

COMMISSION MEETING
August 13, 2019 – 5:30-7:30pm
601 Texas Street, Conference Room B, Fairfield, CA 94533

- | | |
|---|------------------------------------|
| I. CALL TO ORDER / SALUTE TO THE FLAG | Information |
| II. Public Comment
<i>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.</i> | |
| III. Consent Calendar (5 min)
A. Approve the August 13, 2019 Commission Meeting Agenda
B. Approve the June 4, 2019 Commission Meeting Minutes | Action |
| IV. FY2019/20 Allocation of Funding (10 min)
Consider approval of an allocation of funding of up to \$40,000 for FY2019/20 to Solano County Health & Social Services, Public Health Division for dental services
<i>(Source of Funds: 2018-2023 Program Investment Plan, Unallocated Funds)</i>
<i>Juanita Morales, Program Manager</i> | Action |
| V. First 5 Center Update (20 min)
A. Consider approval of an allocation of up to \$240,000 from reserve to cover cash flow for pending funding toward tenant improvements for the First 5 Center
B. Consider approval of an allocation of up to \$150,000 from reserve to pay for a new HVAC unit for the First 5 Center
<i>Megan Richards, Deputy Director</i> | Action |
| VI. Community Indicator and Strategic Plan Review (45 min)
Receive an update on community indicators and review the Commission's 2016 Strategic Plan Update utilizing the framework of Results Based Accountability
<i>Michele Harris, Executive Director; Lisa Niclaj & Susan Brutchy, Applied Survey Research</i> | Information/
Discussion |
| VII. FY2018/19 Annual Grants Final Report (25 min)
Receive a final report on the FY2018/19 Annual Grants and their outcomes
<i>Juanita Morales, Program Manager, Jamie Diaz, Planned Parenthood Northern California, Caleb Hervey, Seneca, Sonja New and Dr. Arwin Cotas-Girard, Child Haven</i> | Information |
| VIII. Policy and Oversight Committee Report (Commissioner Huber)
<i>(no meeting)</i> | Information |
| IX. Executive Director's Report (10 min)
<i>Michele Harris, Executive Director</i> | Information |
| X. Commissioner Remarks (5 min) | Information |

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

Information

The next Commission meeting will be held on October 8, 2019 at 5:30PM at 601 Texas Street, Conference Room B, Fairfield. Future agenda items include: Committee Report, Annual Audit, FY2018/19 Annual Report

ADJOURN

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.

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 4, 2019, 5:30 PM – 7:30 PM
601 Texas Street, Fairfield, CA

Minutes

Commissioners present: Erin Hannigan, Jerry Huber, Lenisha Anderson (Arrived 5:33 PM), Dan Ayala, Jennifer Barton (Arrived 5:42 PM), Aaron Crutison (Left 6:45 PM), Mina Diaz (Arrived 5:43 PM), Lisette Estrella-Henderson

First 5 Solano Staff present: Michele Harris, Megan Richards, Kwiana Algeré, Gene Ibe, Lorraine Fernandez, Juanita Morales, Luke Winders

Members of the public present: Kathy Lago (Solano Family & Children's Services), Norma Lisenko (Innovative Health Solutions), Cheryl Stumbaugh (Fairfield-Suisun Unified School District), John Vasquez (Solano County Board of Supervisors)

Chair Hannigan called the meeting to order at 5:31 PM

I. Call to Order/Salute to the Flag

Commissioner Anderson arrived.

II. Public Comment

Commissioner Hannigan shared some highlights from Commissioner Ayala's nearly 12 years of service on the Commission and presented him a plaque in thanks. Supervisor Vasquez also expressed his gratitude for Commissioner Ayala's service to County and the Country.

Kathy Lago, Executive Director of Solano Family and Children's Service presented their First Annual Report, thanked the Commission for helping them serve so many children and families in the county, and highlighted the value of the UC Berkeley program she participated in.

Commissioners Barton and Diaz arrived.

III. Consent Calendar

A. Approve the June 4, 2019 Commission Meeting Agenda.

Motion: Approve the Commission Meeting Agenda for June 4, 2019.

**Moved by Commissioner Estrella-Henderson; Seconded by Commissioner Ayala
Approved 8-0-0**

Yea: Commissioners Anderson, Ayala, Barton, Crutison, Diaz, Estrella-Henderson, Hannigan, Huber

Nay: None

Abstain: None

B. Approve April 2, 2019 Commission Meeting Minutes

Motion: Approve the Commission Meeting Minutes for April 2, 2019.

Moved by Commissioner Huber; Seconded by Commissioner Crutison

Approved 8-0-0

Yea: Commissioners Anderson, Ayala, Barton, Crutison, Diaz, Estrella-Henderson, Hannigan, Huber

Nay: None

Abstain: None

IV. FY2019/20 Annual Grant Allocations of Funding

Motion: Consider approval of allocations of funding of up to \$98,536 for FY2019/20 Annual Grants in response to Request for Applications #2019-02 as follows:

- a. Up to \$20,000 to FSUSD Adult School to construct an age-appropriate playground***
- b. Up to \$14,865 to Solano County Library to train staff to provide Kidding Around Yoga classes to families with children ages 0-5***
- c. Up to \$20,000 to United Way of the Bay Area to pilot family centered financial literacy coaching***
- d. Up to \$8,000 to Innovative Health Solutions to pilot a trauma informed nutrition curriculum to mothers of children ages 0-5***
- e. Up to \$17,320 to the Eric Reyes Foundation to pilot a bilingual art program with grandparents of children ages 3-5***
- f. Up to \$18,351 to Solano Family and Children's services to provide a series of hands-on workshops for children, families and exempt caregivers***

(Source of funds: 2018-2023 Program Investment Plan)

Juanita Morales described the programs that were recommended by the panel for funding and explained why others were not recommended. Some of the proposals that did not meet criteria had good ideas and could benefit from some technical assistance or direction toward other pathways. Some duplicated programs already in action. The panel, in seeking to ensure the Commission's investments are to the level of quality that families in the community deserve, is recommending a second cycle be completed in the second half of FY2019/20 with the unspent funds. With the Commission's approval, the recommended programs would begin services July 1, 2019.

Commissioner Crutison asked what the timeline for the second cycle would be. Ms. Morales declared this had not yet been determined. Commissioner Huber asked if United Way of the Bay Area (UWBA) and Innovative Health Solutions had a Solano County presence. Ms. Morales informed the Commission that UWBA operated a SparkPoint center at Solano Community College in Fairfield and at an FRC in Vallejo. Innovative Health Solutions' Executive

Director Norma Lisenko explained they have been operating out of Benicia for a year and were previously called Healthy Cooking with Kids. Commissioner Hannigan asked what was innovative about the FSUSD Adult School's playground. Cheryl Stumbaugh, Parent Education Department Chair, cited features such as a donated mural, extensive color, modern ADA standards, and puddle-themed walkways.

Moved by Commissioner Barton; Seconded by Commissioner Diaz

Approved 8-0-0

Yea: Commissioners Anderson, Ayala, Barton, Crutison, Diaz, Estrella-Henderson, Hannigan, Huber

Nay: None

Abstain: None

V. Public Hearing: First 5 California FY2017/18 Annual Report

Motion: Consider acceptance of the First 5 California Children and Families Commission's FY2017/18 Annual Report, pursuant to Health and Safety Code Section 130150

Chair Hannigan opened the public hearing. Juanita Morales explained that all First 5 Commissions were mandated to be presented with the First 5 California Annual Report in a public hearing to maintain qualification for funding. Ms. Morales explained how State dollars are distributed and allocated toward improved family functioning, child development, child health, and systems of care. Ms. Morales also reviewed highlights of First 5 Solano's FY2017/18 Report to First 5 California.

Moved by Commissioner Estrella-Henderson; Seconded by Commissioner Ayala

Approved 8-0-0

Yea: Commissioners Anderson, Ayala, Barton, Crutison, Diaz, Estrella-Henderson, Hannigan, Huber

Nay: None

Abstain: None

Chair Hannigan closed the public hearing.

VI. First 5 Center Update

Megan Richards shared updates to the Vallejo First 5 Center at 3375 Sonoma Blvd. Demolition has started at the site. Construction documents will soon be finalized, and the permitting process will begin. The contract with Bay Area Community Resources has been finalized and goes to the Board of Supervisors June 25 for approval with July 1 start date. Ms. Richards reviewed layout and design plans of the site.

Lorraine Fernandez updated the Commission on fund development. The most recent \$100,000 received from Syar took funds over \$1,000,000 mark and over halfway to the goal. First 5 is partnering with BACR to work on funders who won't give to government agencies.

Commissioner Crutison left.

VII. Policy and Oversight Committee Report

Commissioner Huber reported there were no action items to discuss from the last Committee meeting.

VIII. Executive Director's Report

Ms. Harris announced the Commission retreat scheduled for October 19 is cancelled and will be replaced with the First 5 Center grand opening. Commissioner Diaz was thanked for attending First 5 Advocacy Day. First 5 Solano received a \$90,000 grant from Kaiser for ACEs media campaign. Ms. Harris revealed a new Non-Profit Capacity Building cohort is being launched in collaboration with Solano County Health & Social Services. Commissioners were invited to visit Pre-K academies and distribute books to kids. Ms. Morales invited Commissioners to attend the Solano County Fair June 28-30 and read to children in the First 5 Zone. Ms. Harris asked that Commissioners read the letter from auditors in the meeting packet. Ms. Harris thanked Commissioner Estrella-Henderson for hosting the Resilient Solano Summit.

IX. Commissioner Remarks

Commissioner Estrella-Henderson thanked First 5 Solano staff for work on Resilient Solano Summit and observed the work being done is tipping measurable outcomes. Commissioner Ayala thanked all for the kudos and indicated his desire to attend the First 5 Center opening. Commissioner Anderson commended Commissioner Hannigan for her work on a successful event at Solano Middle School and shared her excitement about the First 5 Center. Commissioner Huber extended gratitude for Commissioner Ayala's service and appreciation for being a part of the commission, which he knows to be one of the best in the area.

X. Future Agenda Items

The next Commission meeting will be held on August 13, 2019 at 5:30PM at 601 Texas Street, Conference Room B, Fairfield. Future agenda items include: Committee Report, Community Indicators, FY2018/19 Annual Grants Final Report

Adjourn

Chair Hannigan adjourned the meeting at 7:01 PM.

Luke Winders, Office Assistant III

Approved:

DATE: August 9, 2019

TO: First 5 Solano Children and Families Commission

FROM: Juanita Morales, Program Manager

CC: Michele Harris, Executive Director

SUBJ: **Oral Health Unallocated Funds**

Motion: Consider approval of an allocation of funding of up to \$40,000 for FY2019/20 to Solano County Health and Social Services, Public Health Division for dental services (Source of Funds: 2018-2023 Program Investment Plan, Unallocated Funds)

In the Commission's 2018-2023 Program Investment Plan, the Commission had \$123,000 in unallocated funds and asked staff to bring back proposal for services in the areas of dental, early literacy, and training for providers serving children with special needs.

In FY2018/19, First 5 Solano provided \$40,000 to Solano County Health & Social Services Public Health Division to fund an oral health program which served pre-kindergarten, transitional-kindergarten and kindergarteners in all cities throughout Solano County. This complemented the Proposition 56 oral health plan, which provides for prevention services, but does not allow funding to be spent on direct services to children.

Solano County Health & Social Services successfully implemented two core components of this oral health program. The first component was a fluoride varnish program and dental screenings completed by a Registered Dental Hygienist (RDH). Secondly, the program included an age appropriate oral health education curriculum which included a toothbrush and a book provided by a Health Education Specialist. Between April 1, 2019- June 20, 2019, the team provided 593 children age 5 and under, with a free dental service in 42 early learning classrooms, which included all of Solano County Child Start sites, thirteen Title 1 elementary schools in Solano County, Solano Community College Early Learning Center and four First 5 Solano Pre-K Academies.

Staff is recommended the Commission continue funding Solano County Health & Social Services Public Health Division \$40,000 to continue this program in FY2019/20.

DATE: August 8, 2019
TO: First 5 Solano Children and Families Commission
FROM: Megan Richards, Deputy Director
SUBJ: First 5 Center Update

Motion A: Consider approval of an allocation of up to \$240,000 from reserve to cover cash flow for pending funding toward tenant improvements for the First 5 Center

Motion B: Consider approval of an allocation of up to \$150,000 from reserve to pay for a new HVAC unit for the First 5 Center

Summary

This item brings forward two motions regarding funding for the First 5 Center in Vallejo; the first motion allocates additional funding for tenant improvements; and the second motion allocates funding for replacement of one of the HVAC units at the site.

The last time staff brought forward a motion regarding funding for the First 5 Center was January 2019 for a different location. The table below summarizes the differences in the two spaces and the staff report will further outline the requests.

	Original Location January 2019	Current Location August 2019
Location	400 Mare Island Way	3375 Sonoma Blvd
Size	7,945 sq. ft.	8,956 sq. ft.
Rent	\$1.95sf; all inclusive	\$1.15sf; does not include utilities, janitorial, etc.
Tenant Improvement Estimate	\$1,180,000	\$1,620,000
Timeline	Tentative opening July 2019	Tentative opening December 2019

Background

In December 2017, the First 5 Solano Commission adopted its 2018-2023 Program Investment Plan which included an allocation of funds to establish a First 5 Center in Vallejo due to the high number of risk factors within zip code 94590. After over a year of searching, in January 2019, staff brought forward an item to allocate funding toward tenant improvements for a leased space at 400 Mare Island Way to house the First 5 Center. Subsequently, the space become unavailable do to the purchase of the building by the City of Vallejo to house the police department. Since then, staff have pursued other locations and ultimately, in March 2019, secured a lease at 3375 Sonoma Blvd for the First 5 Center.

Since then, staff have been working on all aspects of implementation, including necessary tenant improvements, fundraising, and service delivery. This item brings forward an update on those items and includes a request to provide funding to cover the costs of tenant improvements should they not be secured through fundraising activities.

Tenant Improvement Update

Tenant improvements have been moving forward with the at 3375 Sonoma Blvd. Significant activities that have taken place:

- Secured an architect firm and finalized a floorplan.
- Completed demolition.
- Permitting - Submitted plans to the City of Vallejo in July 2019. Plan approved and permit issued August 8, 2019.
- Landlord has worked to complete his requirements in the lease, such as asbestos removal and HVAC inspection (see below).
- Secured designer and designed all signage and play area layout.
- Planned furniture layout. Worked with furniture vendor to identify items reusable from current office and cost-effective options.
- Identified vendor for play area garden theme play sculpture.
- Identified IT/AV needs and secured vendors.
- Began construction first week of August, 2019!

