

COMMISSION MEETING
December 1, 2015 – 5:00-7:30pm
601 Texas Street, Conference Room B, Fairfield, CA 94533

CALL TO ORDER / SALUTE TO THE FLAG

- | | |
|--|--------------------|
| I. Public Comment | Information |
| <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> | |
| II. Consent Calendar (5 min) | Action |
| A. Approve the December 1, 2015 Commission Meeting Agenda B. Approve the October 6, 2015 Commission Meeting Minutes C. Approve the October 24, 2015 Commission Retreat Minutes | |
| III. Public Hearing: Adoption of First 5 Solano 2016 Strategic Plan Update (30 min) | Action |
| A. Consider adoption of the 2016 Strategic Plan Update <i>Michele Harris & Megan Richards, First 5 Solano; Lisa Niclai & Susan Brutschy, Applied Survey Research</i> | |
| IV. 2016 Long-Term Financial Plan Update (30 min) | Action |
| A. Consider approval of the 2016 Long-Term Financial Plan Update <i>Megan Richards, First 5 Solano</i> | |
| V. 2016-2018 Program Investment Plan (30 min) | Action |
| A. Consider approval of the 2016-2018 Program Investment Plan <i>Michele Harris & Megan Richards, First 5 Solano; Lisa Niclai & Susan Brutschy, Applied Survey Research</i> | |
| VI. Committee Reports (10 min) | Information |
| A. Program and Community Engagement Committee (Commissioner Niedziela) No Action Items B. Systems and Policy Committee (Commissioner Barbosa) Items III., IV., and V. listed above | |
| VII. Election of the 2016 First 5 Solano Commission Officers (5 min) | Action |
| A. Consider approval of Marisela Barbosa as 2016 Chair and Liz Niedziela as 2016 Vice-Chair of the First 5 Solano Commission, as recommended by the Nominating Committee <i>Commissioners Erin Hannigan, Jay Speck, and Dan Ayala</i> | |
| VIII. Executive Director's Report (5 min) | Information |
| <i>Michele Harris, Executive Director</i> | |

IX. Commissioner Remarks (5 min)

Information

X. Future Agenda Items, Meeting Time/Date/Location (5 min)

Information

The next Commission meeting will be held on January 12, 2016 at 5:30 PM at 601 Texas Street, Conference Room B, Fairfield. Future agenda items include: Committee Reports.

ADJOURN

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

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

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

October 6, 2015, 5:00 PM – 7:30 PM
601 Texas Street, Suite 210, Fairfield, CA

Minutes

Commissioners present: Aaron Crutison (Chair), Marisela Barbosa (Vice Chair), Jay Speck, Erin Hannigan, Dan Ayala, Liz Niedziela (arrived 5:06pm), Jerry Huber

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

Members of the public present: Alan Kerzin (Children's Network), Nazlin Huerta and Deborah Espinoza (BabyFirst Solano), Susan Brutschy (Applied Survey Research), Joanie Erickson and Tamera Owens (Solano Coalition for Better Health), Theresa Alvarez, and Sylvester Bowie.

Chair Crutison called the meeting to order at 5:03pm.

I. Public Comment

Mr. Kerzin announced that the Children's Network was awarded \$3.5 million in a competitive federal grant to support fathers in Solano County over 5 years. The award will be allocated directly to the Family Resource Centers.

II. Consent Calendar

- A. Approve the October 6, 2015 Commission Meeting Agenda
- B. Approve the August 11, 2015 Commission Meeting Minutes

Motion: Approve the Commission Meeting Agenda for October 6, 2015, and approve minutes of the August 11, 2015 Commission Meeting

Moved by Commissioner Hannigan; Seconded by Commissioner Ayala

Approved 6-0-1

Yea: Commissioners Crutison, Barbosa, Speck, Hannigan, Ayala, and Huber

Nay: None

Abstain: Commissioner Dean

III. Public Hearing: First 5 Solano FY2014/15 Annual Report

Ms. Ellington presented the First 5 Solano FY2014/15 Annual Report that is being proposed to be submitted to First 5 California which includes aggregate data, fiscal position, outcomes, evaluation activities, and system level activities.

Ms. Ellington explained that First 5 Solano is working with the Auditor-Controller's Office to complete the annual audit; consequently, the fiscal information provided in the report may be slightly adjusted according to the results of the audit.

Overall, 9,539 Solano residents received services and 88% of the 208 performance measures were achieved by grantees. Many unmet performance measures were administrative in nature. Other unmet performance measures were related to the PEAK mental health services; First 5 Solano has met with PEAK staff and begun preparation of compliance action plans for FY2015/16.

Commissioner Crutison asked how First 5 Solano's performance compares to other First 5 agencies. Ms. Ellington responded that it is difficult to compare performance measures since each County is locally funded with different priorities based upon community need.

Motion: Approve the First 5 Solano submission to First 5 CA for the FY2014/15 Annual Report

Moved by Commissioner Hannigan; Seconded by Commissioner Barbosa

Approved 8-0-0

Yea: Commissioners Crutison, Barbosa, Speck, Hannigan, Ayala, Niedziela, Huber, and Dean

Nay: None

Abstain: None

IV. Committee Reports

A. Program and Community Engagement

Ms. Erickson presented an overview of the Affordable Care Act (ACA), the impact it has on Solano County children and their families, and how the Solano Coalition for Better Health (SCBH) and the Solano Kids Insurance Program (SKIP) works to mitigate some of the challenges to obtaining and understanding health insurance.

B. Systems and Policy Committee

1. Ms. Niclai reviewed the proposed language for the 2 new Core Values: Equity and Integration. Commissioner Dean proposed that the *Integration* value be modified to read: *We support the integration of early childhood resources and building a system of care that is child and family centered and that efficiently addresses a variety of needs.* All Commissioners agreed to the proposed language.
2. Ms. Niclai presented the Strategic Plan Goals by Criteria Report that was requested at the August meeting. The presentation focused on the goals for Priorities 1-3, and Priority 4 goals will be discussed at future Commission

Meetings. Commissioner Barbosa commented that the Systems and Policy Committee directed staff to bring this report forward to the full Commissioner because they felt it addressed the needs of the Commission and was a good starting point for funding discussions during the upcoming Commission Retreat. Commissioner Dean asked for clarification as to what data sets Applied Survey Research (ASR) used to draw conclusions for the report. Ms. Niclai and Ms. Brutschy replied that ASR consulted various reliable community sources and agencies, and used proxy data sources to complete the report where no data source was available.

3. Ms. Harris and Ms. Niclai guided the Commission through the agenda and prioritization process for the Commission Retreat.
4. Ms. Richards discussed the Commission's long-term financial plan update. Discussion points included a stable level of investment, funding cycle length, and funding by area, all of which were guided by the use of Prop 10 funds, creating stable funding, and direction from the Commission to soften the fiscal cliff. Prop 10 revenue projections through FY2018/19 were from the Board of Equalization, projections for FY2019/20-20/21 were based off the previous 3 years, and interest from reserves were projected at 0.4%, congruent with the County Treasury Pool.

Staff recommendation was to set annual Prop 10 expenditure at \$4.1 million with a funding cycle length of 5 years. The Commission agreed with the staff recommendation for the expenditure level and the funding by area, and asked for a 10-year projection to help give them perspective regarding revenues and reserve balance. This information will be brought forward at the Commission Retreat and Commission allocations at the retreat will help to determine the funding cycle length.

Commissioner Dean asked if there were any projections for increases in State funding or additional revenues streams. Ms. Harris explained that projections for State funding were declining, and it is unlikely that First 5 will receive additional funds under the new tobacco tax proposition that is being discussed at the state level.

V. Chair Appoints Nominating Committee for 2016 Officers

Commissioner Crutison asked for Commissioners to be in the 2016 Officer Nominating Committee. Commissioners Hannigan, Speck, and Ayala volunteered to serve on the Nominating Committee for 2016 Officers.

VI. Executive Director's Report

Ms. Harris announced that First 5 Solano was awarded nearly \$500,000 for Phase I of the IMPACT Grant from First 5 California, which is expected to be a \$1.3 million program over the next 5 years. Through the efforts of Ms. Gonsalves, Child Start was awarded a \$10,000 grant for Raising a Reader from the Valero Benicia Refinery.

Commissioners are encouraged to mark their calendars for February 27, 2016 from 9am-1pm for the Third Annual Children and Families Policy Forum taking place at the Kroc Center in Suisun. Lastly, the Board of Supervisors acknowledged October 6, as Step Up for Kids Day 2015.

VII. Commissioner Remarks

None.

VIII. Future Agenda Items

The Commission Retreat will be held on October 24, 2015 at 9:00 at the Solano County Events Center, 601 Texas Street, Conference Room A, Fairfield. The next Commission meeting will be held on December 1, 2015 at 5:00 PM at 601 Texas Street, Conference Room B, Fairfield. Future agenda items include: Selection of Officers, Committee Reports; Strategic Planning.

Adjourn

Commissioner Crutison adjourned the meeting at 7:40pm.

Christiana Lewis, Office Assistant III

Approved:

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

October 24, 2015, 9:00AM-1:00PM
601 Texas Street, Conference Room A, Fairfield, CA
Teleconference Location: Wyndham Boston Andover
123 Old River Rd, Andover MA 01810

Minutes

Commissioners present: Aaron Crutison (Chair, via teleconference until 10:50am), Marisela Barbosa (Vice Chair, departed 12:00pm), Jay Speck, Erin Hannigan (departed 12:37pm), Elise Crane (arrived 9:08am), Dan Ayala, Liz Niedziela, Jerry Huber, and Dana Dean (arrived 9:12am).

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

Members of the public present: Susan Brutchy, Kim Carpenter, Christina Branom, Lisa Niclai (Applied Survey Research), Sheila Smith, Alan Kerzin, Susan Ferdinandi (Children's Network), Isabel Montano, Gloria Diaz (City of Vacaville), Debbi Davis (Children's Nurturing Project), Erick Dudley, Diane Altman, June Regis (Benicia Unified School District), Kathy Lago (Solano Family and Children's Services), Diana Sevilla (Vallejo FRC), Adriana Bejarano (Rio Vista FRC), Carmen Rodriguez and Elizabeth Caster.

Vice Chair Barbosa called the meeting to order at 9:01am.

I. Welcome and Overview of the Agenda

Motion: Approve the Commission Retreat Meeting Agenda for October 24, 2015

Moved by Commissioner Hannigan; Seconded by Commissioner Ayala

Approved 6-0-0

Yea: Commissioners Barbosa, Speck, Hannigan, Ayala, Niedziela, and Huber

Nay: None

Abstain: None

II. Public Comment

Ms. Dudley and Ms. Caster expressed their appreciation for the CARES Plus program and stated that it has helped positively develop their career. Ms. Altman commented that she would like to see more education for providers who have students with special needs but do not qualify for special education.

Ms. Davis invited the Commission to a Special Needs Childcare Community Forum on November 5, 2015.

