:
  1. **Trends:** Children are not faring well in the goal area
  2. **Magnitude:** Many children are affected in the goal area
  3. **Impact:** First 5 Solano can make a measurable difference in the goal area
  4. **Gap:** Nobody else is going to step in in the goal area
  5. **Leveragability/  
Partnership opps:** There are funding and/or collaboration opportunities that we can build off of in the goal area
  
- In September, ASR will present SPC with a “synopsis” and a score of how each goal fares vis-a-vis each criterion. Scores will be assigned based on how well each goal meets each criterion:
  1. Goal meets this criterion to a *low degree or not at all*
  2. Goal *moderately* meets this criterion
  3. Goal *strongly* meets this criterion

### Goal Synopsis (Example)

Goal	Trends	Magn.	Gap	Impact	Leverag./ Partnership	Avg.
1. All children are born to their optimal health potential	3	3	2	1	1	2.0
2. All children maintain optimal health						
3. All children learn and develop through high quality care						
4. All children enter kindergarten ready to learn						
5. All families are safe and stable						
6. All parents and primary caregivers support their children’s development						

- At the October commission meeting, ASR will present this Goal Synopsis for review, and ask whether there is any other information that Commissioners need in order to make their final prioritization at the upcoming retreat.
  
- At the October retreat, ASR will present Goal Synopsis, and:
  - Ask each Commissioner to state which goal is their highest priority, and why (based on criteria, information received up to this point, and their own expertise).
  - Next, Commissioners will begin discussing how to allocate funding to their priorities.

# First 5 Solano: Vision, Mission, and Core Values

## Vision

All Solano County children are loved, healthy, confident, eager to learn, and nurtured by their families, caregivers, and communities.

## Mission

First 5 Solano Children and Families Commission is a leader that fosters and sustains effective programs and partnerships with the community to promote, support and improve the lives of young children, their families and their communities.

## Core Values

### *Collaboration*

We will model the spirit of collaboration through teamwork in our interactions with one another, community members and service providers.

### *Innovation*

We seek and embrace new ideas and ways of supporting services and building community capacity, considering the highest and best use of Commission resources to be leveraging funds to support system change.

### *Community Engagement*

We are accessible to our stakeholders and make every effort to incorporate community participation into policy and funding decisions.

### *Respect for Diversity*

We are committed to supporting families, children and organizations in ways that are respectful, inclusive and responsive to the community.

### *Advocacy*

We will use our unique role to build public support for policies and programs that benefit young children and their families.

### *Integrity*

We set and maintain the highest ethical and professional standards for our programs and ourselves.

### *Accountability*

We will establish goals for progressing toward our vision, define results for funded endeavors, measure and report our progress, and use what we learn to improve the lives of children and their families.

### *Sustainability*

We leverage our human and financial resources intentionally in order to sustain our internal and external services and strengthen the early childhood system.



CHILDREN ARE OUR BOTTOM LINE

**SYSTEMS AND POLICY COMMITTEE**  
**July 16, 2015 3:00 – 4:30 PM**  
**601 Texas Street, Conference Room A, Fairfield, CA 94533**

**AGENDA**

**CALL TO ORDER**

**I. Introductions, Public Comment, Commissioner Comments**

**II. Consent Calendar**

**Action**

- A. Approve Agenda of July 16, 2015
- B. Approve Minutes of May 21, 2015
- C. Receive Commissioner Meeting Attendance Status Report

**III. Co-Sponsorship of Training and Conferences Fund Application**

**Action**

**Motion:** Consider approval of a request from Solano SPACE and Preschool to Career/College for an allocation of \$1,500 to provide a forum for preschool and childcare providers to learn of other community resources. *Staff Recommendation: Approve*

**IV. Planning for 2016 and Beyond**

**Discussion**

- A. Receive a revised Strategic Planning Schedule
  - B. Discuss the Commission's revised Strategic Planning Framework, Priorities 1 through 3
  - C. Consider options for revision to the Commission's Strategic Plan related to its current Priority 4, First 5 Futures
  - D. Discuss possible criteria for Program Investment selection
  - E. Review and provide input on the Commission's current Mission, Vision, Values
- Michele Harris, Executive Director; Susan Brutschy, Kim Carpenter and Christina Branom, Applied Survey Research*

**V. Receive a First 5 Solano Staffing and Finance Update**

**Information**

Receive a report on First 5 Solano staffing and financials  
*Megan Richards, Deputy Director*