Motion A-Tenant Improvement Funding

Tenant Improvement Expenditure Budget

In January 2019, staff brought forward a budget for tenant improvements for 400 Mare Island Way. The budget for tenant improvements at that time, for that location, was estimated at \$1,180,000 which was approved by the Commission.

Staff has been working with a designer, architect, and contractor (and subcontractors, by extension) to get estimates for tenant improvements at the new location at 3375 Sonoma Blvd. The current estimate for tenant improvements at 3375 Sonoma Blvd is \$1,620,000; a \$440,000 increase since the original estimate at 400 Mare Island way.

The increase in the tenant improvement budget is primarily attributable to the following factors:

1. An increase of approximately 1,000 square feet due to the size of the rental space available. The increase in square footage allows for larger activity rooms accommodating more families per class, additional partner meeting space, including an additional partner meeting office, a larger open play which can be sectioned for infants/toddlers, preschoolers, and physical activity play space, and a larger Board/conference room for Commission meetings and community meetings/trainings.
2. No existing wall structures are in place which can be reutilized at 3375 Sonoma Blvd; at 400 Mare Island Way, approximately 50% of the existing wall structures in place were planned to be reutilized.
3. No common area bathrooms are available at 3375 Sonoma Blvd triggering the provision of sufficient additional bathrooms.

The full-cost estimate of tenant improvements of \$1,620,000 is based on actual expenses and confirmed proposals. Each proposal has been carefully evaluated to see where cost savings may be realized. In addition, multiple proposals have been solicited where required by county purchasing policy. As we are further along in the construction process, the estimates are more accurate, resulting in a decrease in funding for contingency.

The tenant improvement budget can be broken down as follows:

Construction	\$1,007,700
Architect	62,500
Designer	40,000
Permits	28,700
Management fee	20,200
Furniture, fixtures, and equipment (FFE)	172,000
Playroom Structures	75,000
Information Technology (network wiring, IT room)	52,200
Signage	34,000
Moving	5,000
Audio visual equipment	22,000
10% contingency on construction	100,700
Total	\$1,620,000

The Commission has allocated funds to cover the cost of the lease through the 2018-2023 Program Investment Plan and administrative budget. Funding to cover the tenant improvement costs is described below.

Tenant Improvement Revenue Budget

Below is the anticipated funding to offset the tenant improvement costs, including fundraising to date:

Funder	Amount	Status
Solano County	\$200,000	Secured
Yocha Dehe Wintun Nation	300,000	Secured
Kaiser Community Benefit	25,000	Secured
First 5 Solano (FY2018/19 Unspent)	430,000	Secured
Syar Foundation	100,000	Secured
City of Vallejo	100,000	Secured
Total Secured	\$1,155,000	
<i>Anonymous</i>	<i>100,000</i>	<i>Submitted</i>
<i>Wayne & Gladys Valley Foundation (via Bay Area Community Resources)</i>	<i>200,000</i>	<i>Submitted</i>

<i>Joseph & Vera Long Foundation (via Bay Area Community Resources)</i>	25,000	<i>Submitted</i>
<i>City of Vallejo—Mid-Year Budget</i>	100,000	<i>Pending</i>
<i>Harry & Jeanette Weinberg Foundation (via Bay Area Community Resources)</i>	200,000	<i>In Preparation</i>
Total In Process	\$625,000	
<i>State of California via Asm Grayson</i>	2,000,000	<i>Declined</i>
<i>Beelard Foundation</i>	25,000	<i>Declined</i>
Total Declined	\$2,025,000	

Staff and Commissioners have secured outside sources for \$1,155,000 of the required funds and have requests in for \$625,000. In January 2019, the Commission allocated \$225,000 to cover cash flow for pending requests with the knowledge that should the pending funds not be fully secured, the Commission would need to allocate the funds from reserves to cover this amount.

Due to the increase in budget for tenant improvements, staff is requesting an additional \$240,000 to cover cash flow for a total cash flow amount of \$465,000. Should the pending requests be fully funded, these should more than adequately cover these expenses.

Staff will continue to fundraise to cover tenant improvement costs and have identified several additional funders to reach out to. Should fundraising activities generate additional funds, raised funds will be utilized first and the Commission funds will stay in the budget and roll back into the Commission’s Long-Term Financial Plan to be used for other Commission purposes.

At this time, the majority of expenses are known and accounted for with the budget of \$1.62 million. However, as with any large construction projects, unforeseen circumstances do occur. Should this happen, staff will return to the Commission with additional information and requests.

MOTION B: HVAC Consideration

In addition to the required tenant improvements, the Heating, Ventilation, and Air Conditioning (HVAC) units servicing the First 5 Solano Administrative area were replaced by the previous tenant and in good condition, the main HVAC unit for the First 5 Center space is 26 years old. The older unit has been inspected by a certified HVAC contractor and is currently operational. According to the architect’s mechanical engineer, the system is nearing “end of life.” It is the landlord’s responsibility to delivery the site with a functional HVAC, at which time it becomes First 5 Solano’s responsibility to maintain and replace the unit if necessary. The Commission has a choice whether to replace the HVAC now or in the future when it is no longer functional.

The cost to replace the unit at this time is approximately \$150,000 on top of the tenant improvement budget above. This would include cost savings as the permitting process, many of the trades (e.g. mechanical, electrical), and the ductwork could be done in conjunction with the current renovation. In addition, this could be added to the overall tenant improvement budget which staff could fundraise and potentially secure outside funding for.

Should the Commission choose not to replace the HVAC at this time, future replacement would likely be around \$200,000 and require temporary closure of the center. In addition, the center could be without heating or air conditioning for a time if the unit becomes non-functional.

The unit could also be operational for a number of years delaying the need for replacement at this time, which could save the Commission money in the short term.

Timeline

Should the Commission move forward as outlined, the current timeline of 12 weeks of construction puts construction complete at the end of October. However, the contractor has noted that some of his subcontractors (mainly plumbing and HVAC) are impacted by the construction taking place in the area and have delays in when they are able to perform the work which could extend the timeline. The contractor is looking into alternate subcontractors to ensure the work can be completed timely.

Furniture move in would be scheduled for November. However, some items, such as the child furniture and the play area sculptures are also on tight timelines to arrive within this timeframe.

With the revised timeline, if all goes as planned, it is anticipated that the First 5 Center will be open December 2019.

Next Steps

Should the Commission approve the motion in this staff report, staff will continue to closely monitor the tenant improvements and continue to fundraise to cover the costs. Staff will provide the Commission ongoing updates with a full reconciliation of costs at construction closeout.

Attachment A: Revised Timeline

Attachment B: First 5 Center Update Presentation




**FIRST 5
Center
UPDATE!**

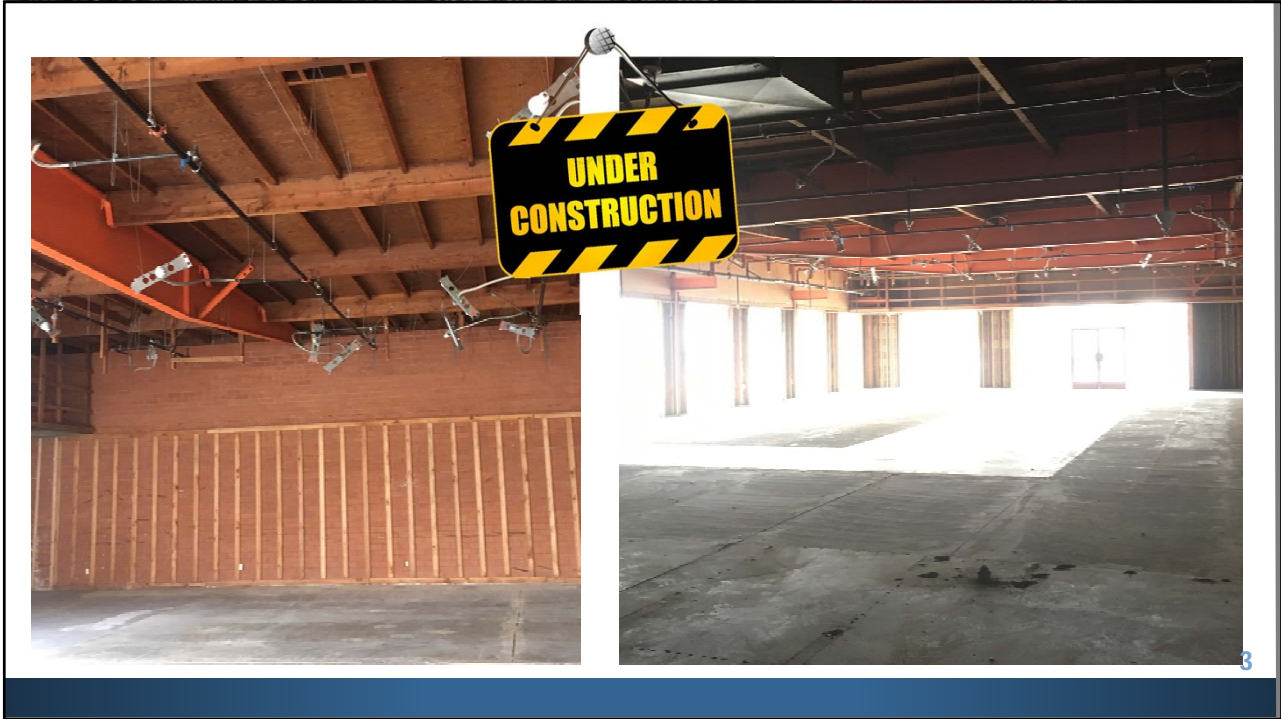
**FIRST 5 SOLANO
CHILDREN AND FAMILIES
COMMISSION
AUGUST 13, 2019**

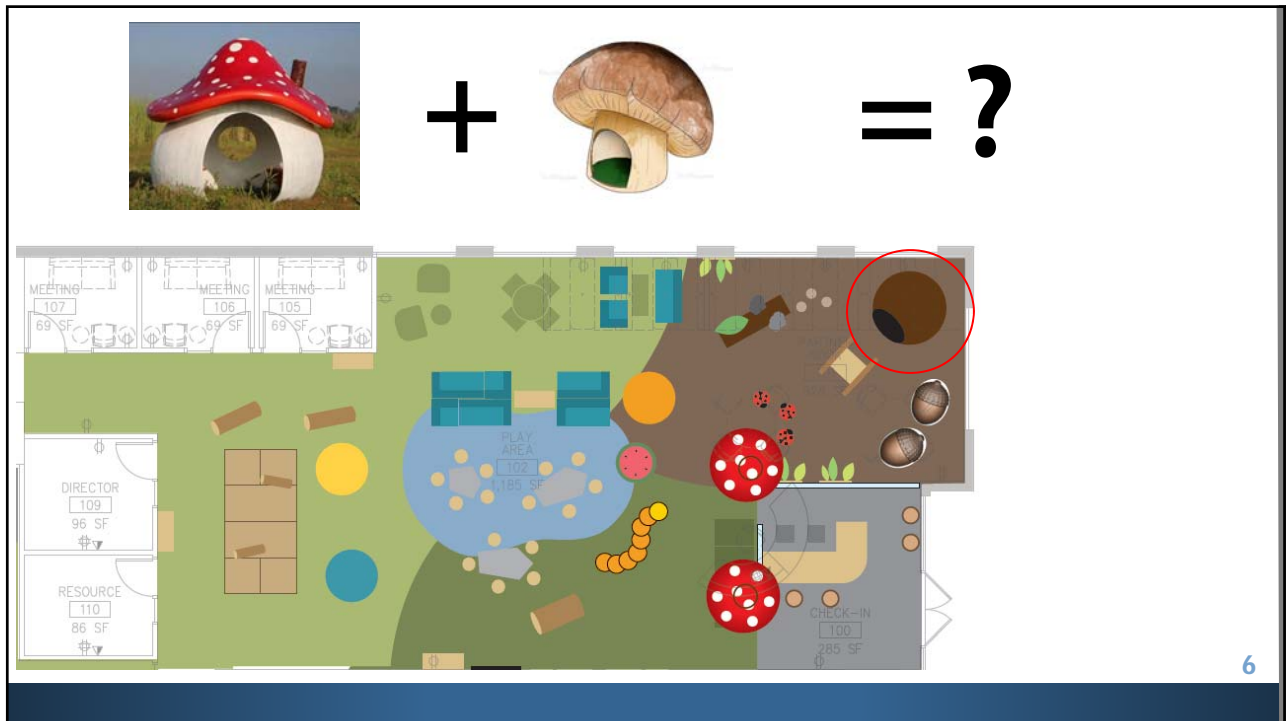
1

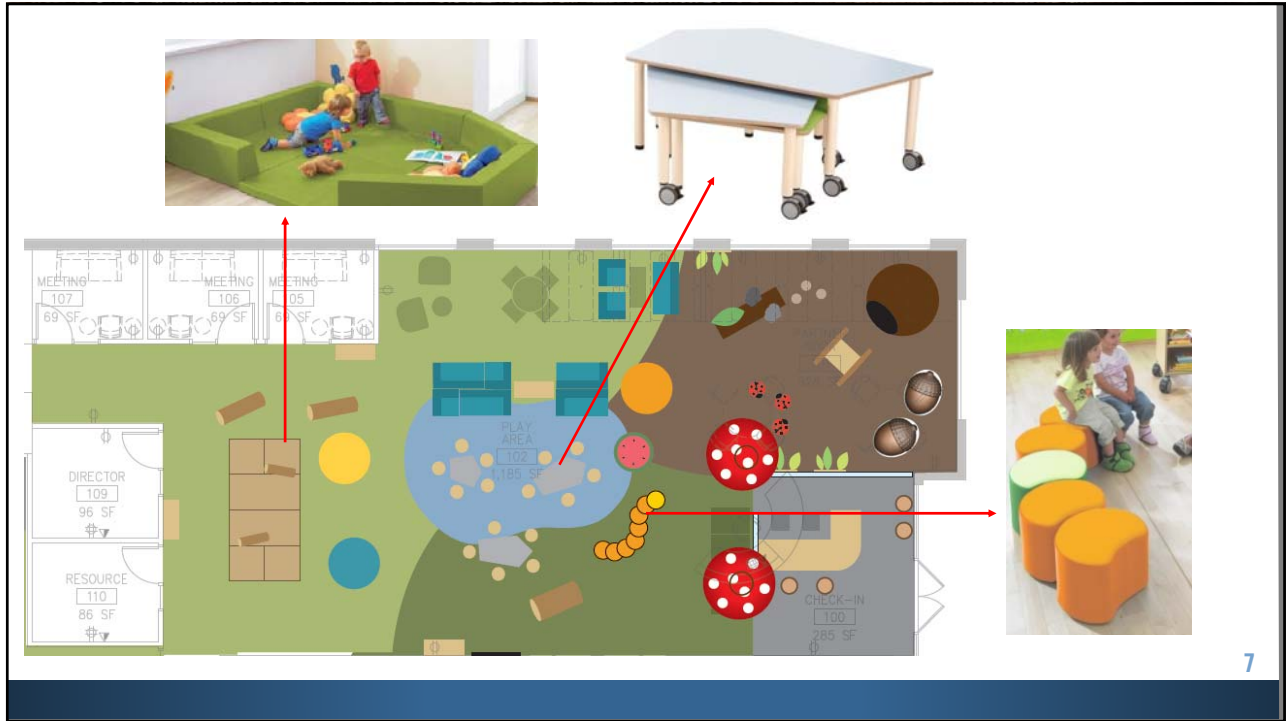
WELCOME TO THE FIRST 5 CENTER!



