



Strategic Plan

Updated April 2004

April 6, 2004

To the Solano County Community:

As the 2003 and 2004 First 5 Solano Children and Families Commission Chairs, we are pleased to present the First 5 Solano Children and Families Commission Strategic Plan. On behalf of all the Commissioners, we thank the many community partners who contributed to the development of this Plan for the support of expectant parents, children 0-5 and their families.

As First 5 Solano Commissioners appointed by the Solano County Board of Supervisors, we are responsible for allocating funding for children 0-5 in accordance with the Strategic Plan. We consider it our privilege and responsibility to act as the stewards for meaningful resources for expectant parents and young children. We have overseen the nearly \$14 million allocated so far in Solano County to benefit our young children in the form of capital facilities grants, family support and direct services grants, including School Readiness, and “mini” grants for grassroots neighborhood improvements. We Commissioners come from all walks of life and care passionately about the health and well-being of Solano’s children, families and communities. Moreover, we wish to establish the First 5 Solano “legacy” by helping develop and expand a coordinated and integrated system of care and support for children 0-5 and their families.

The challenges before us include: deciding how best to make a substantive positive difference for children 0-5, given the depth and breadth of need for young children’s services; helping our grantees find ways to sustain effective programs and services; and managing a declining funding source.

The First 5 Solano Strategic Plan for 2004-05 reflects the evolution of the Commission from a “start-up” to a fully operational organization. Commissioners consulted with community leaders, held public input meetings, reviewed initial results of currently-funded initiatives and looked at data on local needs and trends to establish the priority areas, goals and expected results outlined in the 2004-05 Strategic Plan. We will use these priorities and the vision, mission and core values in our Strategic Plan as guidelines in making future funding decisions.

Note that the Strategic Plan does not specify which particular programs or services will receive funding. The Commission is moving forward to formally evaluate funded programs and create a long-term financial plan for this purpose. Rather, the Strategic Plan is a “road map” to guide the Commission in aligning funding over the next 2-5 years with specific priorities among the many areas of need for young children’s health, development, care and well-being.

These are difficult economic times, but our communities are rich with ideas and innovation. Looking ahead, First 5 Solano Commissioners intend to take advantage of the community assets unique to Solano County—our cultural, geographic and economic diversity as well as the local commitment to expanding and improving services for young children—to help build a coordinated, integrated system of support for children 0-5 and their families. Community voices are essential for our success in this process. Please join us in our efforts by attending and participating in our meetings, supporting local children’s services, visiting the Family Resource Centers, using local resources to learn more about parenting a young child or helping a child in your life. Together we can make substantive progress toward the goal of ensuring that all of Solano’s young children are born to their optimal health potential, maintain optimal health and development and enter school ready to learn and thrive.

Sincerely,

Nancy Calvo, 2003 Chair

Laura Fowler, 2004 Chair

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(back cover--Commission Contact Information)

First 5 Solano Children and Families Commission

Vision Statement

All Solano County children are loved, healthy, confident, eager to learn, nurtured by their families, caregivers and the community, and enter school ready to learn.

Mission Statement

First 5 Solano Children and Families Commission is dedicated to promoting, supporting, and improving early childhood development by creating, fostering, and partnering with community resources and programs that support healthy and safe children, families, and community.

Core Values

We in Solano County believe that:

- Solano County is a great place to raise children, with communities that work together.
- A community that values its children enhances the lives of all its residents.
- All pregnant women, children ages 0 – 5 and their families will thrive in safe, nurturing environments.
- All children need positive attachments to adults and family.
- All families benefit from support, and the community has the responsibility to address the unique challenges facing families at highest risk or with special needs children.
- Creative, emotional, social, cognitive, and physical development are the key components essential to healthy children becoming successful adults.
- A healthy community honors and respects the diversity, strength and uniqueness of individuals and families.
- A healthy community needs a continuum of care for its children and families that includes wellness, prevention and intervention services.
- Services for children and families must be strength-based, family-focused and outcomes-based and promote integration rather than fragmentation.

Accomplishments to Date

In 2003, the First 5 movement had its fifth birthday and the First 5 Solano Children and Families Commission began its fifth year of operation. Much has been accomplished in this relatively short time.