**VI. Receive a First 5 Futures Update**

**Information**

Receive a First 5 Futures Update  
*Ciara Gonsalves, Policy & Fund Development Manager*

**VII. Future Agenda Items, Meeting Time, Date, and Location**

**Information**

Systems and Policy Committee September 1, 2015 3:00 – 4:30 PM  
601 Texas Street Suite 210, Fairfield CA

Future agenda items: Planning for 2016 and Beyond, First 5 Solano Budget and Staffing Update; Commissioner Meeting Attendance; First 5 Futures Update

**ADJOURN**

*The First 5 Solano Children and Families Commission does not discriminate against persons with disabilities. If you require a disability-related modification or accommodation in order to participate in the meeting, please call (707) 784-1332 at least 24 hours in advance of the meeting. Non-confidential materials related to an item on this Agenda are available for public inspection at the First 5 Solano business office, 601 Texas Street, Suite 210, Fairfield, CA during normal business hours.*

**Vision:** All Solano County children are loved, healthy, confident, eager to learn, nurtured by their families, caregivers and communities.

**Mission:** First 5 Solano Children and Families Commission creates and fosters programs and partnerships with community entities to promote, support and improve the lives of young children, their families and their communities.

**First 5 Solano Children and Families Commission  
Systems & Policy Committee Meeting**  
July 16, 2015, 3:00 PM – 4:30 PM  
601 Texas Street, Suite 210, Fairfield, CA

**Minutes**

**I. Introductions, Public Comments, Commissioner Comments**

Commissioner Barbosa called the meeting to order at 3:09pm.

Committee Members present: Marisela Barbosa, Aaron Crutison, and Jay Speck

First 5 Solano staff present: Michele Harris (Executive Director), Megan Richards (Deputy Director), Ciara Gonsalves (Policy and Fund Development Manager), Christiana Lewis (Office Assistant III)

Members of the public present: Susan Brutschy, Christina Branom, and Kim Carpenter (Applied Survey Research), Debbi Davis (Children's Nurturing Project), Margaret Miller and Colleen Sivasankaran (Fairfield-Suisun Unified School District)

Public Comment: None

Commissioners' Comments: None

**II. Consent Calendar**

- A. Approve Agenda of July 16, 2015
- B. Approve Minutes of May 21, 2015
- C. Receive Commissioner Meeting Attendance Status Report

***Motion: Approve Agenda of July 16, 2015, approve minutes of May 21, 2015, and receive Commissioner Meeting Attendance Status Report.***

Moved by Commissioner Speck; Seconded by Commissioner Crutison  
Approved: 3-0-0

**III. Co-Sponsorship of Training Conferences Fund Application**

Ms. Miller and Ms. Sivasankaran requested an allocation of \$1,500 to provide a forum for preschool and childcare providers to learn of available community resources. Commissioner Speck expressed concern for the duplication of work already done by Help Me Grow Solano. Ms. Harris pointed out that the concept behind the Co-Sponsorship Fund is to partner with another agency for funding, however, the application provided shows that First 5 Solano would be the sole funder. Commissioner Barbosa stated that she does not support the amount of funding requested for

refreshments and would rather that most of dollars were allocated toward training material.

The Committee directed staff to meet with Ms. Miller and Ms. Sivasankaran to adjust the request for Co-Sponsorship to mitigate the concerns of the Commission, connect to the larger Help Me Grow Solano group, and resubmit an application if applicable.

#### **IV. Planning for 2016 and Beyond**

- A. Ms. Harris presented the revised Strategic Planning Schedule that reflected changes requested by the Commission and suggested by Staff at the May 21, 2015 SPC Committee Meeting.
- B. Ms. Brutschy and Ms. Carpenter presented the revised Strategic Plan Framework. The SPC Committee recommended all changes should be presented to the full Commission. Commissioner Speck said that the word “priority” suggests ranking and that Staff and Applied Survey Research (ASR) should determine other verbiage such as “focus area”.
- C. Ms. Carpenter presented a report summarizing the Bay Area First 5 Strategic Plans articulation of Systems Change. Also presented were options for revision to the Commission’s Strategic Plan related to its current Priority 4, First 5 Futures. Commissioner Barbosa asked for the allocation of First 5 Solano’s staff time on First 5 Futures. Ms. Harris responded that Ms. Gonsalves currently commits a 1.0 Full Time Equivalent (FTE) to the program, and Ms. Harris allocates approximately .25 FTE of her time. The focus has evolved over the years, but currently staff is zeroed in on grants, system change, and the influence of policy. The Committee expressed their support for Option 2: *System Change* presented by Ms. Carpenter. Staff was asked to present the single option to the full Commission.
- D. Ms. Brutschy presented the proposed program investment criteria and system for establishing the top 3 or more priority areas. Ms. Brutschy asked if the Committee would like to change, add, or delete any proposed criteria, and if they support the vote collection method. The Committee agreed that staff should present the proposed program investment criteria to the full Commission as is.
- E. Ms. Branom presented the current Vision, Mission, and Core Values and asked the Committee to consider if they would like to add the language “children 0-5” or “young children” to the vision statement. Commissioner Barbosa recommended that staff ask the full Commission if they would like to revisit the Vision and Mission and add “young” children or children “0-5”.