III. Public Hearing: First 5 Solano FY2014/15 Annual Audit

Mr. Starkey reported that the Solano County Auditor's Office conducted the FY2014/15 annual audit. The independent auditor's report contains an unmodified opinion which means that the financial statements were presented fairly and in accordance with Generally Accepted Accounting Principles (GAAP). The reports on internal control over financial reporting and State compliance did not disclose any instances of noncompliance. First 5 Solano internal controls and financial reporting practices reflect management's ongoing commitment to accountability. The Solano County Board of Supervisors will receive this report at the November 3, 2015 board meeting.

Motion: Receive the FY2014/15 First 5 Solano Annual Audit

**Moved by Commissioner Hannigan; Seconded by Commissioner Huber
Approved 7-0-1**

Yea: Commissioners Barbosa, Speck, Hannigan, Crane, Ayala, Niedziela, and Huber

Nay: None

Abstain: Dean

IV. Strategic Planning Goal Prioritization

Ms. Niclai led the Commission in the electronic prioritization polling process. Aggregated rankings determined the order in which the Commission would discuss each goal during the Program Investment Planning. The Commissioners were asked to prioritize initiatives based on the information they have received in the last year including the Strategic Plan Framework, the Goal Criteria Report presented at the last meeting, and their own expertise.

Polling results were as follows: Goal 4 – School Readiness, Goal 3 – Child Care, Goal 1 – Prenatal, Goal 5 Family Support, Goal 2 – Health Insurance and Mental Health, Goal 6 – Parent Education.

V. Program Investment Planning

Ms. Niclai explained that the Commission will decide the investment level for each of the goal areas. Staff suggested a 5-year funding cycle but the Commission may set a different funding cycle. The target level of investment is \$2,422,000 annually or \$12,110,000 total over 5 years during which the Commission may decide to fund initiatives at a consistent level, increase, or taper down over 5 years.

Commissioner Crane asked for clarification on what dollars were included in the proposed funding amounts for each initiative. Ms. Richards pointed out that the funding options only include Proposition 10 funds and excludes leveraged funding.

The Commission began discussions with the Help Me Grow initiative since this initiative spans all Strategic Plan Goal Areas. Ms. Boyd presented the Help Me Grow Solano initiative. Ms. Harris reminded the Commission that they have already committed to

\$120,000 annually during FY16/17 and that the discussion should center on funding for subsequent years. Commissioner Huber asked if any persons seeking services were ever turned away with the current level of staffing at the Help Me Grow call center. Ms. Boyd answered that everyone who inquires about services during the hours of operation, Monday through Friday from 8-5pm, receives services. Commissioner Barbosa asked what percentage of the number served were in the 0-5 population. Ms. Richards responded that only a very small number of the 885 calls were outside of the 0-5 population. Based on the volume growth projected and Help Me Grow call center models in other counties, staff provided options for commission consideration that would increase staffing at the call center from 1 to 3 FTE to accommodate future growth estimates. The Commission determined that funding should remain stable at \$120,000 per year, but directed staff to track the demand for service over time and the Commission will consider adjusting funding in future years if necessary.

Ms. Ellington presented the Goal 4 – School Readiness initiative. Commissioners Dean and Huber inquired about why there were still a significant number of children who were not in pre-school and did not attend a Pre-K Academy, and if the Commission could reach that population if they decided to increase funding for the initiative. Ms. Ellington explained that many parents are not able to make the intensive 4-week commitment, and that school districts have historically not been able to staff or support more academies. Staff agreed that the academies may be able to serve more classrooms in the future, but these relationships need to be developed which would take time. Commissioner Crane suggested adjusting the strategy to incorporate portions of school readiness into the child care initiative to address a larger population for a longer period. The Commission agreed to fund Pre-K Academies at \$200,000 annually.

Ms. Harris corrected a misprint in the packet under *Goal 3 – Child Care*; the funding level option A should read \$476,000 and option B should read \$332,000. The Commission has already committed the level of funding in option B for 5 years which includes the IMPACT program and the Head Start facility at Beck Avenue. Ms. Ellington presented the Goal 3 – Child Care initiative. Commissioner Crane suggested another option was to increase funding to reach more children in need with a strategy to be determined. Option A and the newly added option C received four votes each. Ms. Harris suggested beginning with the level of funding in option A at \$476,000, then adjusting depending on how the other goals fared.

The Commission recessed and resumed at 10:45am.

Ms. Shipman presented the Goal 1 – Prenatal initiative. Solano County Health and Social Services has agreed to take on the BabyFirst Solano and Healthy Families America Programs for FY2016/17 and beyond. Commissioner Huber abstained from the poll and the rest of the Commission agreed to fund at \$35,000 annually which would provide services to connect newborns to health insurance programs.

Ms. Boyd presented the Goal 5 – Family Strengthening Partnership initiative. Commissioner Dean pointed out that First 5 Solano should work with the Family Resource Centers (FRC) to help create a sustainability plan, as well as increase focus on ways clients can reach self-sufficiency. Commissioner Huber commented that it

would be difficult for our partners or government agencies to support FRC activities if First 5 Solano reduces or eliminates funding. Therefore, in effect, if First 5 Solano wasn't funding this service, it likely would be reduced or eliminated in the community. Ms. Boyd said that First 5 Solano is not the sole source of funding for many of these programs and some FRCs are leveraging in-kind funding from local agencies like the local police department, but this varies greatly by FRC. The Commission agreed to fund at the current level of \$860,000 annually.

Ms. Shipman presented the Goal 2 – Health Insurance initiative. Ms. Harris reminded the Commission that health insurance premiums are currently being covered under the Affordable Care Act (ACA). The Commission's funding thus far for this initiative has paid for outreach, enrollment, retention, and premium subsidy. Ms. Harris clarified that under the ACA and new legislation the premium subsidies are no longer needed. Commissioner Huber and Speck abstained from the poll, and there was a tie between option A and B. The Commission agreed to fund at \$245,000 annually as a placeholder and it could be revisited when the Commission looked at the overall picture.

Ms. Shipman presented the Goal 2 – Mental Health initiative. Ms. Harris pointed out that the Commission has committed \$610,000 through FY16/17. Commissioner Huber abstained from the polling. Commissioner Crane said she would like to find other ways the allocation could support more kids such as supporting inclusionary mental health at child care sites, and ensuring primary care providers are not duplicating services. Commissioner Speck expressed his strong support for this initiative. The Commission agreed to fund at the current level of \$610,000 annually.

Ms. Ellington presented the Goal 6 – Parent Education initiative. Ms. Richards explained that the Nurturing Parenting Program under this initiative has struggled in the past, so staff added the option of funding 2 cohorts of the Parent Leadership Training Institute (PLTI) which has been successful, but the Commission has not funded in the past. Commissioner Barbosa asked why the funding was only spent within one district (Fairfield-Suisun Unified). Ms. Ellington answered that they were the only ones who responded to the RFP, but there are options to engage other districts. Commissioner Barbosa abstained from the poll as she is on the PLTI design team. Commissioner Niedziela asked if the parent education services were being offered at the FRCs; Ms. Harris confirmed. Commissioner Niedziela suggested eliminating this initiative since it is covered under family support and the Commission agreed.

The Commission recessed and resumed at 12:15pm.

Ms. Richards presented the options for the discretionary fund. The Commission has allocated \$250,000 for the fund in past years, and used it to take advantage of unforeseen opportunities throughout the year. Commissioner Hannigan asked how much of the fund was spent in previous years. Ms. Richards answered the Commission has spent the majority of the fund for the last three years. Ms. Harris added that almost half of the fund was spent on Pre-K Academies in previous years to bring their funding up to the current level. Ms. Richards explained that the Commission currently has a discretionary fund policy that allows the funds to rollover for one year; any unspent portions roll back into the Commission's reserve. Commissioner Niedziela asked how

hard it would be to access the Commission's Contingency fund if the Commission needed to fund something unanticipated during the year. Ms. Richards responded that the Commission would need approval from the Board of Supervisors, so it would take longer, but it was possible. The Commission agreed to eliminate funding for a discretionary fund.

The Commission then looked at their overall funding plan which based on the decisions made was over by \$124,000 a year. Commissioner Crane asked if staff levels would decrease to match the decrease in programs. Ms. Richards replied that the Commission made that decision at the October 2015 Commission Meeting earlier in the month. From FY2015/16 to FY2016/17 administration was decreased by \$40,000, program staffing was decreased by \$137,000, and data collection and evaluation was decreased by \$30,000. Along with other decreases in internal programs, the total internal First 5 budget decreased by approximately 14%.

The Commission decided to decrease the funding for Health Insurance to \$121,000 annually to meet their target of \$2,422,000 in program spending.

The Commission then discussed funding cycle length. Due to current and future variables like Collective Impact, First 5 California IMPACT, and the ACA, along with unknown tax revenue projections, the Commission agreed to a 2-year funding cycle, with a plan to revisit funding beyond the 2 years. During the 2-year funding cycle, the Commission has directed staff to work to with grantees on a sustainability plan that could supplement or replace First 5 Solano funding as the fiscal cliff nears. The Commission would also like to further explore the impacts of systems change on the early childhood system.

Commissioner Speck opened up public comment. Ms. Davis stated that while ACA requires it, many providers are not meeting the requirements for mental health services for children 0-5. However, those services may be provided more widely in the near future. Ms. Del Carmen expressed her appreciation for the PLTI program. Ms. Ferdinandi thanked the Commission for their partnership with the FRC network. Ms. Diaz thanked the Commission for acknowledging the FRCs and providing support. Some FRCs are linked with local law enforcement and provide child abuse prevention services. Ms. Lago thanked the Commission for their thoughtful process.

VI. Commissioner Remarks

Commissioner Huber, Niedziela, Ayala, Crane, and Speck appreciated the thoughtful work that goes into the process of the strategic and program investment planning.

VII. Future Agenda Items

The next regularly-scheduled Commission meeting will be held on December 1, 2015 at 5:00 PM at 601 Texas St. Fairfield. Future agenda items include: Adoption of the Strategic Plan Update, Long Term Financial Plan Update, and Program Investment Plan; Election of 2016 Officers; and Committee Reports.

Adjourn

Commissioner Speck adjourned the meeting at 1:04pm.