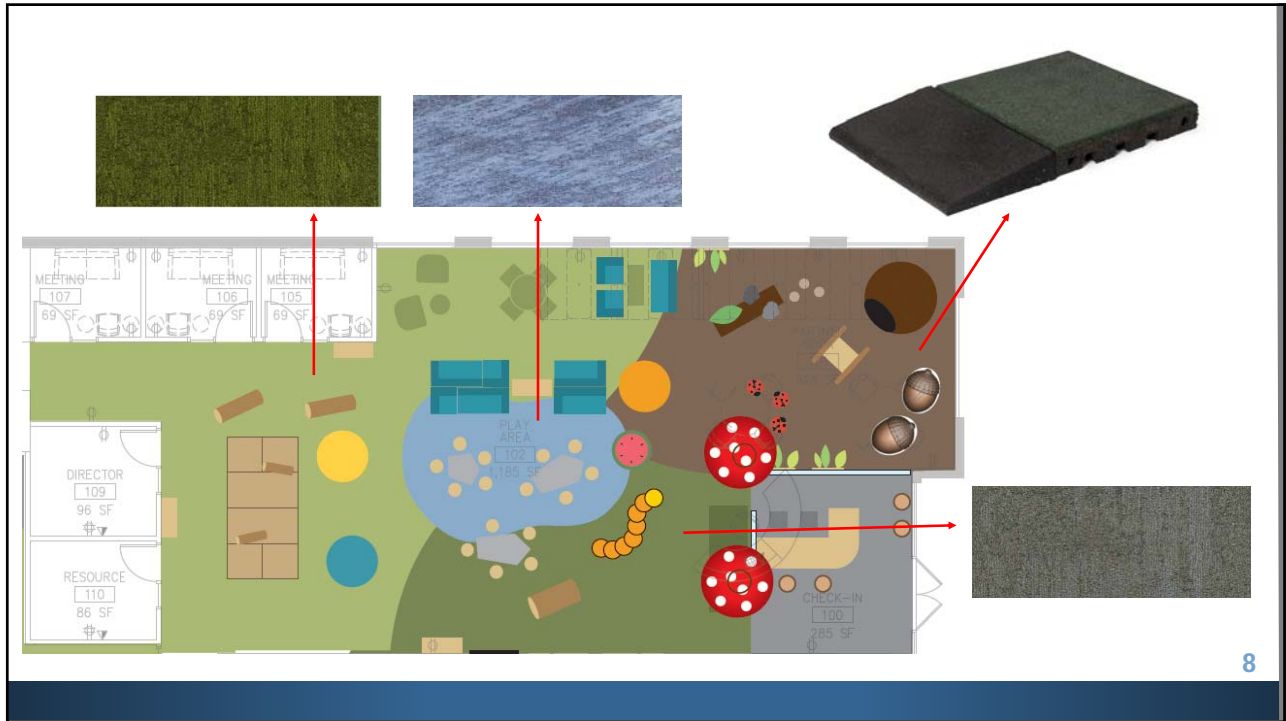
2



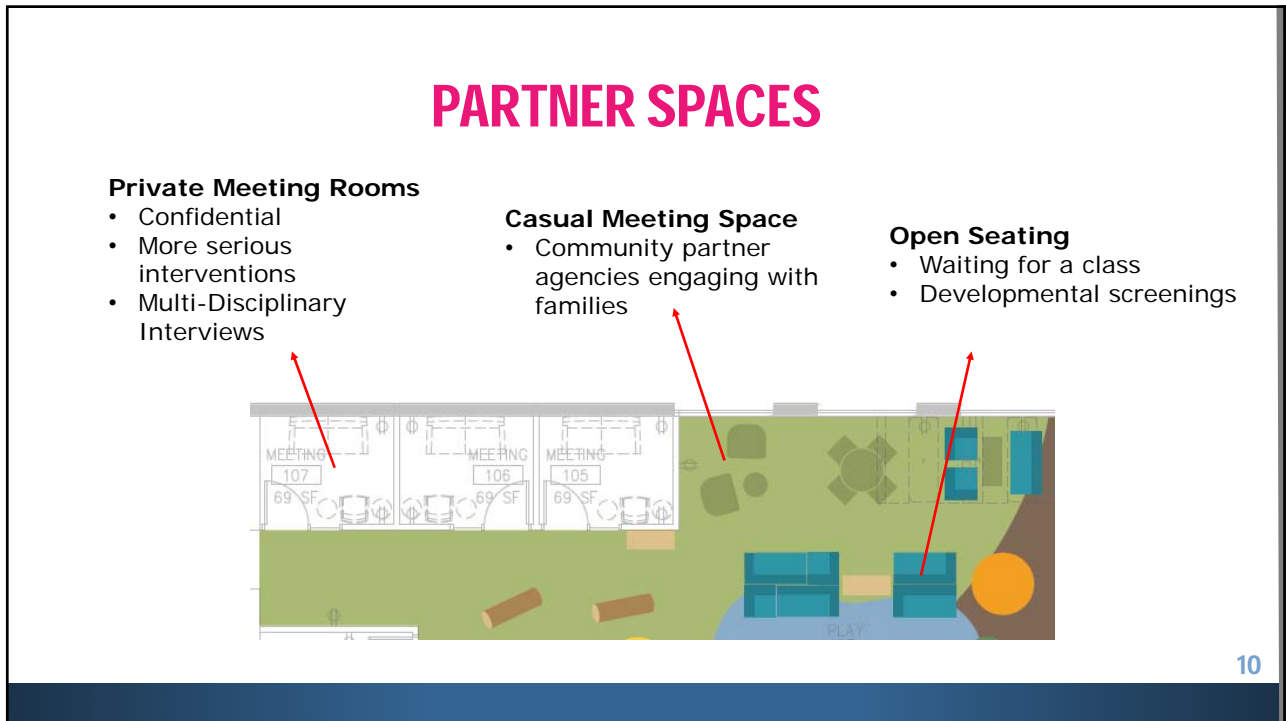
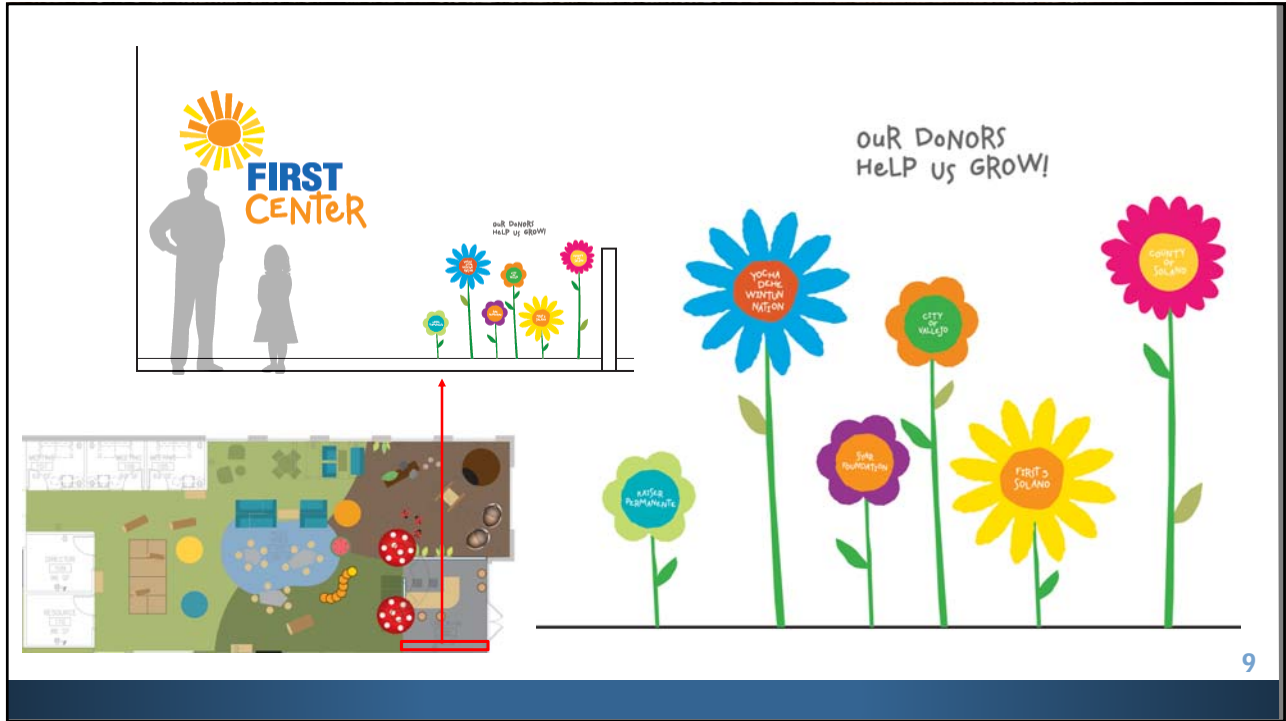




7



8



ACTIVITY ROOM 1

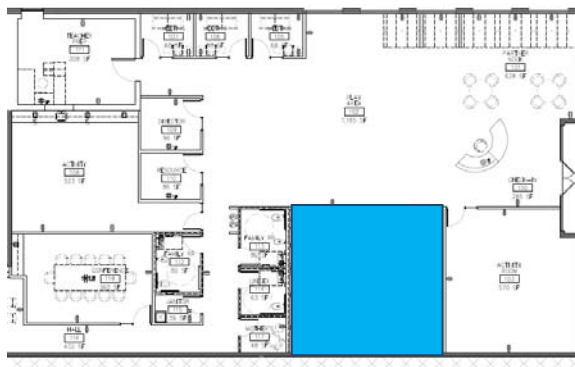
- 650 square feet
- 61 square foot storage closet
 - Pre-k classes
 - Dance parties
- Mindful movement classes



11

ACTIVITY ROOM 2

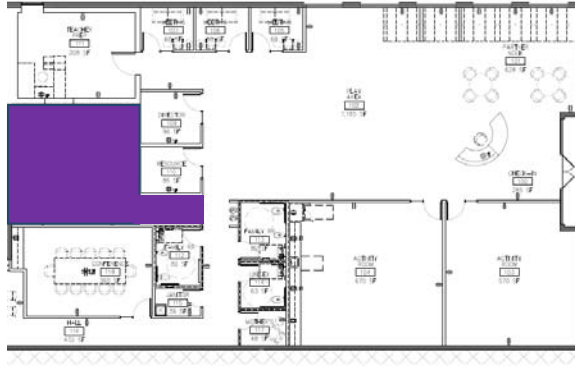
- 520 square feet
 - Kitchen area
- Dual sinks for easy cleanup
- Cooking/nutrition classes
 - Art classes
 - Food storage
- Messy activities



12

ACTIVITY ROOM 3

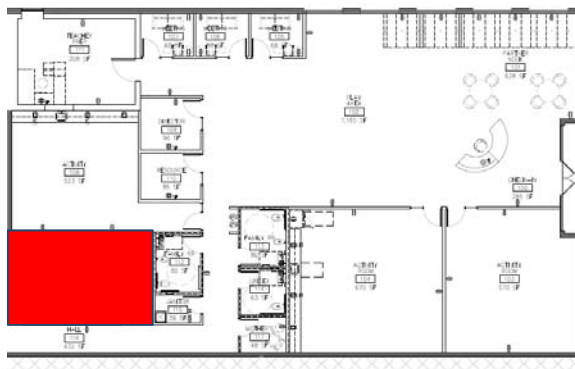
- 523 square feet
- Multipurpose room
 - Early literacy
- Infant/toddler activities



13

SMALL CONFERENCE ROOM

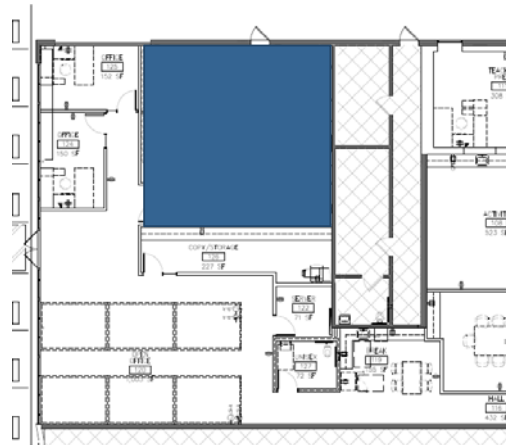
- 360 square feet
- Parenting classes
- Partner and community meetings
 - 55" smart screen
- Zoom conferencing
 - Seats 16



14

LARGE CONFERENCE ROOM

- 819 square feet
- Commission meetings
- Community meetings and trainings
 - 65" smart screen
- Integrated audio-speakers and recording
 - Zoom conferencing
 - Seats 38



15

PROGRESS TO DATE

- Secured an architect firm and finalized a floorplan.
- Completed demolition.
- Submitted plans to the city of Vallejo.
- Secured designer and designed all signage and play area layout.
- Planned furniture layout.
- Identified vendor for play area garden theme play sculpture.
- Identified IT/AV needs and secured vendors.
- Began construction!



16

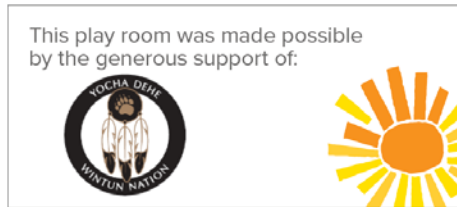
FACTORS AFFECTING COST

- Increase of 1,000 sq ft.
- No existing reusable structure.
- No common area bathrooms.
- Confirmed proposals.