#### **V. Receive a First 5 Solano Staffing and Finance Update**

Ms. Richards explained there are no material changes or updates to report. FY2014/15 is now closed and a full report will be brought to the next SPC Meeting.

#### **VI. Receive First 5 Futures Update**

Ms. Gonsalves reported that First 5 Solano raised over \$13,000 for Pre-K Academies and the Commission’s \$5,000 investment for grant writing fund to Solano Coalition

resulted in an \$175,000 award. At the February 3, 2015 SPC Meeting, Commissioners asked staff to develop ideas to mitigate challenges they face while soliciting donations. Ms. Lewis presented a draft donation menu that would aid Commissioners and staff in asking for donations that support a unified theme and provides the donor options that are personalized and meaningful to them. The Committee suggested that staff make the donation items more simplified for the business community, attach a return-on-investment report for each area, distinguish what First 5 Solano is already doing and where more support is needed.

## **VII. Future Agenda Items, Meeting Time/Date/Location**

Systems and Policy Committee September 1, 2015 3:00 – 4:30 PM  
601 Texas Street Suite 210, Fairfield CA

Future agenda items: Planning for 2016 and Beyond, First 5 Solano Budget and Staffing Update; Commissioner Meeting Attendance; First 5 Futures Update

## **Adjourn**

Commissioner Barbosa adjourned the meeting at 4:46pm.

Christiana Lewis, Office Assistant III

Approved:

**DATE:** August 5, 2015  
**TO:** First 5 Solano Commission  
**From:** Michele Harris, Executive Director  
**SUBJ:** **Executive Director's Report for August 2015**

**Tobacco and E-Cigarettes Head to Special Session:** California's Senate and Assembly Democrats announced a historical package of six bills to fight the No. 1 cause of preventable death in California: tobacco use. Leadership in the two houses have each introduced the same six bills aimed at preventing death from tobacco-related diseases and reducing costs of smoking on California's health system by reducing smoking and deterring young people from finding smoking attractive.

This comprehensive package of tobacco control legislation will be addressed during the 2nd extraordinary session, called by Governor Jerry Brown to address healthcare issues.

The six bills get new bill numbers with the move into the special session. They are:

- SB 5/AB 6, defines electronic cigarettes as tobacco products, therefore regulating electronic cigarettes the same as all other tobacco products;
- SB 6/AB 7, closes current loopholes in smoke-free workplace laws by adding hotel lobbies, small businesses, break rooms and tobacco retailers to the list of smoke-free workplaces;
- SB 7/AB 8, changing the legal smoking age from 18 to 21;
- SB 8/AB 9, requiring schools to be tobacco-free;
- SB 9/AB 10, allowing local jurisdictions to tax tobacco; and
- SB 10/AB 11, creating an annual Board of Equalization tobacco licensing fee program.

The Legislature has adjourned till Aug. 17. The six bills are expected to be heard in special session soon after both houses reconvene.

**Special Executive Director's Meeting:** On July 9, I held the second in a series of meetings with grantee agency leadership to formalize discussions around sustainability of the early childhood system and the realities of the impending First 5 Solano fiscal cliff. The two workgroups (Alternative Funding Sources & Working Together Differently) reported out to the larger group about their discussion and action items.

The Alternative Funding Sources workgroup identified 3 priority areas to focus on:

- Identify who provides what services in Solano and what the funding needs of agencies are to better coordinate funding opportunities
- Develop give local campaign
- Identify untapped/underutilized public resources

The Working Together Differently workgroup identified 2 priority areas to focus on:

- Share information, training, and best practices
- Develop matrix of administrative strengths and needs across agencies to facilitate resource sharing

These work groups will continue to come together to discuss their progress.