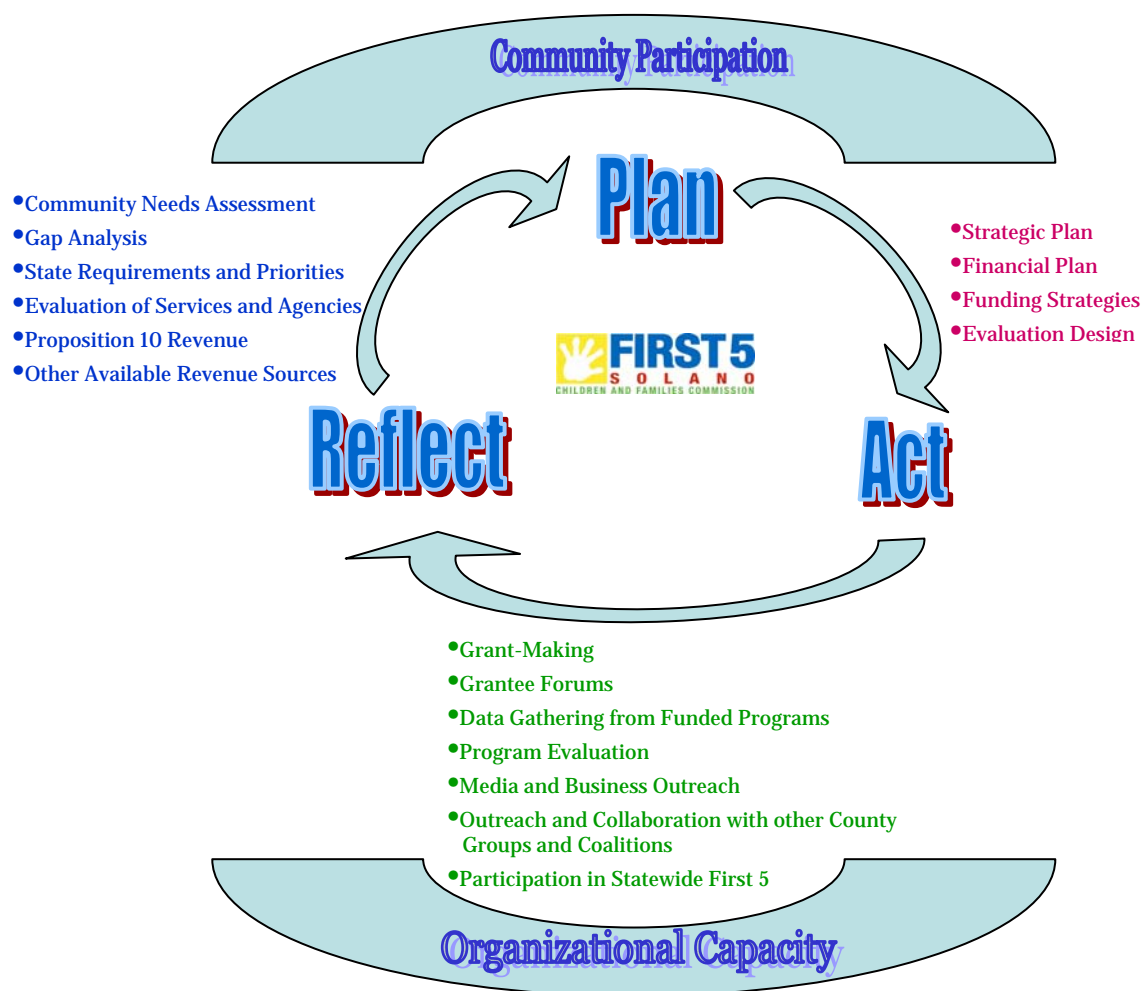
- ***Solano County supports more young children and their families.*** Statewide, children 0-5 have been made a higher priority; and in Solano alone, thousands of young children and their families have been assisted in their efforts to access higher quality child care, preschool, health care, enrichment and developmental opportunities and parenting education and support. First 5 Solano reached out to historically underserved populations in Solano County such as children with special needs and families in isolated areas.
- ***Solano's communities are better able to help families.*** First 5 Solano's support of Family Resource Centers (FRCs) located throughout the county, enabled over 2,100 families to access local resources for early literacy, parent education, crisis intervention, economic and workforce development support and health care. The Children's Network, which coordinates FRCs, recently reported that seven of the ten most improved schools in Solano County either had an FRC on site or were directly connected to an FRC.
- ***Solano's children have more opportunities to be ready to succeed in school and in life.*** After a year-long community planning effort, three of First 5 Solano's School Readiness Initiative applications were approved and two have begun operations, with a fourth in the works. These four-year school-neighborhood partnerships, which include early literacy and enrichment, parent support and education, health care access, preschool opportunities and more, are expected to help make hundreds of children more ready for school, help schools become ready for children, and engage parents as their children's first and best teachers.
- ***Solano's youngest and most vulnerable children have better access to health care.*** First 5 Solano contributes to the Solano Coalition for Better Health's universal health care access initiative for all children by investing in health care enrollment and paying premiums for hundreds of low-income children newborn to age 5. These efforts have begun to pay off, as noted by the Children Now 2003 Data Book, which reported that Solano County has the lowest percentage of uninsured children in California. First 5 Solano also distributes the "Safe from the Start" video to all grantees and supports "Safe from the Start" activities through grantee activities to reduce young children's exposure to violence.