BUDGET

Tenant Improvement Budget	1,620,000
Amount Secured	1,155,000
Gap	\$465,000



Outstanding Funding Requests In Progress	625,000
Current Cash Flow Allocation	225,000
Request for Cash Flow (Motion A)	\$240,000

MOTION A

Consider approval of an allocation of up to \$240,000 from reserve to cover cash flow for pending funding toward tenant improvements for the First 5 Center

19

MOTION B

Consider approval of an allocation of up to \$150,000 from reserve to pay for a new HVAC unit for the First 5 Center

20

DATE: August 9, 2019
TO: First 5 Solano Commission
FROM: Michele Harris, Executive Director
SUBJECT: **Strategic Plan and Community Indicators Review**

The First 5 Solano Children and Families Commission is required by statute to annually review its Strategic Plan. This Commission last updated its Strategic Plan in 2016. This meeting serves as the required annual review of the Strategic Plan.

In support of the Commission's review of its Strategic Plan, the Commission also receives an annual update on the standing of common community indicators regarding the status of young children and their families. Staff is pleased to be able to share the community indicators via the First 5 Solano website, which will allow anyone to access the data, as well as update the data as new data becomes available (a minimum of twice a year). The community indicator data can be accessed at: http://www.solanocounty.com/depts/first5/community_indicator_data.asp.

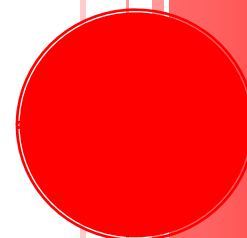
This year, Applied Survey Research (ASR) will be utilizing a Results Based Accountability (RBA) Framework to organize the review of the strategic plan.

Attachment A: 2016 First 5 Solano Strategic Plan Update
Attachment B: Community Indicators and Strategic Plan Presentation



FIRST 5 SOLANO
**2016 Strategic
Plan Update**

Approved December 1, 2015



Acknowledgements

This report is the culmination of a year-long collaboration between First 5 Solano staff, its Commission, and its consultant, Applied Survey Research. Specifically, the authors would like to acknowledge the following individuals:

- Michele Harris, MPA, Executive Director, First 5 Solano
- Megan Richards, MPA, Deputy Director, First 5 Solano
- Commissioner Marisela Barbosa, MBA, Systems and Policy Committee Chairperson, First 5 Solano Commission
- Commissioner Jay Speck, MA, Systems and Policy Committee Member, First 5 Solano Commission
- Commissioner Aaron Crutison, MPA, Systems and Policy Committee Member, First 5 Solano Commission
- Susan Brutschy, President, Applied Survey Research
- Lisa Colvig-Niclai, MA, Applied Survey Research
- Kim Carpenter, PhD, Applied Survey Research
- Christina Branom, PhD, Applied Survey Research

Our Message to Solano County



Dear Solano County leaders, stakeholders, partners, residents, and families,

On behalf of First 5 Solano Children and Families Commission, we are delighted to share with you the 2016 update of First 5 Solano's strategic plan.

First 5 Solano is at a pivotal milestone in its evolution.

The local economy is emerging from the Great Recession, a time in which we saw an incredible demand for services across the county, and families struggled more than ever. Together with our partners, we were able to connect more than one in eight of the county's youngest children and their families with needed services. These services spanned the areas of health, basic resources such as food and housing, and early education programs to help children prepare for kindergarten. First 5 Solano strategically leveraged the existing resources in our county as well as addressed gaps in community services.

Now, First 5 Solano faces a horizon of decreasing revenue. Therefore, the goal of this strategic planning process was to ask and answer the questions: *Where does First 5 Solano go from here? How can we make the most of our declining revenue? What is our special contribution to Solano County?*

These are hard questions to answer. We know we can't meet all the needs of every child and family. This Strategic Plan update is based on a wide range of data to help point our compass. We looked at data to see the greatest needs of children and families across the county. We conducted interviews with local leaders to identify the great programs already in place, and also the ways in which First 5 Solano could help identify and fill critical gaps in services. We set decision-making criteria and used them to prioritize First 5 Solano's focus over the next few years.

We are at a watershed moment for First 5 Solano. Over the next few years, we will transition from primarily funding direct services toward a combination of direct services and system change efforts. Our compass will be pointed toward dual goals of helping children and families now, while ensuring strong systems are in place to support families in the long-term. We know that investing in community builds stronger generations to come.

This is a county that pulls together and stays together. With your help, First 5 Solano will be the catalyst to point us all toward a future where all Solano County children are loved, healthy, confident, eager to learn, and nurtured by their families, caregivers, and communities.

Aaron Crutison
Chair, First 5 Solano Commission

Michele Harris, MPA
Executive Director, First 5 Solano



Table of Contents

Introduction	1
A Profile of First 5 Solano.....	1
Purpose of the 2016 Strategic Plan Update.....	2
Vision, Mission, Values & Principles	3
Vision and Mission.....	4
Core Values.....	4
Overarching Principles.....	5
Strategic Priorities	6
Strategic Framework Overview.....	6
2016 First 5 Solano Strategic Framework.....	7
Priority Area 1: Health and Well-being.....	8
Priority Area 2: Early Childhood Learning and Development.....	10
Priority Area 3: Family Support and Parent Education.....	12
Priority Area 4: Systems Change.....	14
Investment Approach	15
Conclusion	16
Appendix A. Updates to the Framework for 2016	17
Appendix B. Our Commitment to Results	19

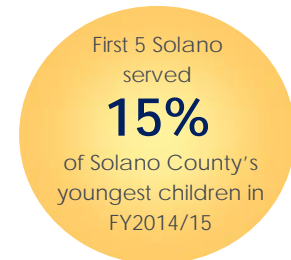


Introduction

A Profile of First 5 Solano

Since 1999, First 5 Solano Children & Families Commission has been leveraging and investing Proposition 10 tobacco tax funds to promote positive outcomes for children ages 0 to 5 and their families, and the community providers that serve them. Guided by a strategic framework, First 5 Solano supports programs related to prenatal care, health care access, quality child care, school readiness, family support, and parent education. In FY2014/15, First 5 Solano expended nearly \$4.3 million on community programs in these areas.

In FY2014/15, 9,539 residents in the county benefitted from First 5 Solano investments, including 4,504 children 0-5, which is approximately 15% of the county's children in this age group. Each year, data are collected regarding the number of individuals served in First 5 Solano-supported programs, as well as the performance of such programs on implementing their funded activities and contributing to desired results and outcomes for clients. These reports can be found on First 5 Solano's website.¹



First 5 Solano is governed by a commission of 9 members appointed by the County Board of Supervisors. In FY2014-15, these commissioners include:

- Dan Ayala, former Quality Control Inspector and Air Force Reserve Technical Sergeant, Travis Air Force Base (retired)
- Marisela Barbosa, Business Sustainability Strategist, Sela Sustainability Consulting
- Elise Crane, Senior Program and Policy Analyst, Office of Early Care and Education, City & County of San Francisco
- Aaron Crutison (*Commission Chair*), Deputy Director, Solano County Health and Social Services/Child Welfare Services
- Dana Dean, Solano County Board of Education Trustee, Area 3
- Erin Hannigan, Solano County Supervisor, District 1
- Gerald Huber, Director, Solano County Health and Social Services
- Liz Niedziela, Transit Program Manager, Solano County Transportation Authority
- Jay Speck, Solano County Superintendent of Schools

¹ www.First5Solano.org

Purpose of the 2016 Strategic Plan Update

Across California counties, as tobacco tax revenues decline, First 5s are serving their communities with diminishing resources, and are using reserves that were accumulated years ago to support community investments. Solano County is no different: since the last strategic plan update in 2011, Proposition 10 tobacco tax revenue has decreased in Solano by an average of 4% each year, from \$3.9 million in 2011 to \$3.3 million in 2015.

The purpose of the 2016 Strategic Plan Update is to direct investments toward the areas of highest priority need in which First 5 Solano can make a demonstrable impact with its increasingly limited financial resources. This strategic plan also sets the explicit goal of identifying opportunities within the surrounding systems to meet the needs of children and families in more cost-effective, sustainable ways.



Vision, Mission, Values & Principles

Overarching Principles

Evidence-based • Trauma-informed • Focused on high-risk/need
Access • Coordination • Collaboration • Leveraging



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
Innovation
Community Engagement
Respect for Diversity
Advocacy
Integrity
Accountability
Sustainability
Equity
Integration

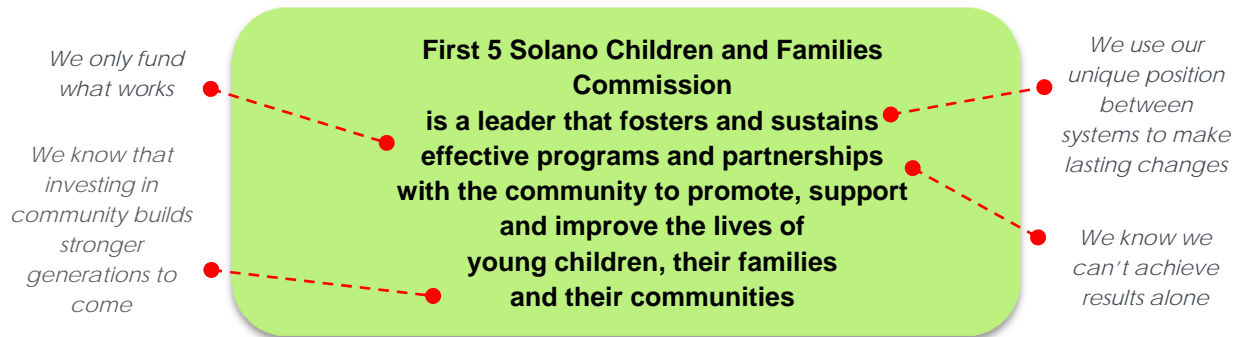
The Vision, Mission, Values & Principles help to set the strategic tone of the Commission over the course of this Strategic Plan, and are described further below.

Vision and Mission

A vision statement conveys the kind of conditions First 5 Solano hopes to ultimately see for the county's children birth to 5 and their families. First 5 Solano's vision for the county is as follows:

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

First 5 Solano's mission statement reflects how it will help contribute to the vision for the community. The mission statement, and the intentions behind key clauses, is as follows:



Core Values

First 5 Solano's values reflect the ways in which all of the funded programs should be delivered.

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.

Equity

We are committed to reducing and eliminating opportunity gaps among children from diverse backgrounds, abilities and circumstances.

Integration

We support the integration of early childhood resources to build a system of care that is child and family centered and that efficiently addresses a variety of needs.

Overarching Principles

First 5 Solano has defined a set of principles that guides the type of investments made and the ways in which such programs are implemented. These principles are as follows:

Evidence-based	• Services and programs shall be of the highest quality, backed by evidence that they have a positive impact on young children and families.
Trauma-informed	• Exposure to trauma is prevalent, and First 5 Solano recognizes that the toll it takes on child health and development can be far-reaching and long-lasting. Service providers shall be prepared to effectively serve children affected by trauma.
Focused on high-risk/need	• In a climate of limited resources, services will be focused on providing for those children, families, and neighborhoods in greatest need.
Access	• It is not enough to simply provide services; First 5 Solano is committed to reducing barriers that families face in accessing care.
Coordination	• The early childhood system functions best when its services are connected and coordinated.
Collaboration	• First 5 Solano recognizes that the community benefits most from a system of care in which providers work together to improve the lives of young children and their families.
Leveraging	• Wherever possible, First 5 Solano leverages funds and other resources to maximize the benefits to the community with the resources available.

Strategic Priorities

Strategic Framework Overview

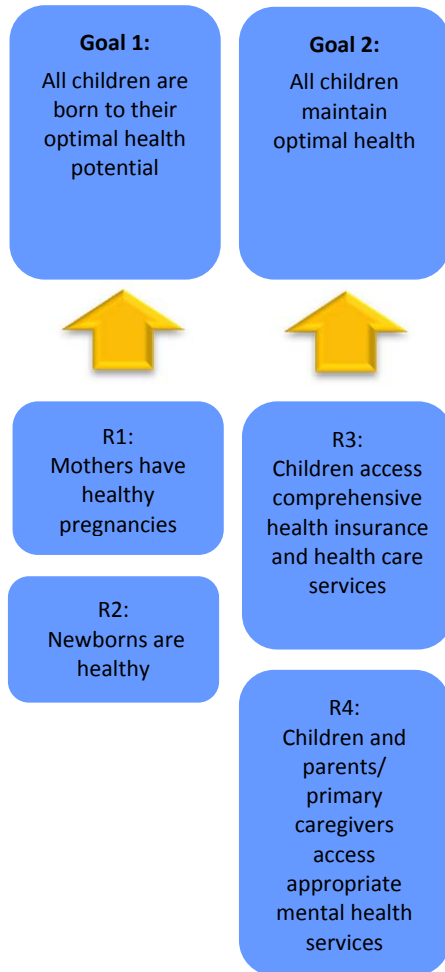
First 5 Solano’s strategic framework acts as a conceptual map, articulating the priority areas for investment, and goals which First 5 Solano aspires to achieve for the county’s children ages 0-5 and their families. Next, in service of those goals, the framework defines specific results or outcomes that First 5 Solano can promote amongst the children, families and providers it serves. First 5 Solano uses this framework to align and connect its program investments with specific, measurable results.



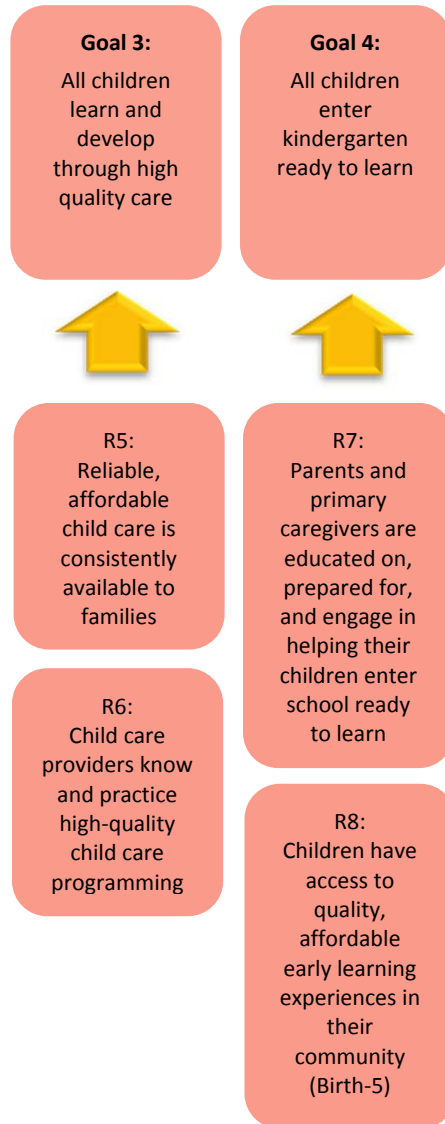
A description of the process and changes to the strategic framework can be found in Appendix A.

