

CHILDREN ARE OUR BOTTOM LINE

PROGRAM & COMMUNITY ENGAGEMENT COMMITTEE MEETING

May 4, 2017, 2:00 PM – 3:30 PM

601 Texas Street, Suite 210, Fairfield, CA 94533

CALL TO ORDER

I. Introductions, Public Comment, Commissioner Comment

II. Consent Calendar

Action

- A. Approve the May 4, 2017 PCE Committee Meeting Agenda
- B. Approve the March 16, 2017 PCE Committee Meeting Minutes

III. Compliance Action Plans

Action

Motion: Consider recommending approval to the Commission of one of three alternatives to address issues on Compliance Action Plans for Dixon Family Services and Benicia Police Department

Gene Ibe, Program Manager, Megan Richards, Deputy Director

IV. CARE Clinic Presentation

Information

Receive a presentation on the CARE clinic and outcomes of the first two cohorts
Jane Johnson, Executive Director and Sonja New, Clinical Director, Child Haven

V. Program Updates

Information/Discussion

- A. Receive an update on Community Engagement Activities and provide input into the First 5 Solano Communications Guide
- B. Receive an update on Early Learning System Activities
Juanita Morales, Program Manager

VI. Future Agenda Items, Meeting Time/Date/Location

Information

The Program and Community Engagement Committee is scheduled to meet next on Thursday, July 6, 2:00 PM, at 601 Texas Street, Suite 210, Fairfield, CA. Future agenda items include: Compliance Action Plans, Community Engagement Update, and Early Learning System Activities

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

Program & Community Engagement Committee

March 16, 2017, 2:00 PM – 3:30 PM

601 Texas Street, Suite 210, Fairfield, CA

Minutes

I. Introductions, Commissioner Comment, Public Comment

Commissioner Ayala called the meeting to order at 2:03pm.

Commissioners present: Dan Ayala, Lisette Estrella-Henderson, Aaron Crutison (Arrived 2:17PM)

First 5 Solano Staff present: Michele Harris (Executive Director), Megan Richards (Deputy Director), Lorraine Fernandez (Program Manager), Juanita Morales (Program Manager), Gene Ibe (Program Manager), and Andrew Boatright (Office Assistant III)

Members of the public present: Blanche Hilman (Benicia Police Department), Cookie Powell (Dixon Family Services), Isabelle Montano (Vacaville FRC)

Commissioner Comment: None

Public Comment: None

II. Consent Calendar

A. Approve the March 16, 2017 Program & Community Engagement Meeting Agenda

Motion: Approve the Program & Community Engagement Meeting Agenda for March 16, 2017.

**Moved by Commissioner Estrella-Henderson; Seconded by Commissioner Ayala
Approved 2-0-0**

Yea: Commissioners Ayala, Estrella-Henderson

Nay: None

Abstain: None

B. Approve the February 2, 2017 Program & Community Engagement Meeting Minutes

Motion: Approve the Program & Community Engagement Meeting Minutes for February 2, 2017.

**Moved by Commissioner Estrella-Henderson; Seconded by Commissioner Ayala
Approved 2-0-0**

Yea: Commissioners Ayala, Estrella-Henderson

Nay: None

Abstain: None

III. FY2016/17 Mid-Year Performance Report

Gene Ibe presented the Mid-Year Performance Report. Ms. Ibe reviewed challenges that grantees remaining on Compliance Action Plans have faced and the transition of Children's Nurturing Project's services to Solano Family & Children's Services and Child Haven. Ms. Ibe also described First 5 Solano staff's plan with these grantees through FY2016/17. Ms. Richards reviewed the process of discussing, reviewing and monitoring grantee programs.

IV. Compliance Action Plans

Gene Ibe presented a brief history of the Compliance Action Plans for Benicia Police Department and Dixon Family Services. Ms. Ibe described the progress to date for each of the programs.

Commissioner Crutison arrived.

Cookie Powell described the training being implemented to resolve the issues identified in the compliance action plan for Dixon.

Blanch Hilman described the strategies and hiring being implemented to resolve the issues identified in the compliance action plan for Benicia.