Updating the Strategic Plan

First 5 Solano and the Solano community have accomplished meaningful change for children in the past four years. In the fall of 2003, the Commission recognized that it was time to build on these successes and take First 5 Solano to a higher level of organizational effectiveness and community impact. To achieve this, the Commission launched a reflective and iterative process to update the existing Strategic Plan.

The Role and Impact of Strategic Planning for First 5 Solano

The First 5 Solano Children and Families Commission 2004 Strategic Plan Update is a living document, reflecting the Commission's strategic intent and providing guidance both to the Commission and to the community. To be a living document, the Plan must be a daily part of the business of the Commission, providing guidance to the actions the Commission takes and serving as the starting point for reflection on the Commission's impact in Solano County. This cyclical model of the Commission's work – Plan-Act-Reflect – serves as the framework within which the Strategic Plan Update has been prepared.



As stewards of public funding, planning for the best use of Proposition 10 funds in Solano County is a key responsibility of the Commission. First 5 Solano will use the results of this careful planning process to deploy its funding to support meaningful change for children 0-5. Funding decisions made by the Commission will be grounded in the strategic choices identified in this Plan. The Commission is also undertaking a major evaluation effort that will allow thoughtful reflection on the impact of First 5 Solano funding. The focus of this evaluation and the measurements used to gauge success and impact for the Commission are directly derived from the strategic framework that serves as the foundation of this Plan. The results of the evaluation, along with community and grantee input as well as provider input and external demographic data and research results, will serve as guidance to the Commission's future planning and ongoing action.

Overview of the 2004 Strategic Planning Process

The development of this update took place over 5 months from September 2003 to January 2004. The process incorporated community meetings in 3 locations across the county, a discussion forum with all current Commission grantees, and interviews with 11 individuals including community leaders, county government officials, past and present Commissioners and Commission staff. The input from these sources, a review of Commission funding thus far, and available county demographic and child status data served as the information base for a full day interactive retreat with the Commission. A steering committee comprised of Commissioners and Commission staff served as the working group to further develop the Plan, which was adopted by First 5 Solano in February 2004.

Emphasis for the 2004 Strategic Plan Update

First 5 Solano Children and Families Commission is at a critical point in its evolution from a start-up enterprise to a well-established entity. The content of this Strategic Plan reflects both the Commission's rapid growth and its current level of development. Past Strategic Plans have cast a wide net for funding opportunities. In this Plan, the Commission moves toward a more focused approach to grant-making by developing a structured framework for identifying the Commission's priorities, goals and desired results over the next 5 years and then determining which of the goals should be emphasized in the near-term (2003-2005). In addition to a new strategic framework, this Plan introduces a series of tools the Commission will use to fulfill its funding and stewardship responsibilities.

Overview of the 2004 Strategic Plan Update

The update begins with reflection on the Commission's past funding and a high level needs assessment. With these key elements as background, the Plan then defines the Commission's 5 year strategic framework and the areas where the Commission will focus its funding through 2005. Next, the Plan describes the funding mechanisms available to the Commission and the guiding principles that Commissioners will use to make decisions about specific grant proposals. Finally, the Plan includes a calendar that outlines the Commission's planning, funding and measurement cycles.

Funding to Date

Overview

First 5 Solano Children and Families Commission began investing Proposition 10 dollars in the Solano County community in 2000, based on an extensive Strategic Planning process that took place in 1999 and 2000. The Commission has invested significant funding across a broad spectrum of programs and projects designed to improve the lives of children 0-5 and their families. The Commission has used several types of grants, and has emphasized multi-year direct service grants as its primary tool for creating change. The Commission's funding year runs from July to June; three full funding years have been completed.