A description of First 5 Solano’s commitment to achieve results from their strategic investments can be found in Appendix B.

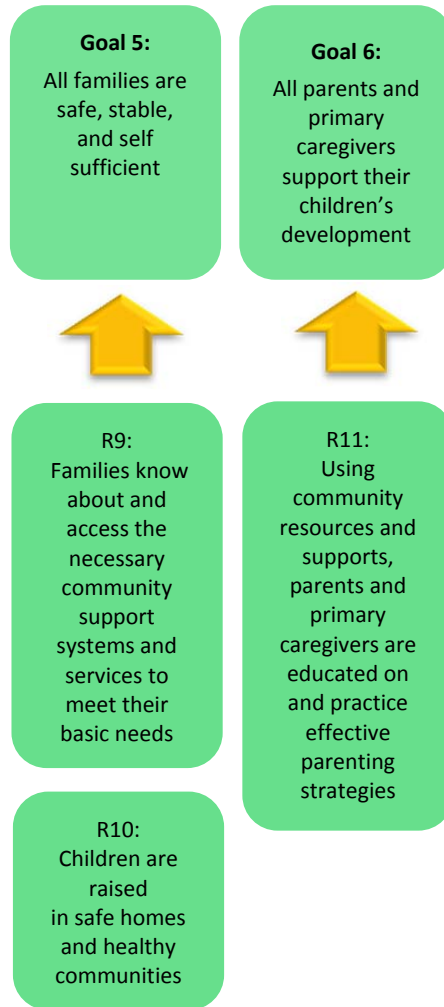
PRIORITY AREA 1:
Health and Well-Being



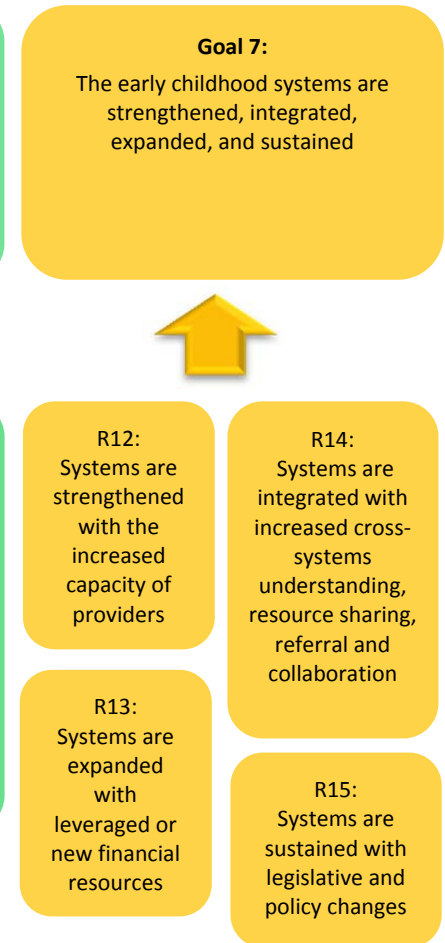
PRIORITY AREA 2:
Early Childhood Learning and Development



PRIORITY AREA 3:
Family Support and Parent Education



PRIORITY AREA 4:
Systems Change



Priority Area 1: Health and Well-being

Goal 1: All children are born to their optimal health potential

The Needs. To understand the status of the community, community-level data² were reviewed. This review revealed that access to prenatal care in the county is improving (80% of mothers entered prenatal care by the first trimester) and the number of babies born prematurely is declining (9% of all births). Similarly, an increasing number of new mothers are initiating breastfeeding (95% of mothers).



The Desired Results. While community trends are increasingly favorable, First 5 Solano recognizes that there are still pockets of disparity in birth outcomes around the county. Therefore, in Goal 1, First 5 Solano seeks to achieve the following results:

- Mothers have healthy pregnancies
- Newborns are healthy

Potential Strategies. In order to achieve these results, strategies may include:

- Health insurance for newborns and moms

Systems Change Opportunities. There are other partners in the county with whom First 5 Solano can share in the work on prenatal services, including Solano Health and Social Services, Partnership Health Plan, local hospitals, and Early Head Start. The Commission can also align with federal and state efforts to increase home visiting resources.



² Sources for the data cited here included the U.S. Census, Centers for Disease Control and Prevention, CA Department of Education, CA Department of Public Health, CA Department of Health Services, North Bay Regional Center, CA Resource and Referral Network, Feeding America, Solano County Office of Education, CA Child Welfare Indicators Project. Except where otherwise indicated, data points are for 2013.

Goal 2: All children maintain optimal health

The Needs. The community scan found that access to health insurance for children in the county has held steady in recent years (94% of children under 6 had health insurance), while well-child visit attendance is improving among children on Medi-Cal (74% of children on Medi-Cal). In addition, the number of children 0-3 enrolled in Regional Center early intervention services is increasing (3% of children 0-3).



The Desired Results. Insurance coverage for children has been improving thanks to the Affordable Care Act and recent state legislation to cover undocumented children, though enrollment for undocumented children will not begin until 2016. In addition, early mental health services have not kept pace with the community's needs. Therefore, in Goal 2, First 5 Solano seeks to achieve the following results:

- Children access comprehensive health insurance and health care services
- Children and parents/primary caregivers access appropriate mental health services

Potential Strategies. In order to achieve these results, strategies may include:

- Health insurance outreach and enrollment
- Developmental screenings and assessments
- Provider and caregiver education and parent coaching
- Case management
- Mental health treatment

Systems Change Opportunities. First 5 Solano can integrate with other Solano County efforts for insurance enrollment, including those of the Solano Coalition for Better Health, Covered California, and community clinics. First 5 Solano can also continue to leverage Mental Health Services Act (MHSA) and Early and Periodic Screening, Diagnosis, and Treatment (EPSDT) funds to provide mental health services to young children and their families. Finally, the Commission can encourage outreach to primary care physicians to promote developmental screening and referral for all children.



Joseph Tart/EHP

Priority Area 2: Early Childhood Learning and Development

Goal 3: All children learn and develop through high quality care

The Needs. Over the past several years, the availability of licensed child care slots in Solano for working parents has been declining, and as a result, there were only enough child care slots for 22% of the children estimated to need care (2012).

The Desired Results. The need for quality, affordable care for young children has outpaced supply in recent years. Therefore, in Goal 3, First 5 Solano seeks to achieve the following results:

- Reliable, affordable child care is consistently available to families
- Child care providers know and practice high-quality child care programming

Potential Strategies. In order to achieve these results, strategies may include:

- Coordinate, assess, and improve early learning settings through various strategies, including family engagement, professional development, and quality standards
- Provide wrap-around child care to Head Start families
- Provide a facility for Head Start

Systems Change Opportunities. The Commission can partner with First 5 California, Solano County Office of Education, Solano Quality Rating and Improvement System (QRIS) Consortium, and other community agencies to expand quality resources for child care sites.



Goal 4: All children enter kindergarten ready to learn

The Needs. Enrollment of 3-4 year olds in preschool in Solano has been declining (44% of 3-4 year olds). In terms of long term outcomes, less than half of the county's third grade students are reading at grade level (45%).

The Desired Results. Although there is a lack of community-wide data on school readiness, the findings for preschool enrollment and reading proficiency suggest quality school readiness supports are still needed in the county. Therefore, in Goal 4, First 5 Solano seeks to achieve the following results:

- Children have access to quality, affordable early learning experiences in their community (Birth-5)
- Parents and primary caregivers are educated on, prepared to, and engage in helping their children enter school ready to learn

Potential Strategies. In order to achieve these results, strategies may include:

- Outreach to children with no prior preschool experience
- Classroom instruction
- Parent education and engagement
- Child assessment
- Kindergarten articulation



Systems Change Opportunities. First 5 Solano can partner with and leverage resources from school districts to bring in additional supports for school readiness. They can also help connect early childhood education providers to other professionals serving young children (e.g., early mental health specialists).

Kindergarten! ... here I come!



Priority Area 3: Family Support and Parent Education

Goal 5: All families are safe, stable, and self sufficient

The Needs. While the poverty rate among young children in the county is slowly improving (25% of children under 5), food insecurity and secure parental employment among children are worsening (23% and 36% of children, respectively). On the other hand, the foster care entry rate has remained steady in recent years (3.7 per 1000 children 0-5 in 2014).

The Desired Results. The overall economy is improving, but the recovery from the Great Recession has been uneven, and families with young children continue to experience high levels of poverty and unemployment. Child safety also remains a concern in certain pockets of the county. Therefore, in Goal 5, First 5 Solano seeks to achieve the following results:

- Families know about and access the necessary community support systems and services to meet their basic needs
- Children are raised in safe homes and healthy communities

Potential Strategies. In order to achieve these results, strategies may include:

- Neighborhood-based family resource centers that provide basic needs support and case management; one-on-one assessment, assistance, and linkage to community resources; home visiting; and parent education
- Home visiting for high-risk families to support the work of family resource centers
- Case management, housing, and linkage to community resources for homeless families

Systems Change Opportunities. The Commission can pursue partnerships with school districts, police departments, and local, state and federal housing programs to meet families' basic needs. They can also continue to coordinate family support services with County child welfare and public health services.



Goal 6: All parents and primary caregivers support their children's development

The Needs. Maltreatment allegation rates among children 0-5 are worsening in Solano (6% of children 0-5 in 2014), but the rate at which these allegations are substantiated is improving (6.3 per 1000 children 0-5 in 2014).

The Desired Results. Substantiated child maltreatment rates are improving, but disparities in child welfare involvement remain. However, the exact level of need for parent education in the county is largely unknown due to a lack of community-wide data in this area. In Goal 6, First 5 Solano seeks to achieve the following result:

- Using community resources and supports, parents and primary caregivers are educated on and practice effective parenting strategies

Potential Strategies. In order to achieve this result, strategies may include:

- Parent workshops and courses
- Online instruction



Systems Change Opportunities. First 5 Solano can leverage the resources of school districts and other community agencies offering parent education services.



Priority Area 4: Systems Change

Goal 7: The early childhood systems are strengthened, integrated, expanded, and sustained.

The Needs. First 5 funding across the state is gradually declining as tax revenue related to tobacco use declines. In 1998, when the Proposition 10 tobacco tax was initially passed, \$650 million in tax revenue were collected statewide, but this has now decreased to \$350 million. However, demand for early childhood services has not declined, which means that First 5 Solano needs to find new, more efficient new ways to serve the same number of children, share or transition some program services to other public systems of care (health, social services, education), raise new money, or some combination of the above.

The Desired Results.

- Systems are strengthened with the increased capacity of providers
- Systems are expanded with leveraged or new financial resources
- Systems are integrated with increased cross-systems understanding, resource sharing, referral and collaboration
- Systems are sustained with legislative and policy changes

Potential Strategies. An implementation plan will be created to identify systems change opportunities in each Goal area. Preliminarily, strategies may include:

- Support Help Me Grow Solano outreach, capacity building and service integration activities
- Support Solano Kids Thrive Collective Impact Initiative as a way to harness resources and integration beyond the reaches of First 5 Solano.
- Collaborative grant seeking and fund leveraging
- Support and advocate for First 5 Association policy agenda which supports developmental screenings for all children
- Align with First 5 Association and First 5 California Legislative/Advocacy Committee
- Align with Board of Supervisors Legislative Agenda
- Educate community partners about additional funding resources
- Develop the Children and Families Policy Council
- Support the activities of the Solano Legislative Committee

Investment Approach

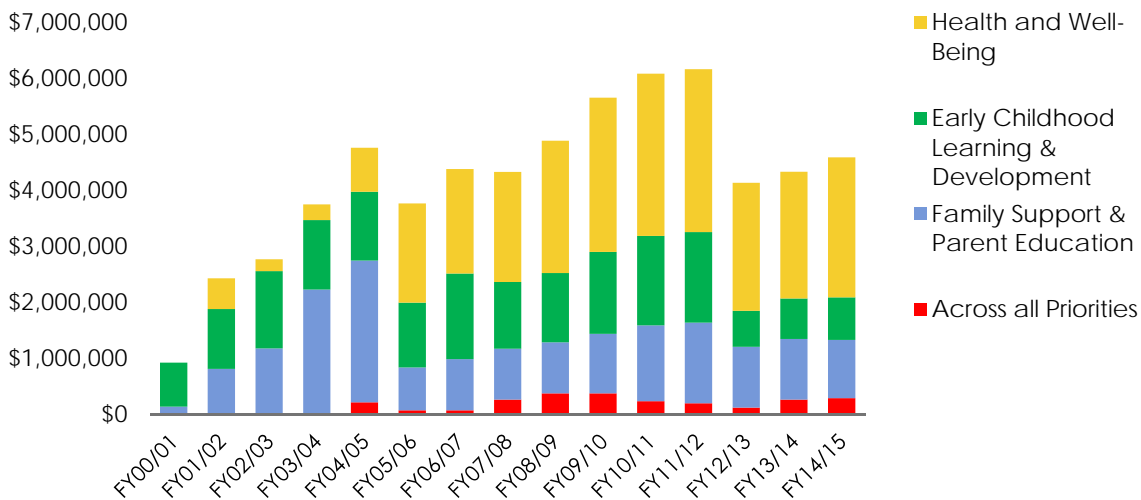
First 5 Solano launched its programmatic investments in FY 2000/01 with a mix of capital, planning, program and mini-grants. Over the past decade, the Commission has steadily deepened and refined its strategic investments through building collaboratives and initiatives. To date, over \$62 million has been invested for young children, their families, and providers in Solano County.

In accordance with its strategic plan, the Commission will continue to dedicate funding to four Priority Areas:

- Health & Well-Being
- Early Childhood Learning & Development
- Family Support & Parent Education
- Systems Change

The Commission has also dedicated resources to internally-run programs that span its priority areas, and to activities that supported its overarching goal of system change.