Christiana Lewis, Office Assistant III

Approved:



CHILDREN ARE OUR BOTTOM LINE

DATE: November 25, 2015
TO: First 5 Solano Children and Families Commission
FROM: Michele Harris, Executive Director
SUBJ: **Agenda Items III., IV., and V. Approval of Strategic Plan, Long-Term Financial Plan and Program Investment Plan**

Background:

The Commission has been conducting a strategic planning process for the last 16 months and the plans attached are a culmination of this work. The 3 plans – Strategic Plan, Long-Term Financial Plan & Program Investment Plan – are the foundational documents upon which this Commission relies to set its course for the upcoming years. These 3 documents are interrelated and provide a basis upon which the Commission provides direction to staff and communicates with the community about its intentions and priorities.

| | Strategic Plan | Long Term Financial Plan | Program Investment Plan |
|-------------------------|--|---|---|
| Purpose | Set vision and priorities | Provide long-term policies and projections for funding priorities | Communicate how funds will be allocated among highlighted Goals |
| Key Functions | <ul style="list-style-type: none"> · Set Priorities for 10 years · Highlight Goals for 2-5 years | <ul style="list-style-type: none"> · Forecast by type of revenue or expense · Quantify amount of program investment each year · Establish policies on use of financial resources | <ul style="list-style-type: none"> · Review recent allocations against LTFP policies · Direct program investment funds to grant programs and to highlighted Goals · Provide a timeline for funding |
| Scope | Broad | Broad | Moves from broad to specific |
| Planning Horizon | 10 years | 10 years | 2-5 years |
| Revisions | Annual Review Update as needed | Annual Review Update as needed | Annual Review Update Upon Expiration |
| Does not... | Make specific spending commitments | Obligate future Commissions to specific funding or authorize contracts | Specify grantees or contracts |

Agenda Item III. Approval of First 5 Solano 2016 Strategic Plan Update

Motion A: Consider approval of the First 5 Solano 2016 Strategic Plan Update

Proposition 10 statutes require that County Commissions revise and update their strategic plans “as necessary and appropriate.” First 5 Solano last updated its strategic plan in 2012 and used this process to authorize 4 years of funding, which ends in June 2016. In 2014, the Commission began the process of updating its strategic plan to reflect the successes and challenges of the past decade of services to young children.

The Commission’s Strategic Plan is the cornerstone of the Commission’s work. It details the Commission’s Mission, Vision, Core Values & Principles upon which it makes its decisions. The plan also includes the Commission’s Strategic Plan Framework, which details the priority areas, goals and results that the Commission sets to achieve. This Strategic Plan reflects the Commission’s evolution in its work, including the shift in focus to strongly support changes to existing early childhood systems that improve the lives of children.

The Commission utilized a facilitated process to review and update its Mission, Vision Core Values and Key Principles, revise its strategic framework and establish priorities for funding. This last effort in particular required difficult choices, as the funding landscape has changed since the last strategic plan update process.

The 2016 Strategic Plan Update reflects the best efforts of the Commission to adhere to the essential elements of its mission – reaching children aged 0-5 with prevention and early intervention services that increase their chances for healthy development and school readiness, and supporting the continued development of a coordinated, integrated early childhood service system.

The 2016 Strategic Plan Update features not only the Commission’s commitment to today’s children but also to tomorrow’s newborns, toddlers and preschoolers, deploying its limited funding to reach high-risk, high-need children, while also working to strengthen, sustain, integrate and expand the early childhood system to build for a sustainable future.

Systems and Policy Committee Discussion: The Systems and Policy Committee has reviewed and discussed the draft 2016 Strategic Plan Update and is recommending that the Commission approve the foundational document. During the Committee’s discussion, they commented that they thought it effectively captured the discussion of the Commission during the planning process. In addition, it included the context in which the planning process occurred. Lastly, they liked that it was easy to read and follow.

The draft 2016 Strategic Plan Update is included as Attachment A and is presented for Commission consideration.

Agenda Item IV. 2016 Long-Term Financial Plan Update

Motion A: Consider approval of the 2016 Long-Term Financial Plan Update

The Commission’s Long-Term Financial Plan (LTFP) provides the financial background and support to the Commission’s Strategic Plan. It provides long-term projections for funding priorities, and helps the Commission better understand the long-term financial impact of its investments. The LTFP details the fiscal assumptions upon which the plan was formulated, the

financial results of the Commission's decisions and the future fiscal landscape. This LTFP also reflects the shift toward investments in systems change.

Systems and Policy Committee Discussion: The Systems and Policy Committee has reviewed and discussed the draft 2016 Long-Term Financial Plan Update and is recommending that the Commission approve the LTFP. During the Committee's discussion, they clarified that the model presented in Appendix C reflected decisions made through FY2017/18 and that future years would be modified based on future Commission decision. In addition, they thought the plan captured the expectation of grantees to be partners in the future funding of the early childhood system through the systems change work.

The draft 2016 Long-Term Financial Plan Update is included as Attachment B and is presented for Commission consideration.

Agenda Item V. 2016-2018 Program Investment Plan

Motion A: Consider approval of the 2016-2018 Program Investment Plan

Staff Report: The Commission's Program Investment Plan (PIP) communicates how funds will be allocated among the Commission's goals set in its Strategic Plan. It provides a timeline for funding and directs program investment funds to grant programs and strategies. This Program Investment Plan also reflects the Commission's evolution in its work, including the shift in focus to strongly supporting systems change. This PIP, along with the direction from the Commission to partner with grantee organizations to address sustainability of the early childhood system over the next 2 years, sets the tone of the next few years and is a key step toward sustaining and strengthening the early childhood system.

Systems and Policy Committee Discussion: The Systems and Policy Committee has reviewed and discussed the draft 2016-2018 Program Investment Plan and is recommending that the Commission approve the PIP. During the Committee's discussion, they agreed the charts and tables reflected the Commission's discussion during the planning process and at the retreat.

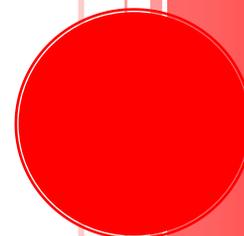
The draft 2016 Program Investment Plan is included as Attachment C and is presented for Commission consideration.

Attachment A: DRAFT 2016 Strategic Plan Update
Attachment B: DRAFT 2016 Long Term Financial Plan Update
Attachment C: DRAFT 2016-2018 Program Investment Plan



FIRST 5 SOLANO
**2016 Strategic
Plan Update**

DRAFT 11-17-15



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 (cand.), 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

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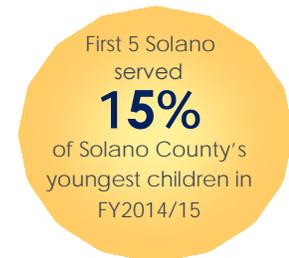
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Introduction

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, Managing Principal, Law Offices of Dana Dean
- § 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

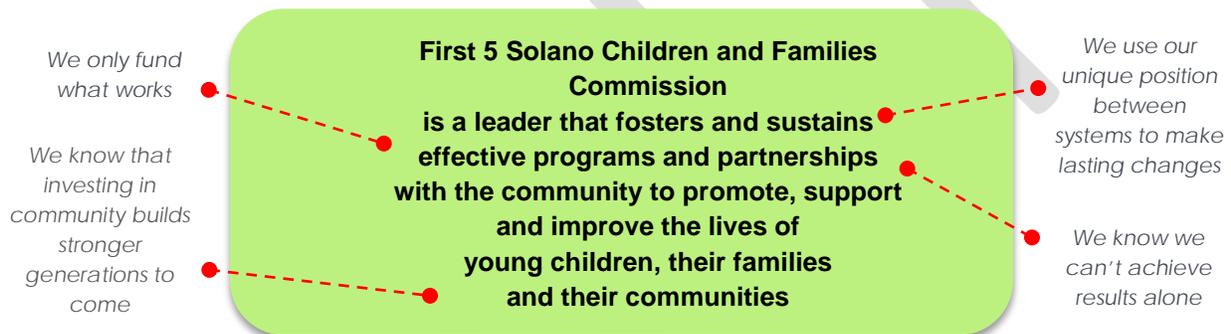
The Vision, Mission, Values & Principles help to set the strategic tone of the Commission over the course of this Strategic Plan, and are described further below.

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

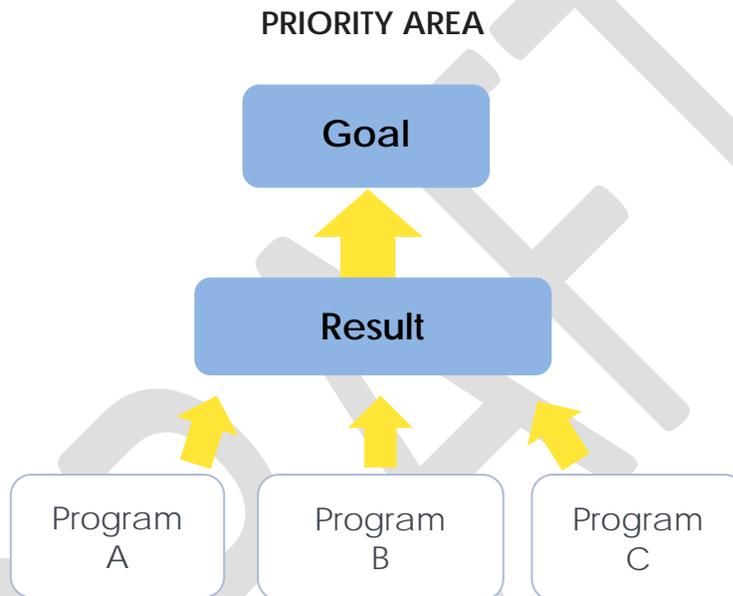
First 5 Solano has defined a set of principles that guides the type of investments made and the ways in which such programs are implemented. These principles are as follows:

| | |
|----------------------------------|---|
| 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**



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

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.



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

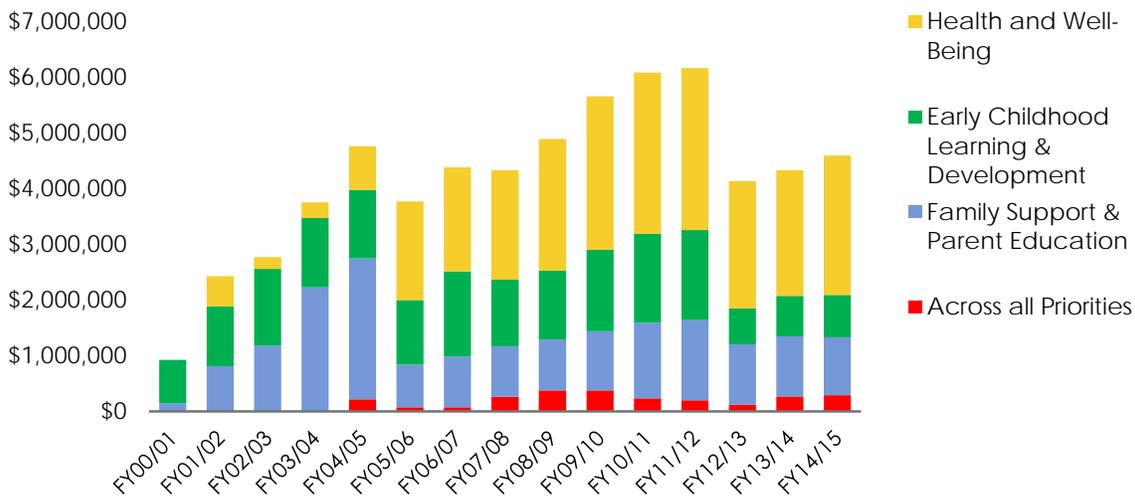
First 5 Solano launched its programmatic investments in FY 2000/01 with a mix of capital, planning, program and mini-grants. Over the past decade, the Commission has steadily deepened and refined its strategic investments through building collaboratives and initiatives. To date, over \$62 million has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



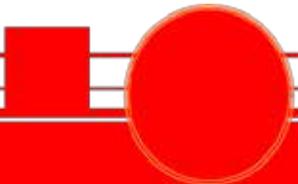
The future investment approach is based on the Commission’s Long Term Financial Plan and is detailed in the Commission’s Program Investment Plan.