Isabelle Montano described the challenges faced by Vacaville FRCs regarding one-on-one parenting classes and meeting goals entailed in their contract.

V. Legislative Support

Megan Richards gave an overview of AB377 to Commissioners. Ms. Richards noted First 5 Solano Staff's plan to create a legislative platform modeled after Solano County's legislative platform. AB377 is a plan to make subsidized childcare more flexible for children funded under certain criteria which may exclude them from full funding. Ms. Richards noted there are 4 other bills piloting programs such as that from AB377 in other counties. Ms. Richards also gave an overview of AB60 – a statewide eligibility plan regarding childcare.

Ms. Richards asked for the Motion to be amended with the following language prior to action being taken:

Motion: Consider recommending approval of a letter of support for AB377 and a position of support for AB 60.

Amended Motion: Consider recommending approval of a letter of support for AB377 and a position of support for AB 60

Moved by Commissioner Crutison; Seconded by Commissioner Estrella-Henderson

Approved 3-0-0

Yea: Commissioners Ayala, Crutison, Estrella-Henderson

Nay: None

VI. Program Updates

A. *Community Engagement Activities*

Ms. Morales reviewed the content choices for New Parent Kit. First 5 will be presenting a resolution to the Board of Supervisors in April designating April as Children's Month. A press release was circulated announcing mini-grants for April Children's Month events for up to \$300. Solano County libraries have a literacy kit available for check out called SPARK (Solano Parents Active Reading Kit).

B. *Early Learning System Activities*

Ms. Morales noted the survey submitted in February to the Regional HUB, detailed First 5 Solano's needs and is still pending. Ms. Morales noted two additional coaches were hired for QRIS IMPACT, which has 35 sites enrolled in the program, and noted QRIS is planning to add 11 more sites.

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

The next Program & Community Engagement Committee Meeting will be held on May 4, 2017 at 2:00 PM at 601 Texas Street, Fairfield, CA 94533.

Adjourn

Commissioner Dan Ayala adjourned the meeting at 2:44pm.

Andrew Boatright, Office Assistant III

Approved:



CHILDREN ARE OUR BOTTOM LINE

DATE: April 28, 2017

TO: Dan Ayala, Program & Community Engagement Committee (PCE) Chair
Aaron Crutison and Lisette Estrella-Henderson, PCE Members

FROM: First 5 Solano Staff

SUBJECT: Program and Community Engagement Committee Meeting Staff Report

Agenda Item III: Compliance Action Plans

Motion: Consider recommending approval to the Commission of one of three alternatives to address issues on Compliance Action Plans for Dixon Family Services and Benicia Police Department

Compliance Plan Updates:

Benicia Family Resource Center and Dixon Family Services were identified as under-performing in Quarter 1 activities in FY2016/17 and entered into compliance action plans December 2016. Staff has continued to communicate with both grantees regularly to gauge progress towards meeting their performance measures. Regular updates are provided to the PCE committee regarding these efforts.

Benicia Family Resource Center: While in compliance, First 5 Solano has maintained consistent dialogue with Benicia FRC to discuss their progress. In Quarter 3, Benicia’s family support worker position was vacant, greatly affecting their capacity to serve families. At the beginning of Quarter 4, Benicia reported that they successfully hired new staff to fill the position and anticipates increased services in Q4.

An update on their performance status to-date on performance measures in compliance is shown below:

	Measure	Annual Contract Target	Quarterly Expectation	Q1 Actual	Q2 Actual	Q3 Actual	Overall Status
1	Assessment: Family Development Matrix	40	10	8	12	4	Variable by Quarter; Not met
2	Assessment: Protective Factors Survey	40	10	1	13	2	Variable by Quarter; Not met
3	Basic Needs Assistance	20	5	3	7	4	Variable by Quarter; Not met
4	Transition to stable housing	20	5	3	7	2	Variable by Quarter; Not met

5	Parent Education Workshops	10	2 to 3	0	0	0	No activity; Not met
6	Parent Strategies & Development	10	2 to 3	0	0	0	No activity; Not met
7	Parent Education Assessment	9	2 to 3	1	13	2	Variable by Quarter; Met

Dixon Family Services: First 5 Solano and Dixon Family Services staff communicates regularly to review their compliance action plan targets. In Quarter 3, First 5 Solano staff continued to provide data reporting training sessions to Dixon’s case management staff to ensure they are able to utilize Persimmony to accurately capture their data.