Annual Program Investment by Priority



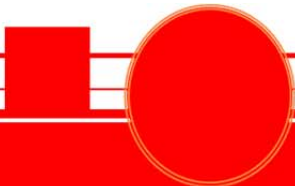
The future investment approach is based on the Commission’s Long Term Financial Plan and is detailed in the Commission’s Program Investment Plan.

As anticipated, Proposition 10 Tobacco taxes continue to decline. The Commission has and continues to strategically utilize its reserves to ensure provision of critical services in the community for young children. However, the Commission acknowledges this financial approach of utilizing funding from its reserves on an ongoing basis is not sustainable for the long-term. The Commission will look to its community partners to expand and integrate resources to ensure crucial supports for early childhood are sustained beyond First 5 Solano’s available resources.

Conclusion

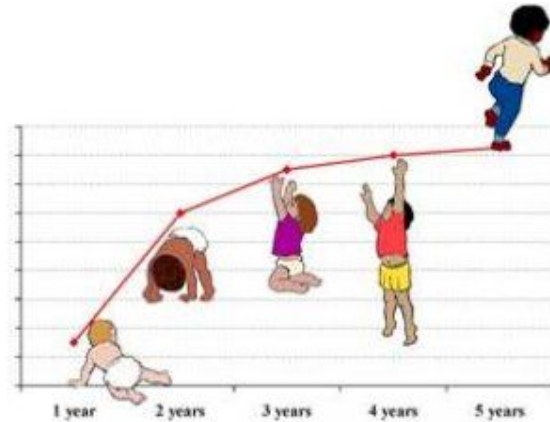
First 5 Solano will begin implementing the 2016 Strategic Plan Update after its approval in December 2015, including: implementing strategies in the areas of Health & Well-Being, Early Childhood Learning & Development, Family Support & Parent Education; developing and implementing a Systems Change Implementation Plan; and updating its evaluation efforts.

First 5 Solano would like to thank all of our early childhood community partners who contribute to the successes we have seen in the community. These partners are garnering the results that we seek so that our vision of *All Solano County children are loved, healthy, confident, eager to learn, and nurtured by their families, caregivers, and communities*, can someday become a reality.



Appendix A. Updates to the Framework for 2016

Comprehensive scan. The process of updating the strategic plan began by gathering a comprehensive view of the well-being of children 0-5 and their families, and the extent to which the systems surrounding such children and families were able to meet their needs. The First 5 Solano Commission identified approximately 30 community-level indicators related to the status of children and families in each of its priority areas, and data were gathered from secondary data sources. Next, key informant interviews were also conducted with directors and managers of complementary systems and programs in order to gauge the assets and gaps in service around the county. A synopsis of these data were compiled by Applied Survey Research into a briefing called Result Profiles.



Feedback on the Framework. The community scan was presented to the Commission to help them determine which portions of their strategic framework “still held” as critical areas for First 5 Solano focus. The original Framework consisted of 4 priority areas and 7 goals, each of which are supported by 2 to 4 concrete desired results.

Updates to the Strategic Framework. The original Framework largely remained intact, though important changes were made to wording of specific results, and the fourth Priority Area related to First 5 Futures was transformed to Systems Change and its details were refined. The details of these changes are as follows:



- Goal 5: All families are safe, stable, *and self-sufficient*
- Result 5: Reliable, *affordable* child care is consistently available to families
- Result 9: Families know about and access the necessary *community* support systems and services *to meet their basic needs*

- Result 10: Children are raised in safe homes and *healthy* communities
- In addition, “trauma-informed” was added to the key program principles in recognition of the need for services and resources that effectively address the challenges faced by children and families impacted by trauma.

The most significant update to the Strategic Framework occurred in **Priority Area 4**. In the 2012 strategic plan, this Priority Area was called First 5 Futures. As a response to the fiscal climate at that time, it was a strategy to assure the financial stability and sustainability of First 5 Solano. Results were focused on grant seeking, corporate partnerships and policy changes. In 2015, First 5 Solano’s focus in this area is expanded to include a more comprehensive strategy for strengthening the systems surrounding children and families.

Given the gradual reduction in First 5 funding, this broader approach for systems change aims to make more efficient use of First 5 Solano dollars and to help integrate First 5 Solano–dependent programs with other systems. To identify ways to potentially structure the systems change approach, Applied Survey Research conducted interviews with executive directors of First 5s around the Bay Area. Ultimately, four unique but complimentary strategies were identified:

- Result 12: Systems are strengthened with the increased capacity of providers
- Result 13: Systems are expanded with leveraged or new financial resources
- Result 14: Systems are integrated with increased cross-systems understanding, resource sharing, referral and collaboration
- Result 15: Systems are sustained with legislative and policy changes.

Appendix B. Our Commitment to Results

First 5 Solano maintains a steadfast commitment to evaluating the efficiency and effectiveness of the programs it funds in the community. Each funded program will be required to collect and submit data on the number of clients served, the fulfillment of service or performance milestones, and client results or outcomes. First 5 Solano will measure success by the following results, community indicators, and program performance measures.

Goal	Result	Potential Indicators/Performance Measures
Health and Well-Being		
All children are born to their optimal health potential	Mothers have healthy pregnancies	Number/percentage of mothers entering prenatal care by first trimester
	Newborns are healthy	Number/percentage of babies born full term (37+ weeks)
		Number/percentage of babies born at a healthy birth weight
		Number/percentage of babies who are breastfed
All children maintain optimal health	Children access comprehensive healthcare insurance and services	Number/percentage of young children with health insurance coverage
		Number/percentage of low-income children who attended well-baby and well-child visits
	Children and primary caregivers access appropriate mental health services	Number/percentage of mothers receiving ongoing clinical interventions who report decrease in symptoms
		Number/percentage of families who fulfill at least one treatment goal
		Number of children screened for potential developmental delays
		Number/percentage of children identified with potential delays referred for further assessment and service
		Number/percentage of children with delays who make developmental progress
Early Childhood Learning and Development		
All children learn and develop through high quality care	Children have access to quality, affordable learning experiences in their community	Number of children enrolled in licensed child care
		Number of children enrolled in quality licensed child care slots
		Number/percentage of preschool classrooms demonstrating increased quality
	Child care providers are prepared to provide high quality child care programming	Number/percentage of early childhood education providers pursuing higher education in ECE
		Number/percentage of early childhood education providers engaged in professional development

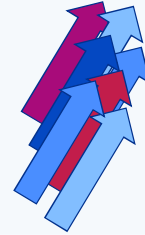
Goal	Result	Potential Indicators/Performance Measures
All children enter kindergarten ready to learn	Parents and primary caregivers are educated on, prepared to, and engage in helping their children enter school ready to learn	Number of parents attending parent education classes
		Number/percentage of parents demonstrating increased knowledge of strategies to prepare their child for school
	Children have access to quality, affordable early learning experiences in their community (Birth-5)	Number/percentage of parents reading to their child
Family Support and Parent Education		
All families are safe, stable, and self-sufficient	Families know about and access the necessary community support systems and services to meet their basic needs	Number/percentage of families with increased knowledge of and access to basic needs supports
		Number/percentage of families with young children showing improvement in financial stability
	Children are raised in safe homes and healthy communities	Number/percentage of homeless families that transition to permanent housing and remain there for at least 90 days
		Number/percent of high-risk children who remain safely in their homes or with their family unit served who have no subsequent abuse allegations
All parents and primary caregivers support their children's development	Using community resources and supports, parents are educated on and practice effective parenting strategies	Number of parents attending parent education classes
		Number/percentage of parents demonstrating increased knowledge of effective parenting strategies
		Number/percentage of parents demonstrating improved parenting attitudes and practices
		Number/percentage of parents reading to their child
Systems Change		
The early childhood systems are strengthened, integrated, expanded, and sustained	Systems are strengthened with the increased capacity of providers	Number of workshops and trainings provided
	Systems are expanded with leveraged or new financial resources	Total amount of funds leveraged
		Total amount of new grants received
	Systems are integrated with increased cross-systems understanding, resource sharing, referral and collaboration	Increased number of cross-agency referrals
Number of families receiving linkages to needed services		
Systems are sustained with legislative and policy changes	Number of legislative and policy changes pursued	



First 5 Solano Commission Meeting Strategic Plan and Community Indicator Review Using a RBA Framework

August 13, 2019

Community Results



Programs

Susan Brutschy | susan@appliedsurveyresearch.org

Lisa Colvig-Niclai | lisa@appliedsurveyresearch.org



Agenda

- First 5 Solano Strategic Plan Review
- Introducing Results-Based Accountability (RBA)
- Solano County Community Indicator Review
- Linking Your Efforts to Community Results
- Closing



First 5 Solano Vision, Mission, Values, and Principles

Overarching Principles

Evidence-based • Trauma-informed • Focused on high-risk/need
Access • Coordination • Collaboration • Leveraging

Core Values

Collaboration
Innovation
Community Engagement
Respect for Diversity
Advocacy
Integrity
Accountability
Sustainability
Equity
Integration

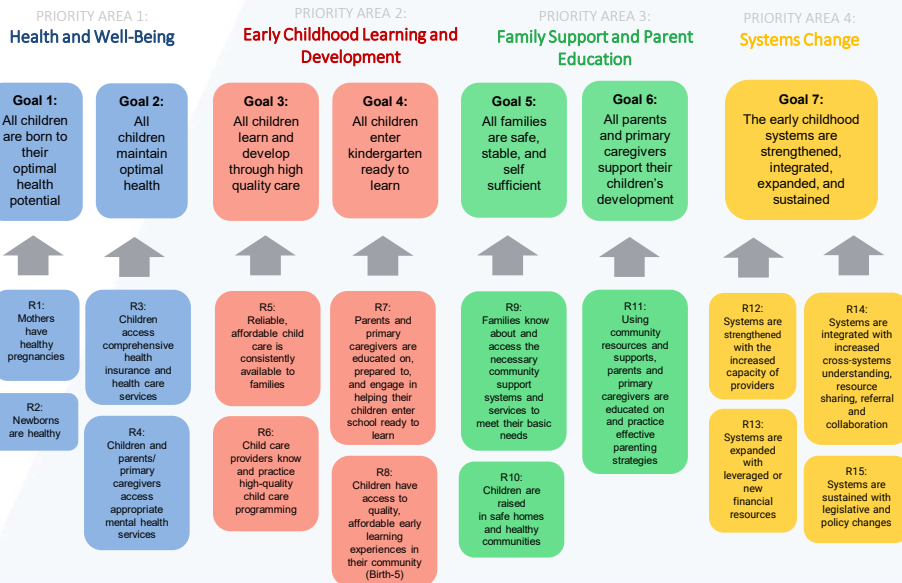
Mission

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

Vision

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

First 5 Solano Strategic Framework



Reflection:

- How confident are you in telling the story of how First 5 Solano services lead to community impact?



5

Introducing Results Based Accountability

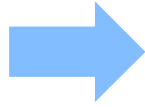
- Why use RBA?
- What is RBA?
- How does RBA work?



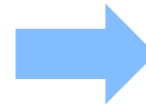
6

Why RBA? Our Theory of Change

If we
work together
in alignment
toward
common
results



To implement
and measure
**effective
practices**



We will bring
about lasting and
equitable
**community
impact!**

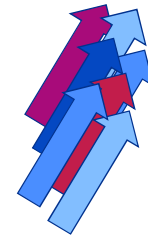


7

The Major Components of RBA

- Start with the “end” and work back towards the “means”
- Understand the story behind the community indicator: what will it take to make a change?
- Align programs and community assets to get to desired community results
- Focus is on **Contribution** rather than Attribution
- Common language keeps everyone aligned

Community Results



Programs



8

Turning the Curve on a Community Result

Community Result:

Children reading by third grade

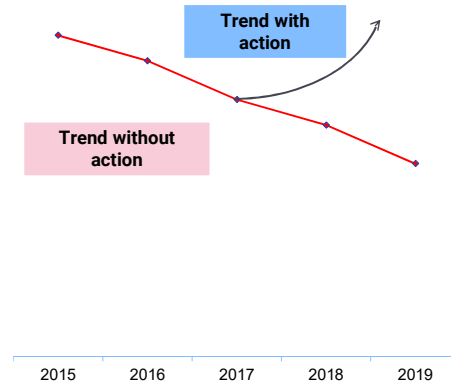
Indicator:

Percentage of students meeting or exceeding third grade standards

Story behind the trend:

Schools lack reading specialists, but are in the process of hiring more to address students' needs.

Quality of reading curricula used was inconsistent; district will now be implementing a new evidence-based reading curriculum.



9

Whole Population versus Program Population

- **WHOLE POPULATION:** e.g., all people in a county, community, or age group
 - Ex: Solano County residents; children; first-time mothers; opportunity youth
- **PROGRAM POPULATION:** The particular sub-set of a whole population served by a program or service system
 - Ex: Visitors to the food pantry; children with special needs receiving therapeutic services; patients at a community clinic

10

Measuring Change at Two Different Levels

» COMMUNITY RESULT

Conditions of well-being for **whole populations**: e.g., *all children, older adults, community*

↳ INDICATOR

Measures to quantify status of the community result

» PERFORMANCE MEASURE

Measures of how well a program, agency, or service system is working to serve a **program population**



11

Results, Indicators, and Performance Measures

	Child Safety	Health	Education
Community Result	Safe children	Healthy births	Children reading by third grade
Indicator	Child maltreatment rate	% of babies born full term	% of all students meeting or exceeding third grade reading standards
Performance Measure	% of participants in parent education program who demonstrate improved parenting skills	% of pregnant mothers in home visiting program with healthy weight and blood pressure at the time of birth	% of students in tutoring program who demonstrate improvement in their reading skills



12

Solano County Community Indicators for Young Children

Your Strategic Plan Indicators are in an online dashboard!