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

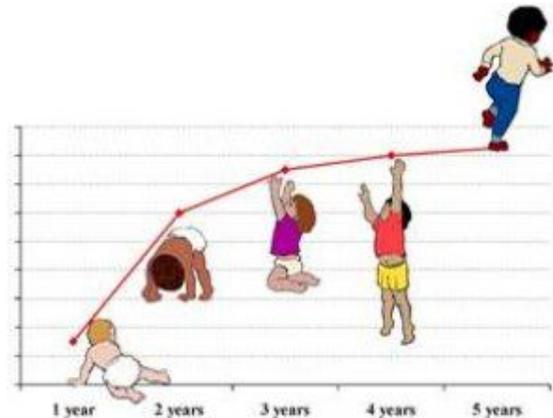
First 5 Solano will begin implementing the 2016 Strategic Plan Update after its approval in December 2015, including: implementing strategies in the areas of Health & Well-Being, Early Childhood Learning & Development, Family Support & Parent Education; developing and implementing a Systems Change Implementation 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 high quality child care |
| | | 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 |
| | Parents and primary caregivers are educated on, | Number of parents attending parent education classes |

| Goal | Result | Potential Indicators/Performance Measures |
|--|---|--|
| All children enter kindergarten ready to learn | prepared to, and engage in helping their children enter school ready to learn | Number/percentage of parents demonstrating increased knowledge of strategies to prepare their child for school Number/percentage of parents reading to their child |
| | Children have access to quality, affordable early learning experiences in their community (Birth-5) | Number/percentage of children with improved school readiness skills (e.g., gross motor, fine motor, self-regulation, social expression, and academics) |
| | 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 |
| | 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 |



2016
Long Term
Financial Plan Update

DRAFT 11/17/2015

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I. Introduction and Background

The 2016 First 5 Solano Long Term Financial Plan (LTFP) is designed to directly support the Commission's Strategic Plan. It provides a framework that helps the Commission better understand the long term financial impact of First 5 Solano's program and system change investments that support activities and services for children and families.

In 2004, First 5 Solano was one of the first commissions in California to establish a LTFP with the previous update taking place in 2013. The 2016 LTFP Update incorporates adjustments to the rate of decline in tobacco tax revenues, interest income projections, and previous years' actual expenditure.

The overarching goal of the LTFP is to provide a guiding framework for funding decisions made by the First 5 Solano Children and Families Commission in support of the Commission's Strategic Plan. More specific goals include:

- Clarify and make explicit the sources and uses of funding.
- Develop future-year projections for expectation and the use of Commission resources that can be updated annually based on actual financial data.
- Establish a strategic and predictable rate of annual grant spending.
- Provide a systematic approach to funding decisions that incorporates an understanding of both short- and long-term implications for each decision, and is informed by program evaluation.
- Support sustainability planning with strategic investments to soften the landing from the fiscal cliff¹ and live within the Commission's available resources.

The LTFP is one of several tools (see Appendix A, "Interrelationship of Planning Tools") that provide the Commission with the financial framework it needs to make difficult choices among many worthy potential funding priorities. The LTFP also provides a foundation for sustainability planning to address the Commission's declining resources.

While it is important to know what the Long Term Financial Plan *is*, it is equally important to know what it *is not*. The LTFP does not name specific programs that will receive funding and does not dictate First 5 Solano's future financial obligations, appropriations, or funding commitments; rather, it describes First 5 Solano's fiscal landscape now and in the future.

The First 5 Solano Long Term Financial Plan model is updated annually with actual revenues and expenditures. The Commission periodically reviews the assumptions that support the underlying financial model and determine any changes that are warranted.

¹ The term "Fiscal cliff" when used by many First 5 agencies refers to the abrupt drop in annual expenditure when reserves are depleted.

The LTFP is also used to support ongoing Program Investment Plans and the annual budget process.

Long Term Financial Plan Principles

This Financial Plan's principles provide guidance and procedures for the use of and revisions to the LTFP.

1. The LTFP is designed to communicate the Commission's long-term approach to funding; therefore, revenues and expenses are estimated over a multi-year horizon.
2. The Commission uses the LTFP as the framework for development and/or updating of its Multi-Year Program Investment Plan and annual Budget.
3. The LTFP addresses funding appropriations by category; it does *not* obligate the Commission to actual contracts or awards of funding.
4. The financial model is updated annually based on actual data and to validate that the assumptions. Updates are brought to the Commission, as appropriate.
5. Changes to the LTFP are approved by the Commission.

First 5 Solano's Financial Status

First 5 Solano's financial status entering into FY2016/17 is as follows:

- Commission's reserves are at approximately \$7.1 million.
- Proposition 10 revenues are \$3.2 million with a 3.25% annual rate of decline.
- The FY2016/17 budget is \$4.7 million in program and administrative expenses, offset by \$4.2 million in overall revenues, utilizing nearly \$450,000 from reserves.

Framework for Program Investment

First 5 Solano deploys its program investment funding among programs and initiatives as follows:

- The Commission uses current year Proposition 10 allocation funds, other current revenue, and reserves to support a strategic and predictable level of program investment.
- Program investment level is funded with a combination of current revenues and reserves.
- After reserves are depleted, the Commission's resources for program investment, program support and other operating costs will be limited to its annual Proposition 10 allocation, interest earned, and any other revenue from other sources that the Commission secures/leverages.

II. Fiscal Assumptions

The 2016 LTFP Update is grounded in assumptions that have evolved over time. The most impactful of these include the decline of tobacco tax funds and reserves, the rate of leveraging of First 5 funding, the amount/rate of interest earnings, and the rate of annual grant spending.

As in previous LTFPs, the 2016 LTFP utilizes an Excel model that estimates future years' revenues and expenses (see Appendix C: Financial Model). The calculations are based on the following assumptions:

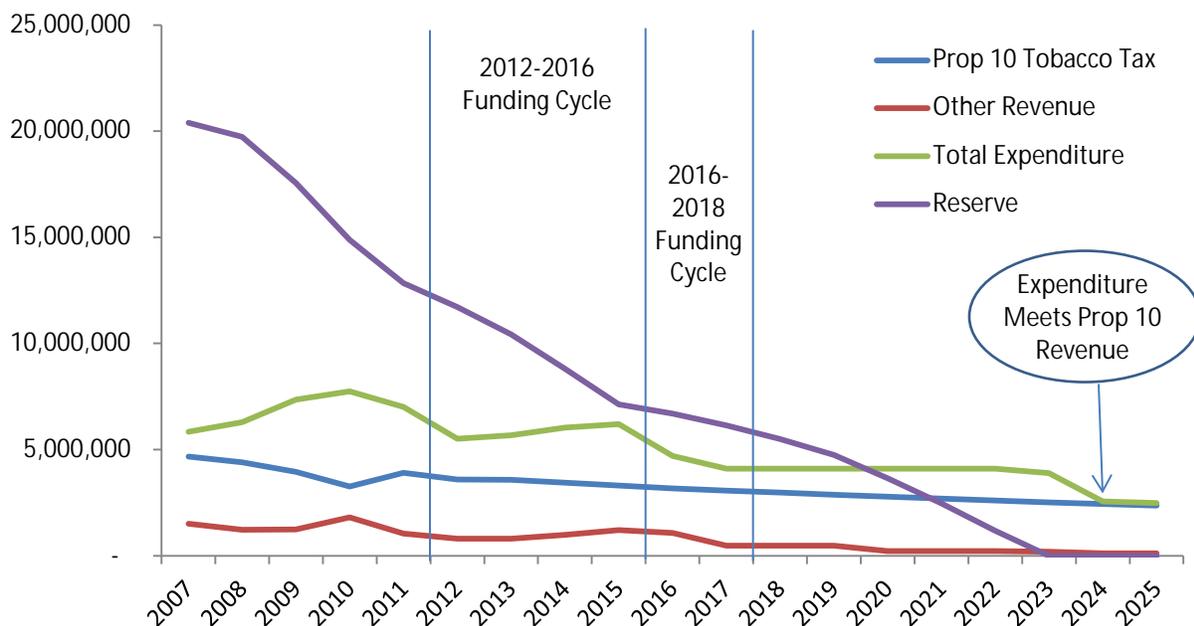
1. **Proposition 10 revenues** – The financial planning model uses county-level projections provided by the Board of Equalization for Proposition 10 revenues through FY2018/19. Beyond that, revenues are estimated based on a 3.25% annual rate of decline (an increase from 3% annual rate of decline in the previous LTFP).
2. **Rate of interest earnings** – The Commission's funds are managed by the Solano County Treasurer's Office and invested in the County Investment Pool. At this time, interest rates are estimated at 0.4%, an increase from 0.25% in the previous LTFP. (Note: First 5 Solano follows the County Investment Policy.)
3. **Matching fund programs** – Revenues from sources other than the Proposition 10 allocation are likely to span a limited number of years and are difficult to project into the future. These revenues may result in significant resources, which may or may not flow through the Commission's budget. Only secured revenues that flow through the Commission's budget are included in the LTFP. The model includes what is known and anticipated based on First 5 California commitments and other match programs, specifically the First 5 California IMPACT Program and Health & Social Services Mental Health Services Act program.
4. **Unexpended program investment** – The Commission has historically underspent its budget due to vacancies in staffing, under-spending in services and supplies, and under-spending in grant and program areas. The model includes 5% in unexpended program investment (unchanged from the previous LTFP), due to under-spending in the annual budget.
5. **Level of other revenues** – The Commission will continue to look to extend its resources and increase its impact by exploring opportunities for local public and/or private sector partnerships. However, the model only reflects other revenues where a commitment is established and the expenditure will be included in the Commission's budget.
6. **Operating expenses** – The financial planning model contains FY2016/17 levels as a baseline, and presents a consistent level of spending through FY2022/23 at which time reserve funds would be exhausted and spending would need to decrease to actual revenue received during that Fiscal Year. To date, the First 5

Commission has allocated funding in its Program Investment Plan through FY2017/18. Operating expenses include:

- a. **Administration:** Salary, benefits, services, and supplies associated with supporting the Commission and general operations.
 - b. **Program:** Contracted/professional services expenses by priority area as allocated in the Program Investment Plan. In addition, program expenses include salary, benefits, services, and supplies associated with implementing and monitoring the Commission’s investments and operating internal programs, such as: Community Engagement, Co-Sponsorship of Conferences and Training, and Systems Change.
 - c. **Evaluation/Data Collection:** Expenses related to data collection and evaluation of the Commission’s investments.
7. **Level of reserves** – Level of reserve is determined by the gap in annual expenditure from the annual revenue subtracted from the fund balance. The Commission has not set an amount to be held in reserve. Setting a minimum reserve amount would impact how much funding is available for future years’ expenditure. (Note: First 5 Solano’s reserve funds, as part of the overall County reserve, cannot be accessed during the budget year. First 5 Solano contingency funds can be accessed by 4/5 vote of the Board of Supervisors.)