An update on their performance status to-date is shown below:

	Activity	Annual Contract Target	Quarterly Expectation	Q1 Actual	Q2 Actual	Q3 Actual	Overall Status
1	Assessment: <i>Family Development Matrix</i>	40	10	1	3	8	Improved; Not met
2	Assessment: <i>Protective Factors Survey</i>	40	10	1	1	3	Minimal Improvement; Not met
3	Transition to stable housing	20	5	4	2	8	Improved; Not met
4	Financial Counseling	10	2 to 3	2	19	3	Met
5	Budget Planning	10	2 to 3	11	19	3	Met
6	Family Savings Account	10	2 to 3	11	19	8	Met
7	Parent Education Workshops	10	2 to 3	0	0	9	Improved; Not met
8	Parent Strategies & Development	10	2 to 3	0	0	9	Improved; Not met

Alternatives:

Attached to this report is a memorandum that provides an update to the Chair of the Commission regarding continued nonperformance under these two programs. Per the direction of the Commission Chair, that memorandum is being shared with the Program and Community Engagement Committee for discussion, and recommendation to the Commission of one of the three alternatives listed. Please see Attachment A for a copy of the memorandum and the alternatives for consideration.

Agenda Item IV: CARE Clinic Presentation

In December 2016, First 5 Solano staff provided an update to the PCE Committee on mental health services in Solano. At that time, staff presented preliminary information to the Committee on the CARE Clinic which had just opened to provide an intensive, early assessment and intervention program for children with moderate to severe needs. Jane Johnson and Sonja New of Child Haven will present on the model and outcomes of the first two cohorts.

Agenda Item V: Program Updates

A. Community Engagement Activities:

Beck Open House: First 5 Solano staff, as well as Commissioners Dana Dean and Aaron Crutison attended the Beck Childcare Open House on April 20, 2017. The childcare site was opened as a culmination of efforts by First 5 Solano and ChildStart Inc. in partnership with Solano County. The facility had originally been a childcare site but had been vacant for many years. The county agreed to lease the facility (via First 5 Solano) to Head Start to provide services and First 5 developed an MOU with the county to pay the lease for 10 years. First 5 Solano is pleased to be able to support children and families through this work.

Communications Guide: First 5 Solano staff has developed a First 5 Solano Communication Guide to establish a process to share timely and relevant information with the community in support of the Commission's strategic plan. The guide includes a framework of tools and outcomes to measure the effectiveness of First 5 Solano's communication strategies. The guide is a working document intended to be reorganized as information and outcomes are evaluated. Staff is asking for committee review and input to the document. The Communications Guide is an attachment to this report.

B. Early Learning System Activities:

Pre-K Academies: First 5 Solano staff has initiated planning for this year's Pre-K Academies. A contract has been executed with Vallejo City Unified School District to provide two Pre-K Academy sessions. Child Start Inc. has also agreed to conduct two sessions for a total of four Pre-K Academy sessions in Vallejo. Overall, the Commission will be funding Pre-K Academies in all 7 cities and expect to provide summer preschool experiences for over 500 children in Solano County.

IMPACT: SCOE has hired 7 coaches and has 38 sites enrolled in the QRIS with an expected enrollment target of 40 sites by the end of fiscal year. They are currently seeking to fill the position of Coach Coordinator to support implementation of coaching and coordination of the QRIS program.