Solano County Community Indicators for Young Children

Demographics

- Number of births and children 0-5 in Solano County
- Birth rate per 1000 residents in Solano County
- Percent of children 0-5 in Solano County ever time by race/ethnicity
- Percent of children by race/ethnicity and county

**PRIORITY AREA 1:
Health and Well-being**

- Percent of children with health insurance
- Percent of babies born low birth weight
- Percent of babies born in Solano County with risk factors
- Percent of low income (Medi-Cal) children attending well child visits

**PRIORITY AREA 2:
Early Childhood Learning and Development**

- Availability of licensed childcare and TC
- Percent of toddlers proficient in reading/math

**PRIORITY AREA 3:
Family Support and Parent Education**

- Poverty rate
- Percent of children in food insecure households
- Unemployment rate
- Rate of substantiated maltreatment
- Percent of children without a recurrence of substantiated maltreatment

https://www.solanocounty.com/depts/first5/community_indicator_data.asp



13

Linking Your Efforts to Community Results

- Defining Program Performance Measures
- First 5 Solano Examples
 - Developmental Screenings
 - Pre-K Academies
 - Parent Education
- Solano County Example

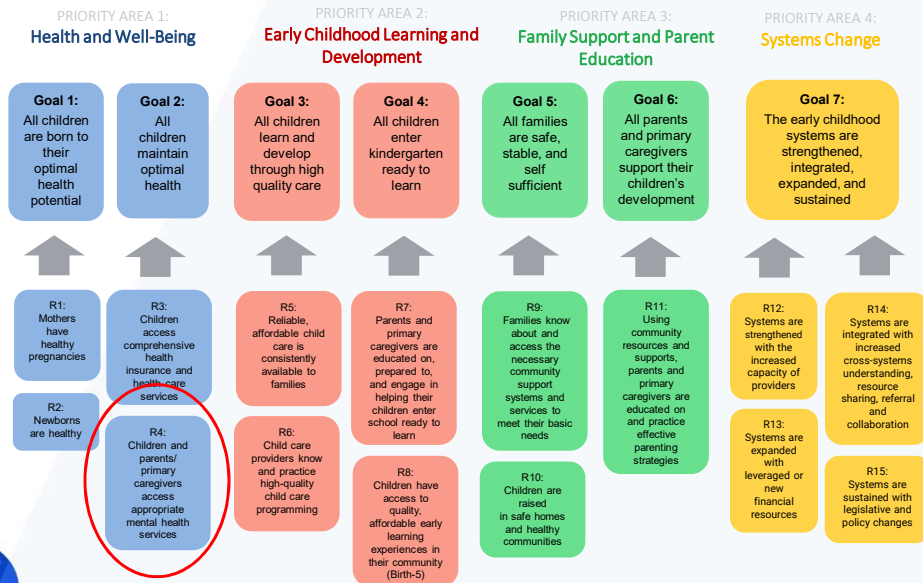


14

Defining Program Performance Measures

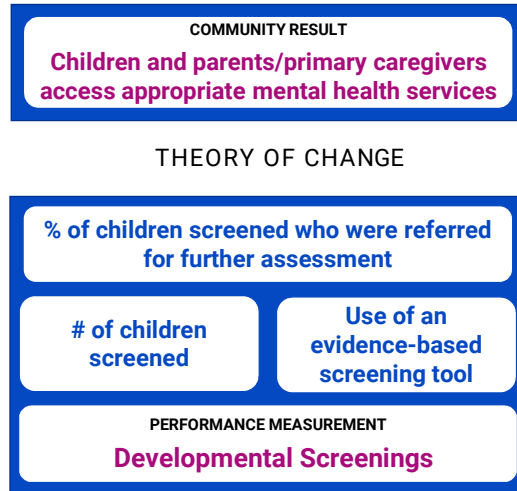
How much did you do?	Describes volume, quantity or reach of your efforts	Number of third grade students served in the afterschool program
How well did you do it?	Describes equitable access, as well as the quality of your delivery	Percentage of students served who are academically struggling at entry (target population) Percentage of students who attend 90% or more of the sessions
Is anybody better off?	Describes the short-term meaningful outcome for participants	Percentage of students who are meeting or exceeding third grade reading standards at the end of year

First 5 Solano Strategic Framework

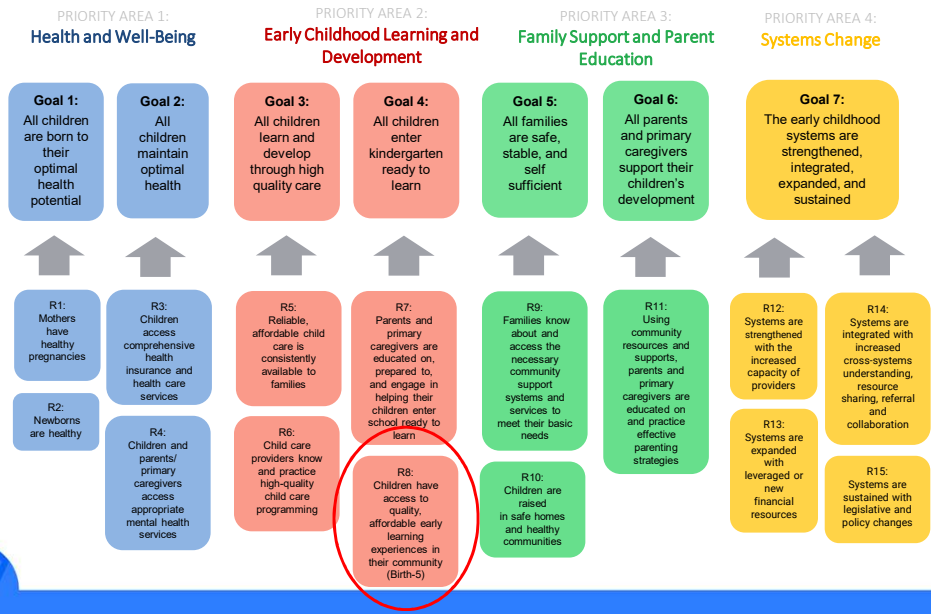


Linking Your Efforts to Community Results

ALIGNMENT OF RESULTS

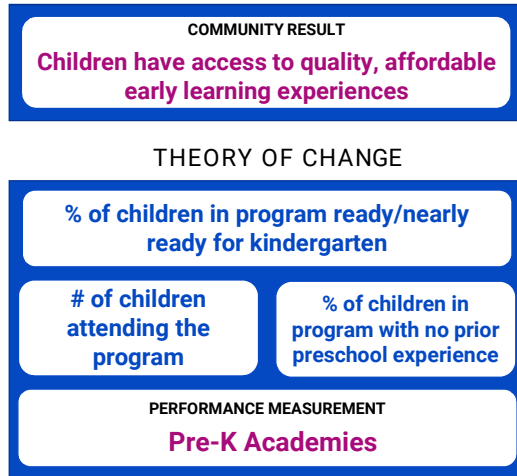


First 5 Solano Strategic Framework

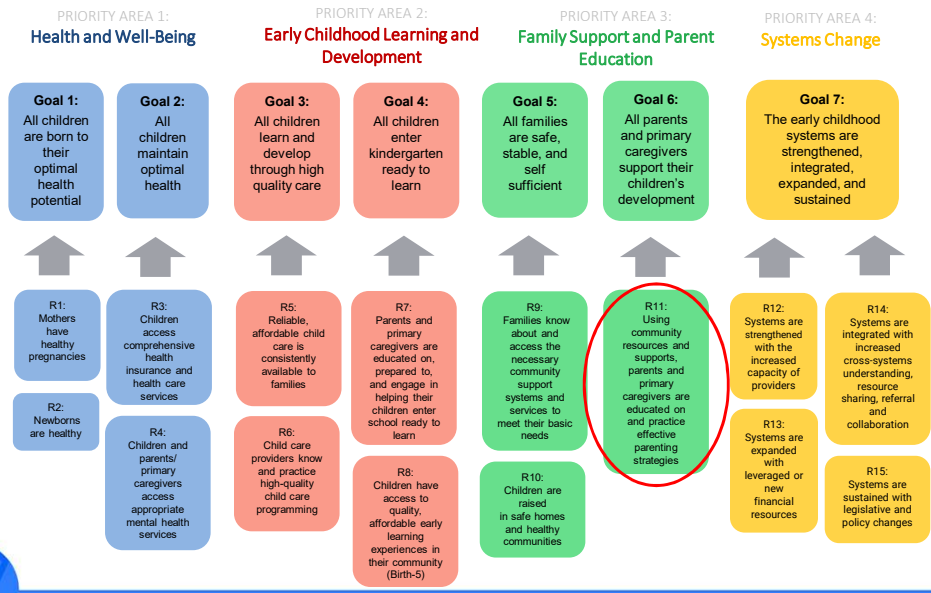


Linking Your Efforts to Community Results

ALIGNMENT OF RESULTS

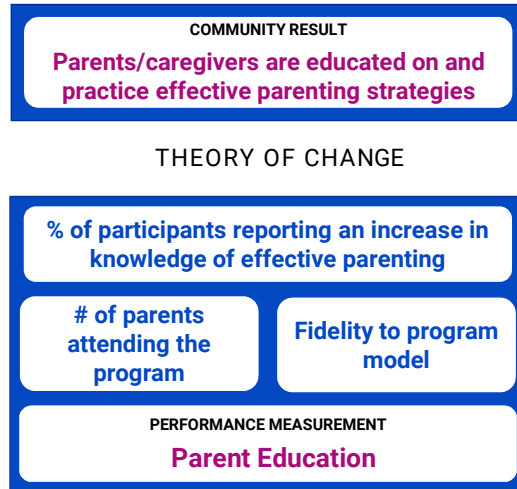


First 5 Solano Strategic Framework



Linking Your Efforts to Community Results

ALIGNMENT OF RESULTS

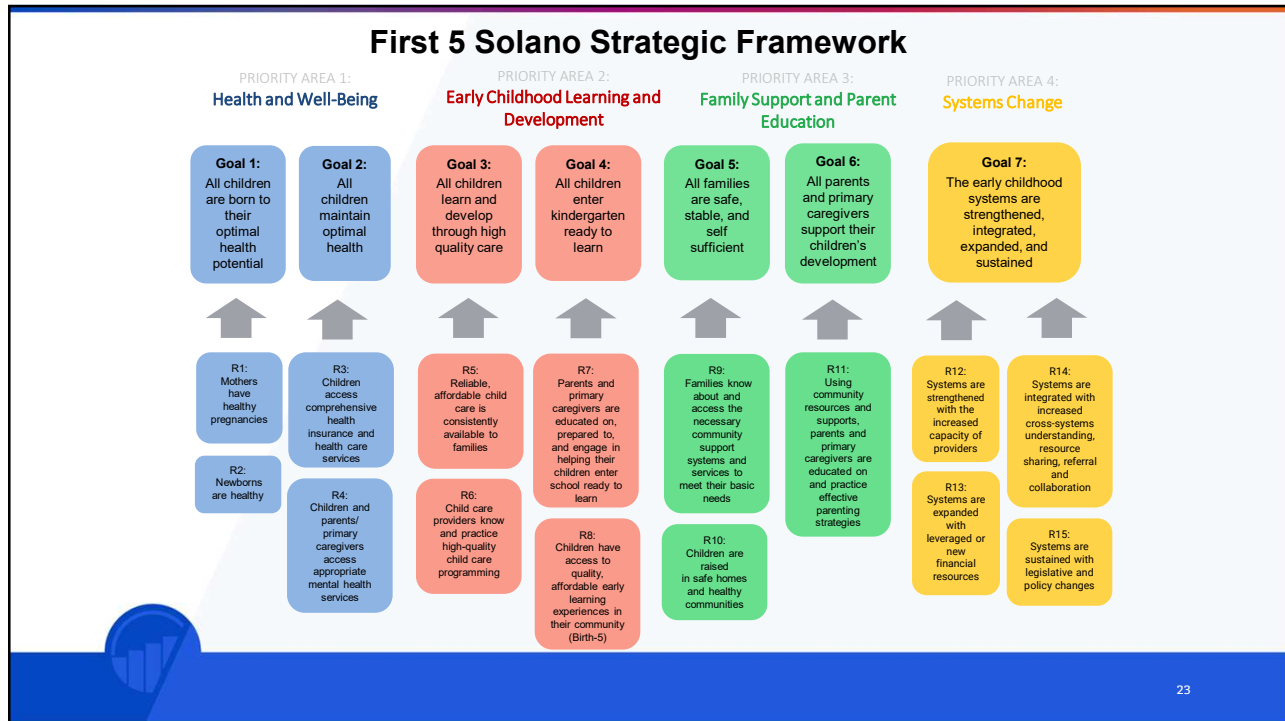


21

Applying RBA to your work

- Community result
- Population level indicator
- Performance measures
 - *How much?*
 - *How well?*
 - *Better off?*

22



Closing Comments and Next Steps

24

Additional Online Resources

RBA Implementation Guide

<http://raguide.org>

Clear Impact

<https://clearimpact.com>

Fiscal Policy Studies Institute

<http://resultsaccountability.com/>



25

Susan Brutschy


susan@appliedsurveyresearch.org

Lisa Colvig-Niclai

lisa@appliedsurveyresearch.org

www.appliedsurveyresearch.org

 @ASRImpact

 @appliedsurveyresearch

 ASRlinkedin



26

DATE: August 9, 2019

TO: First 5 Solano Children and Families Commission

FROM: Juanita Morales, Program Manager

CC: Michele Harris, Executive Director

SUBJ: **FY2018/19 Annual Grants Final Report**

In FY2018/19, the Commission allocated \$200,000 toward its initial Annual Grants Program. The intent of the Annual Grants Program is to provide agencies with flexibility in responding to community need between funding cycles, fill gaps in the community with small grants, pilot new and innovative ideas and/or engage with new community partners. In FY2018/19, seven grants were funded for a total of \$119,861. As this was the first year of funding, staff closely monitored programs for learning opportunities as well as to mitigate risk associated with new/untested programming and/or partners.

All grantees were required to report data at midyear and at the end of the project year. At midyear all but one of the grantees were on target to meet desired outcomes. One agency, City of Suisun Recreation and Community Services, returned the initial funding as it was not able to meet the deliverables specified in the contract. All other grantees met the majority of their deliverables.

This item brings forward a summary of outcomes for the FY2018/19 Annual Grants program (Attachment A).

Attachment A: Annual Grants End Year Summary Presentation

FY2018/19 Annual Grants Final Report



First 5 Solano Children and
Families Commission
Juanita Morales
August 13, 2019

2

Annual Grants Program

- \$200,000 available annually
- Grants of up to \$20,000
- Provides flexibility in responding to community need between funding cycles
- Fills gaps in the community with small grants
- Pilots new and innovative ideas
- Engages with new community partners

3

Funded Programs

- ▶ Care4Em \$10,000
- ▶ Solano Community College \$20,000
- ▶ Child Start, Inc \$20,000
- ▶ Planned Parenthood Northern CA \$19,861
- ▶ Seneca Family of Agencies \$20,000
- ▶ Child Haven \$10,000
- ▶ City of Suisun \$20,000

Total :\$119,861

4

Care4Em-Mindful Movement

- ▶ Mindful Movement Classes at First 5 Solano Pre-K Academies, several preschools, and JFK library
- ▶ 185 children
- ▶ 176 caregivers
- ▶ 100% of children and caregivers practiced breathing techniques and participated in meditation moments



“She is calmer when we do animal yoga positions”

“The first time we tried yoga was at JFK, now my kids want to do it all the time. Yoga and breathing has helped to calm them.”