These assumptions contribute to the financial picture detailed in this LTFP. In the absence of any other action, First 5 Solano can continue funding at the current level through FY2022/23 at which time the reserves will be exhausted and the Commission’s investments cannot exceed annual revenue.

First 5 Solano Revenue and Expenditure 2007-2025



III. Financial Results

In the last LTFP, expenditure outpaced revenue at a rate whereby the Commission would intentionally expend its reserves by FY2017/18. In June 2014 the Commission chose to extend its 2012-2015 funding cycle for one year (through FY2015/16) to complete a new round of Strategic Planning in preparation for its new fiscal reality. In March 2015, during the approval of the FY2015/16 Annual Budget, the Commission became concerned with the approach of the fiscal cliff and directed staff to work with grantees to identify potential savings during FY2015/16 and ongoing. Staff negotiated a total savings of \$561,444 for FY2015/16 with additional savings in future years.

As the Commission’s Proposition 10 revenue and reserves continue to decline, the Commission directed staff to create a softer landing for the fiscal cliff. To that end, the Commission moved forward with decreasing community program investments with corresponding reductions in administrative and evaluation costs that are right-sized to manage the smaller program budget for an overall Proposition 10 budget of \$4.1 million.

| Category | Baseline | Recommended Annual Expenditure |
|-----------------------------|------------------|--------------------------------|
| Administration | 590,000 | 550,000 |
| Data Collection/ Evaluation | 170,000 | 140,000 |
| Program Staffing | 512,000 | 375,000 |
| Internal Programs | 235,000 | 163,000 |
| Systems Change | 452,000 | 450,000 |
| Program Investments | 2,976,779 | 2,422,000 |
| Total | 4,935,779 | 4,100,000 |

To allocate the \$2.4 million in program investments, the Commission received information on Goals 1-6 of its strategic plan based on the following:

- *Trends* – How are young children and families faring in Solano County in this goal area? This criterion also considered known geographic and demographic *Disparities* in the community.
- *Magnitude* – How many young children and families in Solano County experience challenges in this goal area?
- *Gap* – Are there other services available to meet the needs of young children and families in this goal area?
- *Leveragability & Partnership* – Are there funding and collaboration opportunities in this goal area?
- *First 5 Impact* – Can First 5 Solano make a difference in this goal area? This criterion is made up of two sub-criteria: *Reach* and *Outcome*. *Reach* refers to the ability of First 5 Solano to fill a gap in the community’s needs and is generally

based on the number of children and families that can be served in relation to the number who need services. Outcome, on the other hand, refers to the performance outcomes seen among the clients First 5 Solano serves.

Taking these criteria and their own expertise into account, the Commission rated each goal from low to high priority for funding. Commissioners' ratings were averaged to determine the order in which goals would be discussed for available funding.

The Commission then reviewed numerous aspects of its current program investments by funded initiative, including:

- Ability of strategies to create the desired results
- Number of children and families served in relation to the need (reach)
- Dosage (single touch to intensive services)
- Leveraging potential.

The Commission considered multiple options under each initiative to determine allocations of funding for its programs. These allocations are outlined in the 2016-2018 Program Investment Plan.

The Commission was provided with several 10 year funding scenarios which detailed options for future investment:

- Spend at the current level for seven years until the reserves are depleted in FY2023/24
- Spend at the current level for five years at which time the Commission would step-down funding to \$3.4 million and continue to draw on reserves for another five years until reserves are fully expended in FY2026/27
- Spend at the current level through FY2018/19 and step-down \$300,000 every three years, which would also fully expend reserves in FY2026/27.

The Commission chose to move forward with a \$4.1 million Proposition 10 allocation annually for FY2016/17 and FY2017/18, at which time the Commission intends to revisit the assumptions and the program/policy landscape to make further funding determinations.

As past practice with the LTFP, the 2016 LTFP funding model utilizes the FY2016/17 level of spending with a stable level of funding up to FY2022/23. (See Appendix C: Financial Model for more detail.) However, if the Commission makes future financial decisions, such as reducing spending prior to FY2022/23 or keeping a minimum amount in reserve, this would change the LTFP model and the financial outlook of the Commission.

After reserves are depleted, the Commission's resources for program investment, program support and other operating costs will be limited to its annual Prop 10 allocation, interest earned, and any other revenue sources that the Commission secures.

IV. Future Fiscal Landscape and Systems Change

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.

This fiscal reality sets the stage for First 5 Solano to prioritize its investments in ways that allow it to live within its means, complement other efforts happening around the county, and achieve lasting change in the early childhood system. First 5 Solano has institutionalized this expectation through the adoption of a new Priority Area in its 2016 Strategic Plan Update: System Change.

As one expectation of the System Change work, the Commission is looking to its funded partners to contribute to solutions that effectively seek to resolve this fiscal imbalance. First 5 Solano staff will work with grantee partners and other community leaders to proactively pursue new opportunities to obtain or leverage resources that support the early childhood system in Solano. In addition, funded direct service partners will work with First 5 Solano staff to take a critical look at their respective funding portfolios in the context of the entire early childhood system.

The work of First 5 Solano staff, the grantee partners and other community leaders will help inform the Commission's decision making for funding beyond the first few years of this LTFP. Resources may flow to First 5 Solano or to another partner in the county which will help distribute and institutionalize the funding responsibility within the community.

As the Commission faces its long-term legacy, it is incumbent upon all strategic partners to identify a systemic change in the way the early childhood system is funded; the entire Solano early childhood community is critical to ensuring crucial supports for early childhood are sustained beyond First 5 Solano's available resources.

APPENDIX A: Interrelation of Planning Tools

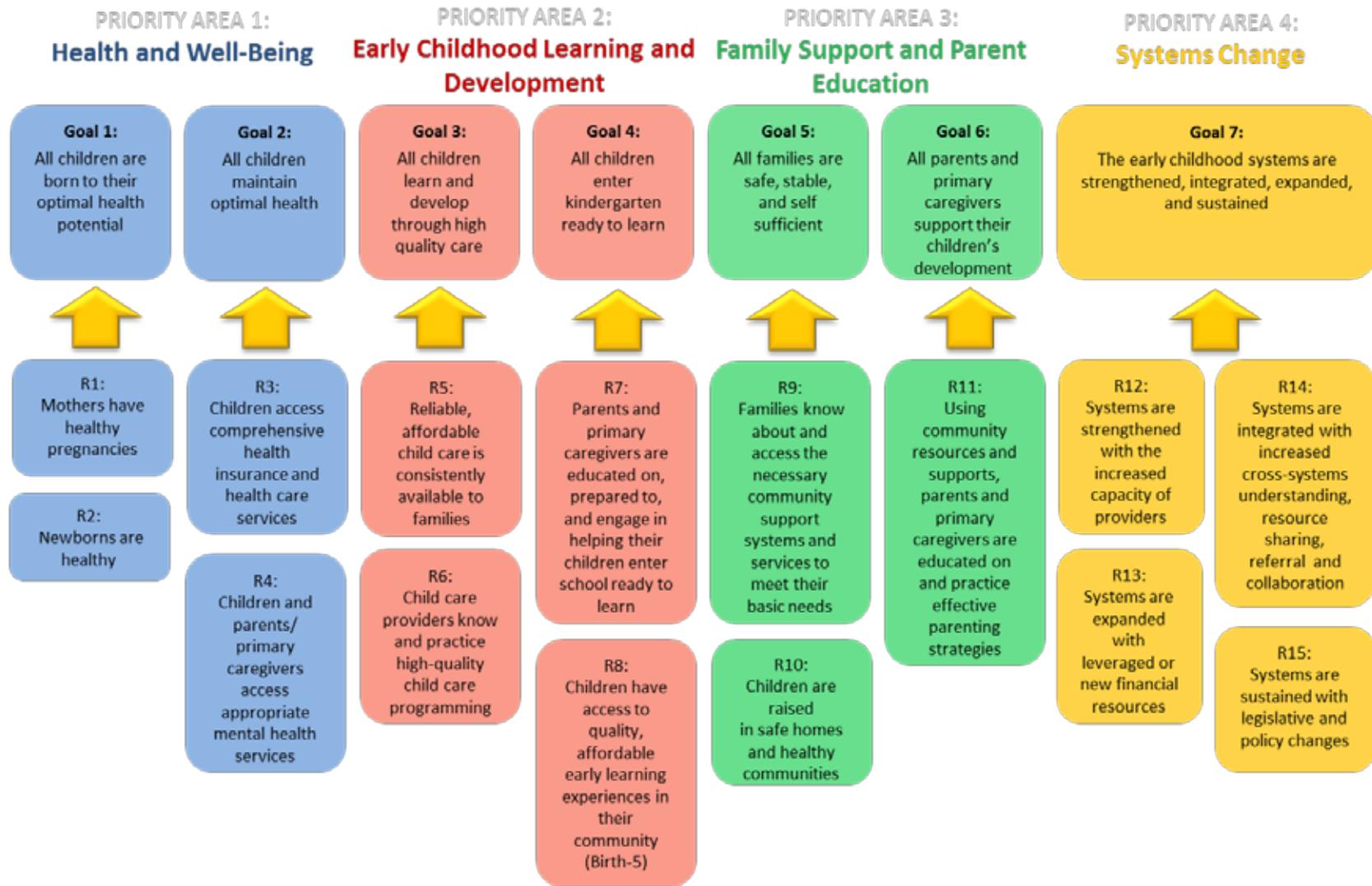
First 5 Solano Children and Families Commission Interrelationship of Planning Tools

| | Strategic Plan | Evaluation Framework | Long Term Financial Plan | Multi-Year Program Investment Plan | Annual Budget |
|-------------------------|--|---|---|---|--|
| Purpose | Set vision and priorities | Make the Strategic Plan measurable | Provide long-term policies and projections for funding priorities | Communicate how funds will be allocated among highlighted Goals | Translate vision into action through detailed spending plan |
| Key Functions | <ul style="list-style-type: none"> · Set Priorities for 10 years · Highlight Goals for 2-5 years | <ul style="list-style-type: none"> · Identify and attach Indicators to the Results in the Strategic Plan · Track program performance and contributions to positive movement in community-level Indicators | <ul style="list-style-type: none"> · Forecast by type of revenue or expense · Quantify amount of program investment each year · Establish policies on use of financial resources | <ul style="list-style-type: none"> · Review recent allocations against LTFP policies · Direct program investment funds to grant programs and to highlighted Goals · Provide a timeline for funding | <ul style="list-style-type: none"> · Provide specific forecasts and expenditure plans by revenue and expense accounts |
| Scope | Broad | Moves from broad to specific | Broad | Moves from broad to specific | Specific |
| Planning Horizon | 10 years | Aligns with the Strategic Plan | 10 years | 3-5 years | One year |
| Revisions | Annual Review 2 Year Update | Annual Review 2 Year Update | Annual Review 2 Year Update | Annual Update | Annual Creation Continuous monitoring |
| Does not... | Make specific spending commitments | Identify all program performance indicators | Obligate future Commissions to specific funding or authorize contracts | Specify grantees or contracts | Guarantee future funding to current grantees |