Attachment A: Memo to Chair re: continued contract nonperformance

Attachment B: First 5 Solano Contracts in Compliance Policy

Attachment B: CARE Clinic Presentation

Attachment C: First 5 Solano Communications Guide



CHILDREN ARE OUR BOTTOM LINE

DATE: April 28, 2017
TO: Liz Niedziela, First 5 Solano Commission Chair
FROM: Michele Harris, First 5 Solano Executive Director
SUBJECT: Contracts in Compliance

First 5 Solano currently has two grantees in Compliance Action Plans (a performance improvement plan, based upon previous poor contract performance). Both grantees have made progress toward meeting some goals in their Compliance Action Plans, however, based on data through Quarter 3, neither grantee is anticipated to meet the full terms of their Compliance Action Plans by the end of FY2016/17. This memo is to outline the options available to the Commission should the grantees not meet the terms of their current Compliance Action Plans.

Background:

Each quarter, First 5 Solano staff review performance outcomes on each of its programs to identify any grantees falling short of meeting their target performance measures. At the end of FY2015/16, Benicia Police Department Family Strengthening Services (Benicia FRC) and Dixon Family Services (Dixon FRC) did not meet a number of performance measures for that FY. FY2015/16 was the end of a contract, and FY2016/17 initiated a new contract for services (similar to the prior year's contract). Upon recommendation by County Counsel, it was determined at that time that no action would be taken for the FY2015/16 contract services, and FY2016/17 similar contracted services would be closely monitored. Action would be taken quickly in FY2016/17 year if the similar services continued to show challenges.

In Quarter 1 of FY2016/17, both Dixon FRC and Benicia FRC did not meet multiple performance measures in each of their contracts funded by First 5 Solano.¹ In accordance with First 5 Solano's Compliance in Contracts Policy (attached), First 5 Solano staff discussed strategies with each grantee to improve performance and initiated Compliance Action Plans with each grantee. These plans summarized the progress-to-date on the contract, as well as the grantee's intended action plan to improve their performance. As per the Commission's Compliance in Contracts Policy, progress on the Compliance Action Plans have been routinely reported out to the Program and Community Engagement Committee.

Both grantees have made progress toward meeting some goals in their Compliance Action Plans, however, based on data through Quarter 3, neither grantee is anticipated to meet the terms of their Compliance Action Plans by the end of FY2016/17. Specifically, both grantees are struggling to perform the required assessments (Family Development Matrix and Protective Factors Survey) which document the outcomes of ongoing case management and family strengthening in the areas of parent/child relationships, financial stability, and community

¹ Dixon and Benicia FRCs also hold contracts for services for the 6-18 population, funded by the Solano County General Fund. Similar measures on those contracts were not met as well.

engagement. In particular, this performance measure is the core determiner of program effectiveness, as it tells us “if anyone is better off.”

Effect:

Failure to provide the services as outlined in contracts presents a liability to the Commission. Commission funds are being spent without receiving the agreed upon services and outcomes. In addition, it deprives young children and families of receiving the needed services to strengthen their families to position them for stability and self-sufficiency.

Alternatives:

Below are three options available to the Commission should the grantees continue to not meet the terms of their current Compliance Action Plans by the end of FY2016/17:

Alternative 1: Wholly terminate the contracts with both grantees at the end of FY2016/17. At that time the Commission would have the option of not reallocating the funding for these services and returning the savings to the long term financial plan or going out to bid to secure another provider in the affected communities.

Alternative 2: Modify the terms of the grantees’ FY2017/18 contract to eliminate the activities that are not being met and eliminate the associated funding for these services.

Alternative 3: Modify and extend the Compliance Action Plans for an additional 6 months of FY2017/18. Eliminate the measures in the Compliance Action Plan that were improved and met for FY2016/17. Continue to monitor measures that were not met.

Next Steps:

Per the Compliance in Contracts Policy, staff is bringing this item forward for consideration by the Chair of the Commission. Staff is recommending that these alternatives are brought forward to the Program and Community Engagement Committee for discussion and direction on the preferred course of action for these services. Once an alternative has been selected and recommended to the full Commission for action, staff would work with the affected grantee partners to implement any direction.