## **Program Updates:**

**First 5 IMPACT Update:** On July 16, 2015, the First 5 Solano Commission allocated up to \$200,000 over 5 years to leverage up to \$1.1 million and participate in the First 5 California IMPACT Program. Since that allocation, First 5 California has been refining its First 5 Improve and Maximize Programs so All Children Thrive (IMPACT) Request for Applications (RFA) in response to County needs and requests. First 5 CA has extended the due date of the Phase I application to August 24, 2015 and are further defining how the funds will blend with California State Preschool sites. First 5 Solano staff have been meeting with Solano County Office of Education to define roles and responsibilities and interaction with the California State Preschool Program QRIS Block Grant.

**Every Minute Matters:** Through use of up to \$1,000 of Executive Director Funds, First 5 Solano has assisted Solano Office of Education with implementing their Every Minute Matters campaign. Banners that stress the importance of consistent school attendance with the message of “Every Minute Matters” were printed in Spanish to complement the English banners, and were posted in Vacaville and Dixon Schools. Preschool Attendance Awareness kits were also provided to preschool providers on school sites.

**Health Access \$175,000 Grant Award:** In May, a \$5,000 grant was awarded from the First 5 Solano Commission’s Organizational Support Fund to Solano Coalition for Better Health (SCBH), and used to hire a grant writer. SCBH applied for up to \$175,000 from Covered California’s Navigator Program to perform outreach and enrollment activities for Medi-Cal eligible children, targeting children ages 0-5, and assist families in navigating/selecting Covered California Health Insurance Programs once qualified. SCBH has already received the notification that they have been awarded the full \$175,000 grant, which will cover services for 11 months, through June 30, 2016.

**Head Start \$10.9 Million Grant Award:** In early July, Child Start Inc. received notification that they received a \$10.9 million grant award. This federal award is the first year of a 5-year grant that Child Start won through a competitive process. Child Start Inc. will receive a grant of the same amount for the next four years. Child Start provides Head Start services to 900 preschool children and Early Head Start services to over 170 infants and toddlers. This grant allows Child Start Inc. to continue to be the Head Start provider in Solano and Napa Counties.

Head Start is a federal program that promotes school readiness for children age birth to 5 from low-income families by enhancing their cognitive, social and emotional development. Head Start programs provide comprehensive services to enrolled children and their families, which include health, nutrition, social services and other services determined to be necessary by family needs assessments, in addition to education and cognitive development services.

**Beck Avenue Update:** In a complimentary effort with the Head Start grant referenced above, in June 2015, the Board of Supervisors approved a Use Agreement with Child Start, Inc., for the child development space at 275 Beck Ave, and the County Administrator assigned the space to First 5 Solano. This allows the County to begin the multistep construction project to increase the quality of the space to meet Head Start federal standards. It is anticipated that Child Start will be able to occupy the space with Head Start/Early Head Start services late spring 2016.

**Solano County Fair:** This year, First 5 Solano had an expanded presence at the Solano County Fair. Along with the Breast Feeding Friendly Express, which provides a quiet, air-conditioned space for a

mom to breastfeed her child, First 5 Solano hosted a Giant Sandbox to emphasize the importance of play in childhood. The sandbox provided kids the opportunity to dig for buried treasure, and provided an opportunity to talk with parents about the importance of playing with their child and positive play techniques. Over 20 volunteers covered shifts at the sandbox and helped the parents and kids have an enjoyable experience. The kids also got an age-appropriate toy to take with them, and the parent got information on early childhood, including the importance of play time, connection to resources via Help Me Grow Solano, referral to services, etc. Thank you to those people that dedicated their time to volunteer and connect with our children and families.

**Safety Net Summit Update:** The Solano Safety Net Summit Steering Committee met in June to draft a work plan for FY2015/16. Due to a decrease in dedicated funding for FY2015/16 (Rise Together Bay Area does not currently have a funding opportunity for FY2015/16), the Steering Committee chose to narrow its focus to two key strategies for FY2015/16: Food Security and Workforce Development. The Steering Committee will be identifying key activities in these two areas and reconnecting with jurisdictions that adopted the Road Map to Cut Poverty to implement the activities. In addition, stand-alone workgroups, such as the Closing the Word Gap workgroup will be joining forces with larger strategies, such as Help Me Grow to better connect in the community.