Adapted from Proposition 10 Financial Planning Guidebook, June 2002, page 18

APPENDIX B: First 5 Solano Strategic Framework

2016 FIRST 5 SOLANO STRATEGIC FRAMEWORK



Overarching Principles: Evidence-based, trauma-informed, focused on high risk/need, access, coordination, collaboration, and leveraging

APPENDIX C: Financial Model

First 5 Solano Children and Families Commission
2016 LONG TERM FINANCIAL PLAN UPDATE
 Model Revision November 2015

| CATEGORY | FY2012-2016 | FY2016-2018 | | FY2018/19 and Beyond | | | | | | | |
|--|---|-------------------------|-------------------------|-------------------------|---------------------------|-------------------------|-------------------------|---------------------------|-------------------------|-------------------------|-------------------------|
| | Y4 | Y1 | Y2 | Y3 | Y4 | Y5 | Y6 | Y7 | Y8 | Y9 | Y10 |
| | Budgeted FY2015/16 | Projection FY2016/17 | Projection FY2017/18 | Projection FY2018/19 | Projection FY2019/2020 | Projection FY2020/21 | Projection FY2021/22 | Projection FY2022/2023 | Projection FY2023/24 | Projection FY2024/25 | Projection FY2025/26 |
| REVENUE | | | | | | | | | | | |
| Fund Balance (Beginning) | 8,812,636 | 7,131,141 | 6,689,615 | 6,143,451 | 5,495,091 | 4,747,504 | 3,654,685 | 2,467,041 | 1,187,133 | 0 | 0 |
| Tobacco Tax - Prop 10 | 3,311,173 | 3,176,200 | 3,073,327 | 2,973,316 | 2,876,683 | 2,783,191 | 2,692,737 | 2,605,223 | 2,520,554 | 2,438,636 | 2,359,380 |
| Interest | 35,251 | 28,525 | 26,758 | 24,574 | 21,980 | 18,990 | 14,619 | 9,868 | 4,749 | 0 | 0 |
| Matching Funds | 841,313 | 848,750 | 248,750 | 248,750 | 248,750 | - | - | - | - | - | - |
| Other | 20,000 | - | - | - | - | - | - | - | - | - | - |
| Unexpended funds returned to LTFP | 309,960 | 205,000 | 205,000 | 205,000 | 205,000 | 205,000 | 205,000 | 205,000 | 185,622 | 121,932 | 117,969 |
| TOTAL REVENUE | 4,517,697 | 4,258,475 | 3,553,835 | 3,451,640 | 3,352,414 | 3,007,181 | 2,912,356 | 2,820,092 | 2,710,924 | 2,560,567 | 2,477,349 |
| Total Available Resources | 13,330,333 | 11,389,615 | 10,243,451 | 9,595,091 | 8,847,504 | 7,754,685 | 6,567,041 | 5,287,133 | 3,898,057 | 2,560,567 | 2,477,349 |
| APPROPRIATIONS | | | | | | | | | | | |
| <i>Program</i> | | | | | | | | | | | |
| Salaries, Benefits, Services and Supplies | 565,784 | 375,000 | 375,000 | 375,000 | 375,000 | 375,000 | 375,000 | 375,000 | 375,000 | | |
| Priority 1 - Health and Well Being | 2,082,263 | 1,366,000 | 766,000 | 766,000 | 766,000 | 766,000 | 766,000 | 766,000 | 766,000 | | |
| Priority 2 - Early Care & Education | 763,016 | 676,000 | 676,000 | 676,000 | 676,000 | 676,000 | 676,000 | 676,000 | 676,000 | | |
| Priority 3 - Family Support & Parent Education | 1,056,121 | 860,000 | 860,000 | 860,000 | 860,000 | 860,000 | 860,000 | 860,000 | 860,000 | | |
| Priority 4 - First 5 Futures | 352,000 | - | - | - | - | - | - | - | - | | |
| Priority 4 - Systems Change | | 450,000 | 450,000 | 450,000 | 450,000 | 450,000 | 450,000 | 450,000 | 450,000 | | |
| Other | 620,000 | 283,000 | 283,000 | 283,000 | 283,000 | 283,000 | 283,000 | 283,000 | 283,000 | | |
| Evaluation & Data Collection | 170,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | | |
| Total Program | 5,609,184 | 4,150,000 | 3,550,000 | 3,550,000 | 3,550,000 | 3,550,000 | 3,550,000 | 3,550,000 | 3,550,000 | - | - |
| <i>Administrative</i> | | | | | | | | | | | |
| Total Administrative | 590,008 | 550,000 | 550,000 | 550,000 | 550,000 | 550,000 | 550,000 | 550,000 | 550,000 | | |
| Administrative Percentage | 10% | 12% | 13% | 13% | 13% | 13% | 13% | 13% | 13% | | |
| TOTAL APPROPRIATIONS | 6,199,192 | 4,700,000 | 4,100,000 | 4,100,000 | 4,100,000 | 4,100,000 | 4,100,000 | 4,100,000 | 3,898,057 | 2,560,567 | 2,477,349 |
| Net Increase/Decrease | (1,681,495) | (441,525) | (546,165) | (648,360) | (747,586) | (1,092,819) | (1,187,644) | (1,279,908) | (1,187,133) | 0 | 0 |
| Fund Balance (Ending) | 7,131,141 | 6,689,615 | 6,143,451 | 5,495,091 | 4,747,504 | 3,654,685 | 2,467,041 | 1,187,133 | 0 | 0 | 0 |
| Assumptions: | Prop 10 revenue estimates by BOE through FY2018/19 then decline at 3.25% Expenditures continue at currently FY2016/17 funded level Only Secured Matching Funds in Revenue and Expenditure Interest at rate of 0.4% | | | | | | | | | | |



Program Investment Plan 2016 – 2018 Funding Cycle



DRAFT
November 17, 2015

First 5 Solano Program Investment Plan: 2016 – 2018 Funding Cycle

I. Introduction

First 5 Solano Children and Families Commission's Program Investment Plan for 2016-2018 is based on allocations approved in December 2015 as part of the 2015 Strategic Plan Update process. Over the two-year term of this Program Investment Plan (PIP), the Commission will oversee \$4.8 million in programmatic investments to support the Commission's mission and vision for Solano's young children and generate tangible results for children and families.

During this two-year period, the Commission shall also shift its focus from funding direct services, to funding a combination of direct services & systems change work. These efforts are designed to support partner organizations in identifying and leveraging significant additional funds for children, promoting sustainability at the program, organization and system levels, and directing the resources of First 5 Solano to support its role as one member of a larger group of agencies dedicated to supporting the early childhood system.

This Program Investment Plan (PIP) sets forth the method by which the Commission's funds will be deployed at the goal, initiative and strategy level, and links these allocations to the 2016 Strategic Plan Framework. The PIP is also designed to serve as a "bridge" document between the Strategic Plan, the Long Term Financial Plan, and the annual budget.

II. Investments and Services

The term of this PIP is two fiscal years – FY2016/17 and FY2017/18. During this funding cycle, the Commission will continue to draw upon its fund balance to support its program investment level. However, the Commission acknowledged that this financial position of utilizing funding from its fund balance on an ongoing basis is not sustainable. This fiscal reality sets the stage for First 5 Solano to prioritize its investments in sustainable ways that allow it to live within its means, complement other efforts happening around the county and achieve lasting change in the early childhood system.

As a result, the Commission is looking to its funded partners to contribute to solutions that effectively seek to resolve this fiscal imbalance. The direct service partners funded with this PIP shall be required to take a critical look at their respective funding portfolios in the context of the entire early childhood system to help inform the Commission's decision making for funding beyond this funding cycle.

III. Systems Change

First 5 Solano will work with other county leaders and partners to proactively pursue opportunities that strengthen, expand, integrate and sustain the early childhood system in Solano County. We will endeavor to achieve the new strategic plan results of:

R12: Systems are strengthened with the increased capacity of providers

R13: Systems are expanded with leveraged or new financial resources

R14: Systems are integrated with increased cross-systems understanding, resource sharing, referral and collaboration

R15: Systems are sustained with legislative and policy changes

With this work, the Commission seeks to leverage existing partnerships to positively impact the early childhood system and sustain the work that has been rooted in Solano County. The Commission intends to accomplish these results by effectively blending its portfolio to complement other investments in the community which would help distribute and institutionalize the funding responsibility among other entities.

The following figures and tables provide detail on the funding levels and the activities associated with implementing the 2016—2018 Funding Cycle:

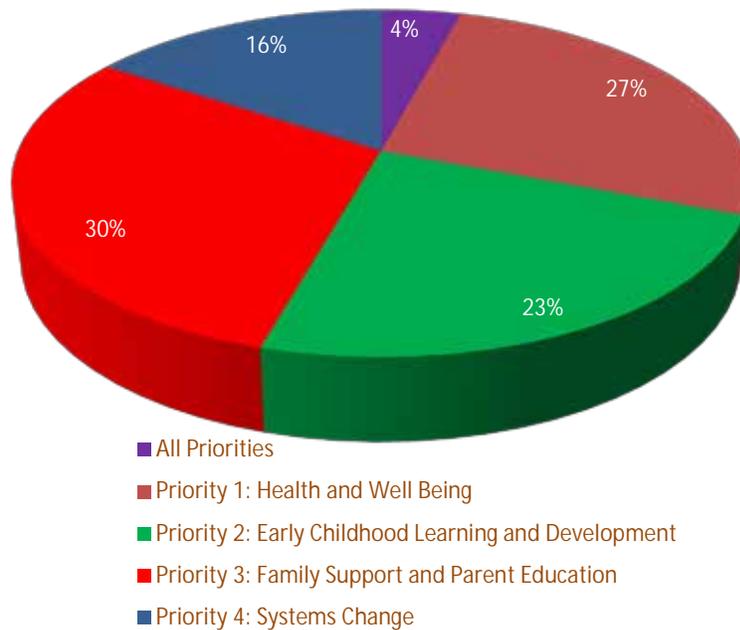
- A: Summary Spending Plan
- B: Funding by Priority Area
- C: Investment Levels by Goal, Initiative and Strategy
- D: 2016 Strategic Framework

DRAFT

A: Summary Spending Plan

| | FY2016/17 Forecast | FY2017/18 Forecast |
|-----------------------------------|-----------------------|-----------------------|
| Fund Balance (Beginning) | 7,131,141 | 6,689,615 |
| Tobacco Tax - Prop 10 | 3,176,200 | 3,073,327 |
| Interest | 28,339 | 26,572 |
| Matching Funds (First 5 CA) | 248,750 | 248,750 |
| Unexpended Funds Returned to LTFP | 205,000 | 205,000 |
| Total Revenue | 3,658,289 | 3,553,649 |
| Administration | 550,000 | 550,000 |
| Data Collection/Evaluation | 140,000 | 140,000 |
| Program Staffing | 375,000 | 375,000 |
| Internal Programs | 163,000 | 163,000 |
| Systems Change | 450,000 | 450,000 |
| Priorities 1-3 ¹ | 2,422,000 | 2,422,000 |
| Prop 10 Budget | 4,100,000 | 4,100,000 |
| Gap | 441,711 | 546,351 |
| Fund Balance (Ending) | 6,689,615 | 6,143,451 |