CHILDREN ARE OUR BOTTOM LINE

COMPLIANCE IN CONTRACTS POLICY

- I. The purposes of defining a procedure for detecting and correcting non-compliance in contracts with grantees of the Commission are:
 - A. To most effectively assist grantees to achieve success in their endeavors to improve the lives of young children and their families through the contracted services and activities they carry out with Commission funding;
 - B. To provide an opportunity to resolve issues as they arise during the contract period through a process that leads to the successful completion of the grant in question; and
 - C. To protect the Commission, Solano County, and the grantee from avoidable delays, liabilities, and failure to achieve the agreed-upon outcomes of the grant.

- II. Identification and Documentation:
 - A. First 5 Solano grant contracts will contain a clearly defined scope of work and a timeline that identifies specific performance goals and measures (measurable service outcomes expected to be reached by a specified time) to be submitted, along with regular progress reports.
 - B. Unless otherwise stated in the contract, service targets shall be reported monthly and performance measures reported quarterly in the manner prescribed by the contract.
 - C. Grantees are required to promptly notify the Commission in writing when service targets and/or performance measure goals are not achieved. First 5 Solano contract monitoring and program support staff are also responsible for identifying instances in which service targets and/or performance goals are not achieved. This may be done through review of data, review of progress reports, Evaluator/data collection vendor input and site visits.
 - D. In addition, any information received by Commission staff that suggests that a problem might be occurring that could adversely affect the capacity of the grantee to meet the requirements of the contract will be investigated.

III. Process for Correcting Non-Compliance:

A. When specified expected service targets and/or performance goals are not *achieved*, the following steps will be taken:

1. First 5 staff will contact the grantee in question and assess whether corrective action is necessary by meeting with the grantee, identifying and discussing the cause of the problem, and determining if a compliance action plan and/or minor contract modification is needed.
2. If staff determines a compliance action plan is needed, the written compliance action plan will be drafted and signed by the grantee, the Executive Director and Program Committee Chair. A copy of the agreement will be included in the contract folder.
3. A monthly report that briefly describes action taken will be submitted to the Program Committee and forwarded to the full Commission as recommended.

NOTE: A compliance action plan, in and of itself, does not indicate the need for action by the full Commission and does not reflect negatively on the grantee if the problem is resolved through this process.

B. Any contract in which the process described above does not resolve the issues raised, or in which a clear pattern of non-compliance occurs, or in which a significant contract revision (i.e., new contractors, 15% deviation from budget, etc.) is the proposed solution, or in which a significant liability to the Commission or the County is identified, the following steps will be taken:

1. The Executive Director will promptly notify the Commission Chairperson and, in the case of potential liability, County Counsel. Staff will notify other individuals as directed by the Chairperson. Staff will document the issues, potential liabilities, and possible course of action including alternatives in a report to the Commission Chair, who shall direct distribution to the appropriate Committee(s) and/or the full Commission for further review and action.
2. Staff will follow Solano County contracting rules and policies and the terms of the contract in question if further action is needed.
3. Staff will maintain summary records for contract compliance issues, including copies of reports and other pertinent documents.

Solano CARE Collaborative



General Project Description

Implement an intensive, early assessment and intervention program for children, age two to six years (and their caregivers) who are likely to have ongoing developmental, social, emotional, behavioral, and communicative challenges. Such children typically require significant support from healthcare, social services, and schools as they mature.

Replicate the CARE model which has shown great promise in improving outcomes for these children.





Collaborative Goals

Reduce the disturbing trends in the number of students eligible under Emotional Disturbance, Autism and other Health Impairment.

- Ensure children come to school ready to participate, thus maximizing children's long-term opportunity to function in the least restrictive, most inclusive and cost efficient setting possible.
- Develop an effective system of early intervention that provides the necessary intensive therapies and capacity to reach more children in a shorter period of time.

Targeted Population

Solano County
2 – 6 year olds with high risk factors such as trauma, abuse, autism, chemical exposure, etc.