“It’s like I am giving myself a gift to come here and work out and laugh and play. The kids love it and I love it”

5

Solano Community College-Persistence Pays Program



- 18 students received a stipend and successfully completed practicum course for child development associates degree
- Children's Network supported the stipends for the additional students and will continue to support the program with AB 212 funds

6

Child Start Inc- Footsteps 2 Brilliance

- Provided 88 preschool students early learning technology in three Head Start classrooms
- 52% of the students using the program were at or above expressive language skills
 - Goal was 65%, but 52% is higher than agency average
- Transition with current families for access to web based library materials for Vacaville and Fairfield and Vallejo City Unified School District available services for Vallejo families.

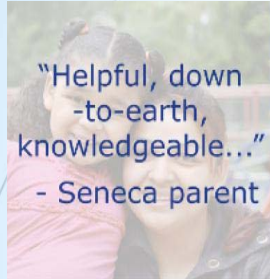


"I like that I can play this game and read stories with my mom in English at home."

"At first I didn't like my kid being on my phone but now that she has shown me what she is learning, matching games, letters, and sounds. I want her on it more than she wants to be and it isn't inconvenient because it is literally on my phone."

7

Seneca- Transition Age Youth



- ▶ Provided housing and food security for six transitional age youth and 7 children under age 5
- ▶ 5 of the 6 youth achieved stable housing with rental support
- ▶ 5 youth parents attended a support group and were given resources
- ▶ 100% of the youth expressed satisfaction with services

"This grant made it possible for us to obtain a crib for one of the clients that had an infant sleeping in a basket on their bed due to limited financial resources."

8

Child Haven-Therapeutic Assessment Services

- ▶ 3 staff completed training and supervision in the Therapeutic Assessment model
- ▶ Provided Therapeutic Assessment to 7 children under age 5 with 100% of the children achieving at least one goal on their plan.
- ▶ Created sustainable model that was previously only available at Children's Hospital Oakland.



In two cases, families who suspected their toddlers were on the autistic spectrum received news that the TA team ruled out autism and diagnosed trauma or attachment problems instead.

9

Planned Parenthood Northern California- Food Resources and Housing Support



- Provided 2,242 bags of food to 101 adult clients and 73 children ages 0-5
- Purchased a new refrigerator which has improved their food distribution process.
- Provided rental assistance to 14 families

Before we were unable to provide fresh fruits, vegetables, meats, and dairy products. Now the food distribution program provided a more balanced diet for our clients.

10

City of Suisun- Heritage Park Splash Pad

- Their bid for the Splash Pad came in much higher than budgeted in the Proposal
- Amount funded would not provide adequate space or equipment intended in their proposal.
- City of Suisun returned initial funding provided.



11

Funding Summary

- Total amount expended was \$91,628 in FY2018/19
- Coming up: Commission allocated \$200,000 in Annual Grants funding for FY2019/20
- Commission funded 6 agencies for a total of \$96,255 for FY2019/20
- Released a 2nd cycle of funding for the remaining \$103,745



12

Questions



DATE: August 8, 2019

TO: First 5 Solano Children and Families Commission

FROM: Michele Harris, Executive Director

SUBJ: **Executive Director's Report for August 2019**

First 5 IMPACT: On July 25, 2019, the First 5 California Commission approved \$103 million for IMPACT 2020 to continue the First 5 IMPACT (Improve and Maximize Programs so All Children Thrive) program, which expires June 30, 2020. The program is a partnership between First 5 California, local First 5 County Commissions, and the state's Quality Counts California (QCC) system for early learning and care professionals developed to increase children's access to high-quality early learning and care programs. IMPACT 2020 provides funding for local entities, regional hubs, and state support for FY2020/21 through FY2022/23. This timeframe will serve as a transitional period for First 5 California and First 5 County Commissions as the state's role in quality improvement and workforce support grows, and the Governor's master plan for early learning and care takes place.

First 5 California anticipates releasing a Request for Applications (RFA) in the next few months. First 5 Solano currently partners with Solano County Office of Education on this work and will look at how to continue the partnership when the RFA becomes available.

Solano County Fair: The Solano County Fair "First 5 Family Zone" wrapped up its three-day event on June 30, 2019. The Family zone consisted of multiple First 5 Solano partner agencies that came together to provide fun and engaging activities for children ages 0-5 and their families. Over the course of 3 days close to 700 children and their families attended the Family Zone and participated in activities such as parachute play, mindful movement, a planting activity, a bean bag toss, and of course the giant sandbox. The zone also offered time for kids to play in bubbles and story times offered by some very special guests. This was the first year that First 5 Solano staff coordinated this large of a zone for young children in partnership with the Solano County Fair and community agencies.



The teams have met to discuss how the event can be even more successful in the years to come!

Pre-K Academies: First 5 Solano has concluded its 2019 Pre-K Academies, which were offered in every city in Solano county a total of 19 sessions throughout the County. First 5 Solano continued its partnership with Solano County Office of Education to implement the “Read for Success” summer program which provided books and materials for all of the children that attended the academies. First 5 Solano also partnered with Solano County Public Health to provide dental screenings, fluoride varnish, toothbrushes and dental health books to kids at the academies. New to this year’s academies were the mindful movement classes that kids, parents and teachers really enjoyed. Special thanks to the Commissioners that came out to visit these very special learning opportunities for Solano Counties incoming Kindergartners.



Triple P Positive Parenting Program: Triple P Positive Parenting Program is continuing to grow and have many successes. As a part of Triple P outreach, meetings were scheduled with five Family Law judges and three Child Welfare sections to inform them of Triple P services offered in Solano County. As a result of the meeting with the judges, within a week two parents were court mandated to take a parenting class and were referred to the Triple P Positive Parenting Program.

First 5 Solano is also hosting a Level 2 and a Level 3 training in August with twenty practitioners attending in each level.

Non-Profit Capacity Building: First 5 Solano, in collaboration with Solano County Health & Social Services (H&SS), released a Request for Applications (RFA) for the Solano Vision & Impact Cohort Program. This will be a hands-on capacity building program for county nonprofits utilizing a combination of individualized coaching and peer-to-peer learning to expand and accelerate organizations' efforts to refine their strategic plan and theory of change. The following nine applicants were selected to participate:

H&SS Contractors	First 5 Solano Contractors
Vacaville Social Services Corporation (Opportunity House)	Child Start, Inc.
Children's Network of Solano County	Fighting Back Partnership
Fairfield Police Activities League	Rio Vista CARE
Meals on Wheels Solano County	Solano Family & Children's Services
Sustainable Solano	

Business Challenge Grants funding issued to Vacaville Social Services Corporation (VSSC): First 5 Solano provides a Business Challenge Grant opportunity for matching funds grants of \$1,000 to \$10,000 for nonprofit agencies who serve children 0-5 and their families to support their fund development efforts with businesses. The nonprofit designs a plan to approach specific businesses to request financial support; and, First 5 Solano issues matching funds once the nonprofit receives the payment from the business. VSSC applied for this funding in January 2019 with a plan to approach First Northern Bank, Genentech, and NorthBay Healthcare for funding to support a Children's Health & Wellness program for the children living at the Opportunity House Homeless Shelter in Vacaville. They were successful and received \$5,000 from First Northern Bank; and, \$5,000 from NorthBay Healthcare. First 5 Solano provided \$10,000 in match funding. VSSC had an added success, as NorthBay Healthcare gave an additional \$5,000 to support their Homeless Youth Outreach program

Fund Development:

-Kaiser ACEs Media Campaign Year Two: First 5 Solano received grant approval from Kaiser Community Benefit for \$90,000 to fund the Stigma Grant to continue the ACEs Media Campaign. This campaign will continue to raise community awareness of ACEs through messages via streaming radio, billboards, and bus ads placed strategically in high-poverty areas in Solano County. A new feature in this second year will be the addition of messaging in Spanish. This media activity is in line with the objectives currently being pursued by Solano Kids Thrive and the Resilient Solano Strategic Plan.

-First 5 Center Funding:

Tenant Improvement Funding

- On June 4th Syar Foundation approved a grant of 100,000 over two years to support the First 5 Center Tenant Improvements

- In April 2019 First 5 Solano Commissioner Erin Hannigan sent a proposal to the City of Vallejo Mayor and City Council on behalf of the First 5 Solano Commission, requesting that the City of Vallejo consider one-time funding of \$200,000 for the Vallejo First 5 Center Tenant Improvement project. In June 2019 Commissioner Hannigan and First 5 Solano staff member Lorraine Fernandez attended the Vallejo City Council Budget Hearing to speak in support of recommended funding. The council was very interested in the project and expressed their appreciation. The council voted to include \$100,000 in the FY2019/20 budget; and, this amount was approved in the final budget. The council also discussed the plan to consider an additional \$100,000 in funding in their mid-year budget process.
- First 5 Solano is partnering with Bay Area Community Resources (BACR), the operator of the Vallejo First 5 Center, to submit grant applications for tenant improvement funding for the Vallejo First 5 Center. These grant applications are being submitted by BACR to funders that are willing to fund capital projects for a nonprofit agency. The following applications have been submitted:
 1. Wayne and Gladys Valley Foundation: \$200,000 for general tenant improvements
 2. Joseph and Vera Long Foundation: \$25,000 to support the “Early Start for Art” program with tenant improvement funds to build out of the art area in one of the Activity Rooms; and, \$20,000 for the initial stocking of supplies for this space.

Program Operations Funding

- On June 19th Kaiser Community Benefits approved a 12 month grant of \$65,000 to support the Vallejo First 5 Center’s Nutrition and Obesity Prevention program.

-Pre-K Academies Funding: First 5 Solano received a total of \$6,850 in donations for the 2019 Pre-K Academies. Genentech has become a consistent supporter of the Pre-K Academies and provided \$5,000 in funding. NorthBay provided \$1000; and an additional \$850 was received from private donors.

Letter of Commitment to support a grant application from Solano County Health & Social Services (H&SS) to the Kresge Foundation: On June 21st First 5 Solano provided a Letter of Commitment to support a grant application from H&SS to the Kresge Foundation for the Integrating Health and Human Services: Systems for Equitable & Thriving Communities funding opportunity. (See Attachment A)

2019 Cohort Government Alliance on Racial Equity (GARE): First 5 Solano Staff member Lorraine Fernandez attended the Northern California GARE training sessions on June 13th and July 18th. Training included *Results Based Accountability (RBA) for Racial Equity*; *Fundamentals of the Racial Equity Tool*; and, a panel presentation on the successes and challenges of the GARE project work by staff from the cities of Austin, Seattle and Long Beach This work aligns with the Commission’s Systems Change Action Plan, supporting strengthened systems.

California County Superintendents Educational Services Association (CCSESA)

General Meeting: In June 2019, Program Manager Gene Ibe, in partnership with Commissioner/Solano County Superintendent of Schools, Lisette Estrella-Henderson, attended the statewide superintendents meeting. Solano presented its Collective Impact approach, describing the work of Solano Kids Thrive, its goals to increase community awareness of Adverse Childhood Experiences and trauma, and current work associated with development and implementation of the Resilient Solano Strategic Plan.

Trauma Informed Systems: In July 2019, First 5 Solano and Solano County Public Health co-hosted a Trauma Informed Systems (TIS) orientation with Trauma Transformed, a bay area agency dedicated to promoting trauma informed systems through training and policy change. TIS is the next stage of the work around integrating the knowledge and practices around Adverse Childhood Experiences and trauma into day-to-day work within both public and private agencies, as well as the overall community. Over 50 leaders from direct service agencies, including representatives from each Division of Health & Social Services were in attendance. 14 agencies have expressed interest in becoming Trauma Informed Agencies. First 5 Solano and Public Health are working together with Trauma Transformed on next steps to start a 2-year cohort.

Attachment A: Letter of Commitment to the Kresge Foundation



IT'S ALL ABOUT THE KIDS

COMMISSIONERS

June 21, 2019

Erin Hannigan

Chair

Lenesha Anderson

Dan Ayala

Jennifer Barton

Aaron Crutison

Mina Diaz

Lisette Estrella-Henderson

Gerald Huber

Nicole Neff

Re: Kresge's Integrating Health and Human Services - Systems for Equitable & Thriving Communities Funding Opportunity

Dear Ms. Byerly,

On behalf of First 5 Solano, we are interested and committed to supporting Solano County Health and Social Services (H&SS) in their grant application to The Kresge Foundation for the Integrating Health and Human Services: Systems for Equitable & Thriving Communities funding opportunity. We are well positioned to provide support via staff time and resources to H&SS's project focusing on addressing behavioral health and social well-being by developing a shared vocabulary that is informed by program service areas and community involvement.

STAFF

Michele Harris

Executive Director

Megan Richards

Deputy Director

Juanita Morales

Program Manager

Gene Ibe

Program Manager

Lorraine Fernandez

Program Manager

Kwiana Algeré

Health Education Specialist

Luke Winders

Office Assistant III

Andrea Azurdia

College Intern

First 5 Solano's mission is to support the healthy development of children ages 0-5 and their families. First 5 Solano is establishing a First 5 Center (Center) in Vallejo. Vallejo was identified as the community in Solano with the highest need, as measured by 9 common measures of child well-being.

This Center will be a "one-stop shop" and serve as a community hub for families to meet their many needs. Many H&SS staff will visit the Center to provide on-site services and connect with local families. The Center will have a focus on outreach to underserved populations, including door to door outreach in the neighborhoods surrounding the Center. Another key component of the Center is the development of a Community Wellness/Parent Leadership Committee, which will meet regularly to discuss community needs, supports, gaps, and ways parents can advocate on behalf of their own children and family, thereby strengthening both the family and the community.

As part of the work H&SS is seeking to accomplish via this Kresge funding, First 5 Solano will specifically provide support in the recruitment, training and ongoing support of peer navigators (3-5) from this underserved community. Peer navigators will help to engage clients in Vallejo and have conversations about community-level definitions for "social well-being" and "mental health," including how it can be diagnosed, treated and monitored. This will be complimentary to the work that First 5 Solano will engage in via the Center and the Community Wellness Committee.

Feel free to reach out to me at 707-784-1340 if you have any questions.

Sincerely,

Michele Harris
Executive Director