B: Funding by Priority Area



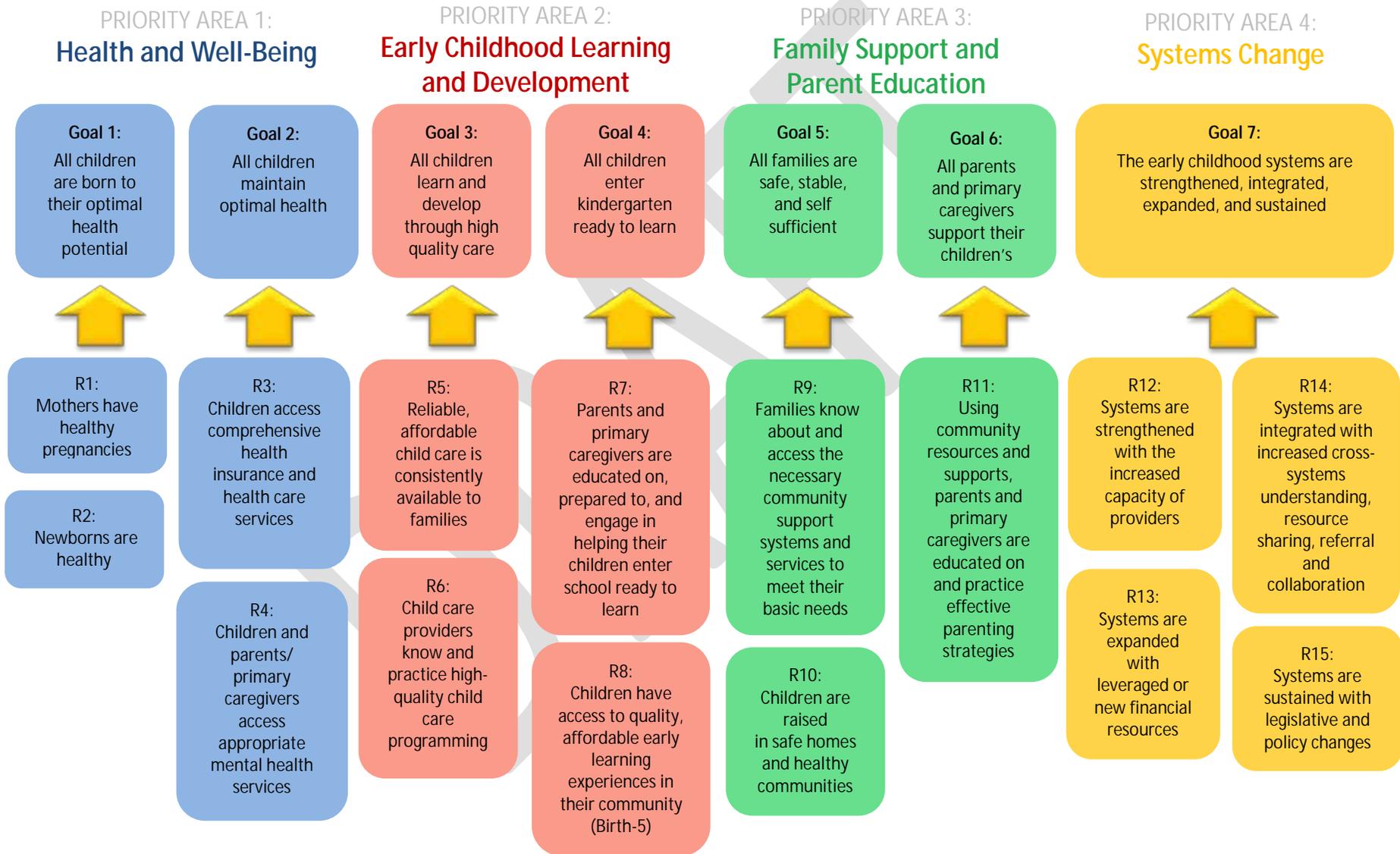
¹ The funding detail for priorities 1-3 is in Item C.

C: Investment Levels by Goal, Initiative and Strategies

| Goal | Initiative | Strategies | 2016/17 | 2017/18 | Total |
|---------------|------------------|---|------------------|------------------|------------------|
| All | Help Me Grow | Access and linkage to services | 120,000 | 120,000 | 240,000 |
| Goal 1 | Prenatal | Insurance enrollment for newborns | 35,000 | 35,000 | 70,000 |
| Goal 2 | Health Insurance | Insurance outreach & enrollment | 121,000 | 121,000 | 242,000 |
| Goal 2 | Mental Health | Developmental screenings & treatment | 610,000 | 610,000 | 1,220,000 |
| Goal 3 | Child Care | IMPACT; Head Start facility; Head Start child care wrap around | 476,000 | 476,000 | 952,000 |
| Goal 4 | School Readiness | Pre-kindergarten academies | 200,000 | 200,000 | 400,000 |
| Goal 5 & 6 | Family Support | Neighborhood-based Family Resource Center I&R and case management | 860,000 | 860,000 | 1,720,000 |
| Total: | | | 2,422,000 | 2,422,000 | 4,844,000 |

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2016 FIRST 5 SOLANO STRATEGIC FRAMEWORK



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

PROGRAM & COMMUNITY ENGAGEMENT COMMITTEE MEETING
November 5, 2015 – 2:00-3:30pm
601 Texas Street, Suite 210, Fairfield, CA 94533

CALL TO ORDER

I. Introductions, Public Comment, Commissioner Comments

II. Consent Calendar (5 min)

Action

- A. Approve the November 5, 2015 PCE Committee Meeting Agenda
- B. Approve the September 3, 2015 PCE Committee Meeting Minutes

III. 2015 Pre-K Academy Program Report (30 min)

Information

Cherelyn Ellington Hunt, Program Manager
Receive a report on the 2015 Pre-Kindergarten Academies

IV. Compliance Action Plans (25 min)

Information

Christine Shipman, Program Manager
Receive a report on compliance action plans for the Children's Nurturing Project and EMQ Families First

V. Program Updates (40 min)

Information

Michele Harris, Executive Director, Megan Richards, Deputy Director, Cherelyn Ellington Hunt, Program Manager
A. Receive an update on Community Engagement Activities
B. Receive an update on Early Learning System Activities
C. Receive an update on Collective Impact Activities

VI. Future Agenda Items, Meeting Time/Date/Location (5 min)

Information

- A. The next Program & Community Engagement Committee Meeting will be held on December 3, 2015 from 2:00-3:30pm at 601 Texas Street, Suite 210, Fairfield, CA 94533.
- B. Future agenda items include: Community Engagement Activities, Early Learning System Update, Compliance Action Plans

ADJOURN

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

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

First 5 Solano Children and Families Commission

Program & Community Engagement Committee Meeting
November 5, 2015, 2:00 PM – 3:30 PM
601 Texas Street, Suite 210, Fairfield, CA 94533

Minutes

I. Introductions, Commissioner Comment, Public Comment

Committee Chair Niedziela called the meeting to order at 2:24 PM.

Committee members present: Committee Chair Liz Niedziela and Commissioner Erin Hannigan

First 5 Staff present: Megan Richards (Deputy Director), Cherelyn Ellington Hunt (Early Care and Education Programs Manager), Venis Boyd (Family Support Program Manager), Christine Shipman (Health and Well-Being Program Manager), and Christiana Lewis (Office Assistant III)

Public attendees: Maria Vicondoa and Gordon Richardson (EMQ FamiliesFirst), Meredith Webb and Akon Walker (Solano County Mental Health, MHSA), Nan Thibodeaux, Lin Duangnapa, and Debbi Davis (Children's Nurturing Project)

Commissioner Comment: None

Public Comment: None

II. Consent Calendar

- A. Approve Agenda of November 5, 2015
- B. Approve Minutes of September 3, 2015

Moved: Commissioner Hannigan, Seconded: Commissioner Niedziela
Approved: 2-0-0

III. 2015 Pre-K Academy Program Report

Ms. Hunt reported that the Commission approved a total of \$190,000 for Pre-K Academies during the summer of 2015 which were attended by 569 children in 19 academies. Ms. Hunt shared the 2015 Pre-K Academy Report. Attendees were assessed using the Kindergarten Student Entry Profile (KSEP) and results show positive gains in all components of the social/emotional and cognitive scales. At the conclusion of the academies, 39% of children were assessed as "ready to go", and 38% were "very close" to mastering the skills necessary to enter kindergarten.

Commissioner Hannigan asked why 36% of attendees' ethnicities were reported as 'unknown.' Ms. Hunt said that either parents did not report the information, or the teachers did not transfer this information from the enrollment form to the KSEP. Commissioner Hannigan said that it was a crucial piece of information and directed staff to ensure teachers are reporting ethnicities in the future. Ms. Hunt stated this would be emphasized in future trainings.

Pre-K Academy sites and staff continue to work on maintaining capacity and attendance numbers. It is a challenge for some families to maintain consistent attendance. Sites were proactive in helping to mitigate further absences by calling parents following a child's absence. These efforts helped raise the attendance rate to 92%.

Ms. Hunt shared that as the Pre-K Academies will now be part of the Commission's regular funding cycle, the Pre-K Academy report would be included in the Commission's overall evaluation and annual reports.

IV. Compliance Action Plans

Ms. Shipman stated that following the Commission's Compliance in Contracts Policy, First 5 Solano staff has been meeting with Partnership for Early Access for Kids (PEAK) collaborative partners Children's Nurturing Project (CNP) and EMQ Families First (EMQFF) to develop Compliance Action Plans to address unmet performance measures during the 2014/15 fiscal year. Ms. Shipman reviewed the Compliance Action Plans, including slight modifications to the contract Scopes of Work to accommodate the current practices around screening, assessment and treatment.

CNP did not meet 4 out of 12 performance measures for FY2014/15, including screening, assessment, short-term treatment, and Help Me Grow referrals. In addition, CNP needs improvement in areas of data collection, fiscal reporting, and clinical services documentation. Due to a fiscal reporting error which resulted in overbilling in the amount of \$13,466, staff was working with the Solano County Auditor-Controller's Office who will conduct a contract compliance audit for FY2014/15. First 5 Solano will meet with CNP twice a month to closely monitor performance and address any issues as they arise. In addition, CNP will repay of the overbilled amount over a three-month period.

Commissioner Niedziela asked why the goals were not met. Ms. Richards explained that the reasons were multi-fold. Some of the reasons included: these contracts included changes based on the new MHSA plan which took some time to implement; there was an underestimation in assessment and treatment service times per child in the initial proposal; and there have been challenges in hiring qualified and bilingual clinicians for ages 0-5,. Ms. Davis added that CNP did not have the appropriate fiscal staff which led to the fiscal reporting challenges. CNP currently has a temporary accountant until the position is filled. Ms. Thibodeaux and Ms. Duangnapa said the First 5 has been very helpful in creating a Persimmony data entry and retrieval plan and training CNP staff on will help bring uniformity and precision to their data.