Current Partners

Solano SELPA	(Funding & Coordination)
Solano County Health & Social Services	(Funding)
Child Haven, Inc.	(Service Provider)
The Speech Pathology Group	(Service Provider)
Bright Paths	(Service Provider)
Zellerbach Foundation	(Start up Funding)
First 5 Solano	(Referrals & Funding)
North Bay Regional Center	(Referrals & Future Funding)
Partnership Health Plan	(Referrals & Future Funding)
Desert Mountain Care Clinic	(Program Model and Support)
School Districts	(Referrals)
Wright Institute	(Research)

Barriers



Key Personnel Changes

SART Team Development

Referral Process Awkward & Cumbersome

Challenges with Braided Funding:
Conflicting Regulatory Limitation

Medical Referral System Development
Systematic Approach

Solutions

- Blue Print for SART Team
- Reconvene Community Stakeholders
Schools, County Mental Health, CBO's,
Funders, Health Care Providers, etc.



- Document Outcomes
Results & Share with
Funders

Next Steps



July 1

Finalize Pending CARE Clinic Contracts
(Solano County, NBRC, Partnership, Child Haven)

August 1

Convene Community Stakeholders Meeting

- Review and Update SART Team Blue Print
- Define Referral Process
- Expand and Plan for Funder Presentations

October 1

Present Funders with Research & Outcomes

Results To Date



Opened October 2016

Results to Date

Cohort 1: 6 Children (Oct – Dec 2016)

Cohort 2: 6 Children (Jan – Mar 2017)

Cohort 3: 6 Children (Apr – Jun) In-Process



Results to Date

Area Assessed

- ✓ Developmental Functioning
- ✓ Mental Health
- ✓ Academic Functioning
- ✓ Adaptive Functioning
- ✓ Executive Functioning
- ✓ Communications
- ✓ Sensory Processing
- ✓ Behavior
- ✓ Play and Social Skills



Results to Date

10-Week Cohort
4-hrs day
5-days week



Parent-Child Interaction Therapy (PCIT), Communications Development, Independent Living Skills, Social Skills, Applied Behavior Analysis, Discrete Trial Training, Transition Support, Individual and Group Rehabilitation, and Parent Education

Results to Date

• All 12 entered school with a completed assessment and case coordination

• 100% of participants moved from “Delayed/Low” to “Standard/Average” in 80% of the indicator areas.



• Research/Evaluation thru Grade 12

Summary

The Kids and Outcomes

Jane Johnson, Executive Director
Sonja New, Clinical Director
Child Haven



First 5 Solano Children and Families Commission Communications Guide 2017



Introduction

First 5 Solano was created in November 1998 with the passage of Proposition 10. Prop. 10 established a dedicated source of funding for counties to provide services to children ages 0-5 with the goal of ensuring California's children receive the best start in life. Since its inception, First 5 Solano has funded partner agencies in the community to provide a wide variety of programs and services to improve the lives of young children and their families. First 5 Solano continues to foster community-wide systems of care and support for children ages 0-5 and their families by focusing on the following goals:

- All children are born to their optimal health potential
- All children maintain optimal health
- All children enter kindergarten ready to learn
- All children learn and develop through high quality care
- All families are safe, stable, and self sufficient
- All parents and primary caregivers support their children's development
- The early childhood systems are strengthened, integrated, expanded, and sustained

The purpose of this Communications Plan is to establish a process to share timely and relevant information with the community in support of the Commission's strategic plan. The plan considers First 5 Solano's declining revenue stream, the commissions efforts to change systems that impact children, and changes and partnerships emerging from the county's Collective Impact work.

More specifically, the plan helps define communication strategies – key messages and communication tools – that can be used by the Commission's members, grantees, staff, and community partners to support the Commission's goals and systems change activities. These strategies revolve around the Commission's focus areas of health care, learning and development, child care and early education, and family and community support, and involve engaging and actively listening to the community, thereby allowing the Commission to better understand the approaches that will make the greatest positive impact on the lives of Solano County's youngest children and their families. Its strategies also include communication tools designed to help grantee partners sustain themselves in light of First 5 Solano's declining revenue.

Communications Guide

The Communications Guide outlines the target audiences, messages, tools, and expected outcomes that will be considered in communications from First 5 Solano Commission members, grantees, staff, and partners as appropriate.