EMQFF did not meet 5 out of 11 performance measures, including screening, assessment, short-term treatment, and parent and provider education. First 5 Solano will meet with EMQFF twice a month to closely monitor performance and address any issues as they arise. Mr. Richardson, EMQFF Executive Director of the Capitol Area, expressed his appreciation for First 5 Solano's approach of measureable outcomes, and the decision to make adjustments to the contract to address varying treatment times. Ms. Vicondoa thanked First 5 Staff for working with EMQFF, adjusting treatment service times, and MHSA for auditing records.

First 5 Solano Staff will update the Committee on both compliance action plans at future meetings.

Program Updates

- A. Ms. Hunt reported that First 5 Solano is providing coordinated monthly messages through regular KUIC radio announcements, web links, and emails to Commissioners. The 2016 Commission calendar is in its finishing stages and, for the first time, features local children and families from Solano County. Calendars will be printed in English and Spanish.

- B. Solano County has been moving forward with quality planning for its Early Learning System. First 5 California has moved the deadline for the Phase II application to December 11, 2015 to allow additional planning and drafting of the Application. The Solano County Office of Education (SCOE) has been implementing the California State Preschool Program Quality Rating and Improvement System (QRIS) Block Grant, which will go to the Board of Supervisors next week. The QRIS Consortium has been meeting to develop a vision and mission for the IMPACT work. First 5 California will release another RFA for regional training hubs and First 5 Solano is trying to learn more about how to get involved with its regional partners.
- C. The Collective Impact Steering Committee has identified a name for the initiative, *Solano Kids Thrive*, and a logo is being drafted. The Committee has identified a common agenda and goals, and is working with the Help Me Grow Collaborative to create strategies for implementation. Key partners have begun outreach to community leaders to gain support.

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

- A. The next Program & Community Engagement Committee Meeting will be held on December 3, 2015 from 2:00-3:30pm at 601 Texas Street, Suite 210, Fairfield, CA 94533.
- B. Future agenda items include: Community Engagement Activities, Early Learning System Update, Compliance Action Plans

The meeting was adjourned at 3:20 PM.

Christiana Lewis, Office Assistant III

Approved:



CHILDREN ARE OUR BOTTOM LINE

SYSTEMS AND POLICY COMMITTEE
November 24, 2015 3:00 – 4:30 PM
601 Texas Street, Suite 210, Fairfield, CA 94533

AGENDA

CALL TO ORDER

- I. Introductions, Public Comment, Commissioner Comments**
- II. Consent Calendar** **Action**
A. Approve Agenda of November 24, 2015
B. Approve Minutes of September 10, 2015
C. Receive Commissioner Meeting Attendance Status Report
- III. Planning for 2016 and Beyond** **Action**
Motion A: Consider recommending approval of the 2016 Strategic Plan Update
Motion B: Consider recommending approval of the 2016 Long Term Financial Plan Update
Motion C: Consider recommending approval of 2016-2018 Program Investment Plan
Michele Harris and Megan Richards, First 5 Solano; Lisa Nicolai, Applied Survey Research
- IV. Co-Sponsorship of Training and Conferences Fund Applications** **Action**
Motion A: Consider approval of a request from the Vacaville Family Resource Center (FRC) for an allocation of up to \$714 to host a training for the Solano FRC network in financial planning training for clients
Motion B: Consider approval of a request from Benicia Unified School District for an allocation of up to \$675 to provide handwriting curriculum training for Pre-Kindergarten and Transitional Kindergarten teachers
Motion C: Consider approval of a request from A More Excellent Way for an allocation of up to \$2,500 to provide *Loving Support* Breastfeeding Peer Counselor Training
Ciara Gonsalves, Policy & Fund Development Manager
- V. Receive a First 5 Solano Staffing and Finance Update** **Information**
Receive a report on First 5 Solano staffing and financials
Megan Richards, Deputy Director
- VI. Future Agenda Items, Meeting Time, Date, and Location** **Information**
Systems and Policy Committee December 15, 2015 3:00 – 4:30 PM, 601 Texas Street Suite 210, Fairfield CA. Future agenda items: Planning for 2016 and Beyond, First 5 Solano Budget and Staffing Update; Commissioner Meeting Attendance

ADJOURN

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

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

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



CHILDREN ARE OUR BOTTOM LINE

DATE: November 24, 2015

TO: First 5 Solano Children and Families Commission

FROM: Commissioners Erin Hannigan, Jay Speck, and Dan Ayala, 2016 Nominating Committee
By Ciara Gonsalves, Policy and Fund Development Manager

SUBJ: Recommendations of Nominations for 2016 First 5 Solano Commission Officers

MOTION: Consider approval of Marisela Barbosa as 2016 Chair and Liz Niedziela as 2016 Vice-Chair of the First 5 Solano Commission, as recommended by the Nominating Committee

In December of each year the First 5 Solano Commission elects its officers (Chair and Vice-Chair) as per its Bylaws. To facilitate this process, each October the Chair calls for 2-3 Commissioner volunteers to comprise an ad hoc Nominating Committee, and bring forward a recommended slate of officers for the upcoming year.

The Nominating Committee recommends Marisela Barbosa for Commission Chair and Liz Niedziela for Commission Vice-Chair. Officers serve a term of one calendar year, beginning with the January Commission meeting.



CHILDREN ARE OUR BOTTOM LINE

DATE: November 24, 2015
TO: First 5 Solano Commission
FROM: Michele Harris, Executive Director
SUBJ: **Executive Director's Report for December 2015**

First 5 IMPACT and the Solano Early Learning System: The Solano QRIS Consortium continues to meet to plan for First 5 IMPACT and the Solano Early Learning System. The Consortium has developed the following Vision and Mission:

Vision: Every child in Solano County will be prepared and inspired to be a life-long learner.

Mission: The Solano County QRIS Consortium will support the early care and learning community to build a quality system that will improve outcomes for all children and their families.

In addition, Consortium members have made recommendations around the locally-designated required elements of the IMPACT work.

On a parallel track, Solano County Office of Education (SCOE) has been implementing the California State Preschool Program (CSPP) Quality Rating and Improvement System (QRIS) Block Grant and has engaged 14 state preschool sites through an application process. First 5 Solano has contracted with SCOE for initial planning and implementation of IMPACT which will mirror their process for the QRIS Block Grant.

Lastly, First 5 California has formed new regions for IMPACT which will inform the statewide governance structure of the CA-QRIS Consortium and the IMPACT Training & Technical Assistance hubs. Solano is designated in a region with Sonoma, Napa, Lake, and Mendocino counties. Additional information on the hubs will be forthcoming as First 5 CA releases more information.

Executive Directors Workgroups: The Special Executive Director Leadership Team met on October 8, 2015 following the Help Me Grow Solano meeting. At the meeting, participants reviewed the results of 2 workgroup surveys, including data on infrastructure needs for grantee partners as well as services offered by each nonprofit. The 2 subgroups will meet in December and will discuss next steps as well as discuss the systems change recommendations (particularly sustainability) that took place at the Commission Retreat.

Social Determinants of Health Funding Opportunity: On November 9, 2015 Ciara Gonsalves, Policy & Fund Development Manager, attended Partnership HealthPlan of California's (PHC) Social Determinants of Health Best Practices and Sharing Workshop. PHC contracts with the State to administer Medi-Cal benefits through local healthcare providers to ensure Medi-Cal recipients have access to high-quality comprehensive cost-effective health care. PHC serves over 510,100 health plan members in 14 Northern California counties.

PHC hosted the learning workshop to share best practices in healthcare, focusing on social determinants of health – a very broad definition of social, political, and environmental factors that affect population health. At the workshop, PHC also announced a Request for Applications (RFA) to all PHC counties which includes both planning grants (\$50,000 over one year) and implementation grants (\$500,000 over two years). \$1.5 million is allocated to this effort over the 14 counties, making this a highly competitive process. Local partners were in attendance and a few of those partners have reached out to preliminarily ask about letters of support from First 5 Solano. Staff will report back on this process should any proposals or awards be related to our work.

Third Annual Children and Families Policy Forum-Save the Date: Commissioners are encouraged to mark their calendars for February 27, 2016 from 9am-1pm for the Third Annual Children and Families Policy Forum taking place at the Kroc Center in Suisun. Further details will be shared with the Commission when they become available.

Elementary and Secondary Education Act Rewrite: First 5 California released the attached Press Release (Attachment A) in response to the proposed compromise by Congress on the Elementary and Secondary Education Act (ESEA). In the proposed rewrite of the act, early childhood education would be included under the federal education umbrella—whereas previously ESEA covered K-12 education. The early childhood program would be jointly administered by the U.S. Department of Health and Human Services and the U.S. Department of Education. The full text of the bill is expected to be available November 30 and further voting on the bill will take place in December 2015.

Community Engagement Update: The 1st Annual Solano Family Justice Center Health Fair was held in Fairfield on October 17. The health fair featured over 100 community partners who worked with local families to provide health screenings and other health services as well as connect them to other social services.

First 5 Solano was able to secure the First 5 California Express Van as a resource at the health fair. The van featured 2 “edutainers” that interacted with kids and parents about healthy eating habits, limiting TV time and doing physical activity such as walking or playing in a park. This health fair was well attended and offered an opportunity to share local resources available to families, and have fun as well. The event was such a success, a 2nd Family Justice Center Health Fair is already in the works!

Since the F5CA Express Van was already in town, the van also attended two Back to School Nights at Vallejo City Unified School District. The van again was a big hit with the parents, kids and teachers. First 5 Solano materials were handed out by the “edutainers” at both of these events. Staff will continue to request the van for local events throughout the year.

Attachment A: Press Release – First 5 California’s Executive Director Hails Proposed ESEA Rewrite



FOR IMMEDIATE RELEASE
November 17, 2015

Contact: Erin Gabel
916.708.8895

First 5 California's Executive Director Hails Proposed ESEA Rewrite

SACRAMENTO, Calif. — First 5 California's Executive Director Camille Maben released the following statement on a proposed compromise by Congress regarding the Elementary and Secondary Education Act (ESEA):

"First 5 California is delighted to see that early learning remains a key point in the ESEA framework. Assuming California can compete for these new funds, ESEA could help us piece together the means to achieve our preschool promise—the promise made by Governor Brown and echoed by the Legislature to provide all low-income 4-year-old children with access to a high-quality pre-kindergarten experience.

"The early childhood education community is pleased with President Obama and Senator Murray's strong commitments in providing federal leadership on preschool access and quality. ESEA should contain support for high-quality preschool programs that will help California and other states in continuing to build necessary bridges between our early learning and K-12 learning systems. A strong start, along with a unified system, can better prepare teachers to serve all students more effectively."

About First 5 California

First 5 California, also known as the California Children and Families Commission, was established after voters passed Proposition 10 in November 1998, which added a tax on tobacco products to fund education, health, childcare, and other services for children ages 0 to 5 and their families. Its programs and resources are designed to educate teachers, parents, grandparents, and caregivers about the critical role they play during a child's first five years – with the overarching goal of helping more California kids grow up healthy and ready to succeed in school and in life. For more information, please visit www.first5california.com.

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