Audience

The target audiences for unified messaging from First 5 include expectant parents, parents and/or caregivers of children ages 0-5, grantee partners, and other key connections, such as child care and health care providers, educators, and government agencies. In addition, the use of local and regional media will support market reach for the broader Solano County community.

Outreach and messaging will be sensitive to the diversity of the audiences in the community. Language will routinely be reviewed to ensure it is accessible, friendly, and culturally relevant to audiences. Messages will be provided in other languages, including Spanish, when appropriate.

Messages

Messages from First 5 Solano and its partners are consistent and influence activities and behaviors that support positive outcomes for children. Standardized messages will be developed to ensure partners' communications are consistent. Messages will support and align First 5 Solano communications with systems change and Collective Impact efforts when appropriate. Some or all of these standardized messages should appear throughout partner materials, including presentations, newsletters, media, and website content. These messages may include, but are not limited to:

1. "90% of a child's brain develops before the age of 5"
2. "Parents are children's first teachers"
3. "Investments in early childhood have a high rate of return"
4. Regional messaging from First 5 California and First 5 Association
5. Monthly observances and related educational information

First 5 Solano will work with grantees and contractors to create opportunities for resource sharing and to limit duplication in messaging and communication efforts. In addition to messages aimed at parents, collaboration opportunities, infrastructure development and technical support for grantees and Help Me Grow efforts are provided. All messaging components and messaging will be developed and reviewed for culturally competent themes and language. The First 5 Solano logo will be used consistently in messages to promote brand awareness. Copyrights will be protected and materials will be properly sourced, with permission. All County policies will be followed related to messaging.

Tools

Multiple tools will be used to engage target audiences and relevant populations to provide information and materials that support early learning, optimal health, and child development. A variety of tools, including, radio, print material and collaborative meetings will be utilized collectively to ensure unified messaging and address specific audiences. All tools will be developed using knowledge related to target audience, target reach, and effective messaging.

Outcomes

Outcome measurements will be reviewed to evaluate the success of the tools described in this Communications Plan and ensure intentional delivery of unified messages to increase the number of target audience members who make the connection between First 5 Solano and early childhood programming. Measurements include but are not limited to the number of visits to the First 5 Solano website, number of Help Me Grow referrals, as well as early childhood education policies in program planning.

Framework

The following Communications Framework details messages and tools by target audience, as well as outcome measurements. *These are the core strategies that are expected to provide the highest return on investment and support of the Commission's activities. The range of strategies allows the Commission to successfully reach and interact with a diverse community.*

Communications Framework

Target Audience	Messages	Tools	Outcomes/Measures
Parents/ Children/Public	General information about child development/parenting Information on how to access services Monthly education	Pandora radio messaging HMG outreach Local radio ads Annual calendar Press releases Community events	Number of website hits Number of HMG phone calls Number of ads Number of press releases Number of community events
Grantees/Partners ECE providers Health care providers Family support providers	Information on: Training opportunities Community resources Program funding Early intervention resources	Newsletters Community events HMG outreach activities Branded Items (supplies/books) Kits for New Parents Collaborative meetings	Number of newsletters distributed Number of branded items distributed Number of referrals to HMG Number of community events held Number of Kits for New Parents distributed Number of members participating in collaborative meetings
Schools/Teachers	Information about the importance of early interventions and quality early learning experiences for future success in school	Local Control Accountability Plan outreach Collaborative meetings	Change in Local Control Accountability Plan goals Number of members participating in collaborative meetings
Funders/Foundations	Descriptions of: Funded programs Community resources Opportunities to partner with agencies Community needs	Systems Change Action Plan Foundation folder Collaborative meetings Data sharing	Funding for agencies Donor participation in funding
Cities/Polymakers	Descriptions of how policies affect children and families	Inclusion of children and families in community planning efforts	Early childhood is visible in city planning and policy
Businesses/Chambers of Commerce/Service Clubs	Information about: Opportunities for partnership Impact of community involvement	Pre K Academy Business Champions Business challenge grants Material distribution/mini grants	Donations to agencies from business community Number of Vendor activities and events Number of Material orders