Funding by Priority

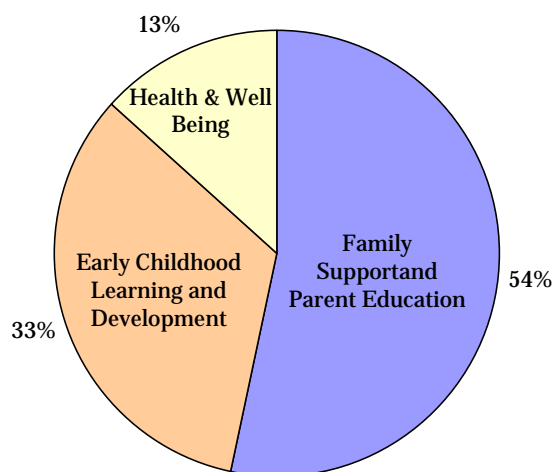
The Commission makes a difference in the lives of children 0 - 5 and their families by investing dollars in its identified priority areas. In August 2000 the Commission adopted a Strategic Plan with three priorities, consistent with those established in the Proposition 10 legislation. Those areas, slightly reworded, continue to represent the Commission's top priorities:

- Health and Well-Being
- Early Childhood Learning and Development
- Family Support and Parent Education

In its first three years, the Commission dedicated over 50% of its funding to *Family Support and Parent Education*, approximately one-third to *Early Childhood Learning and Development*, and 13% to *Health and Well Being*. (Note that this is a broad categorization. Many funded programs have services that overlap these priority areas.)

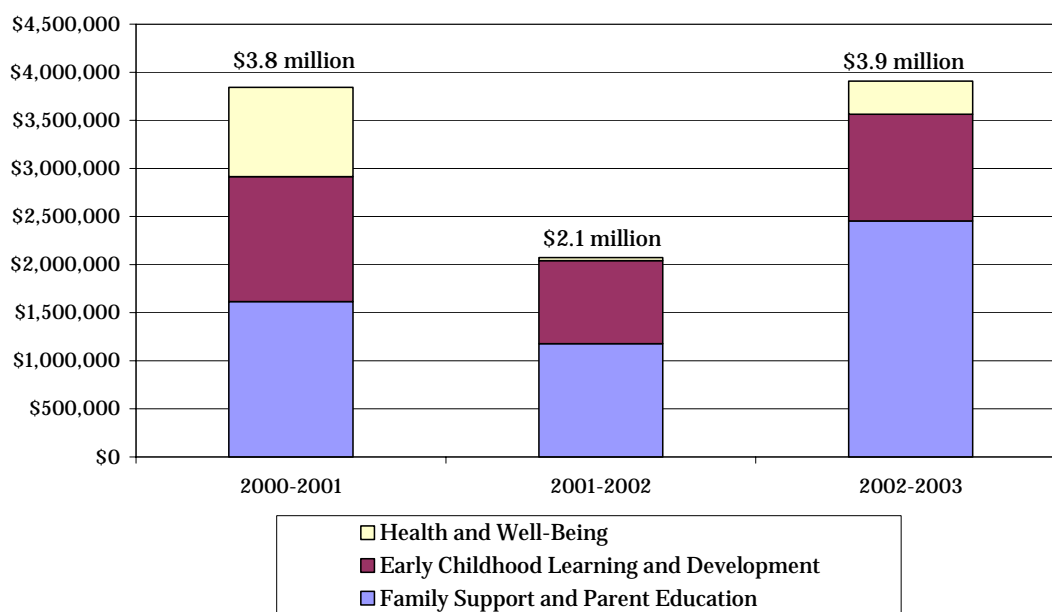
Funding by Priority 2000 - 2003

Total = \$9.8 million



The proportion of funding dedicated to each priority varied by funding year. In both 2000 – 2001 and 2001 - 2002 the Commission emphasized *Family Support and Parent Education* and *Early Childhood Learning and Development*. Then in 2002 – 2003, the majority of funds were allocated to *Family Support and Parent Education*.

**Annual Funding by Priority
2000 - 2003**

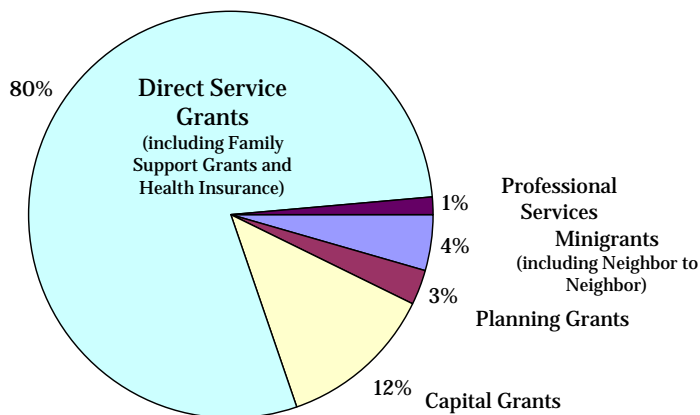


Funding by Type

The Commission has chosen to use a variety of funding mechanisms or tools to make a difference in the community. In its first three years, First 5 Solano chose Direct Service Grants as the primary method of investment. The Direct Service grants include three-year grants (to Child Haven/Children's Network; Child Start; and Youth and Family Services) and one-year and two-year Family Support Grants.

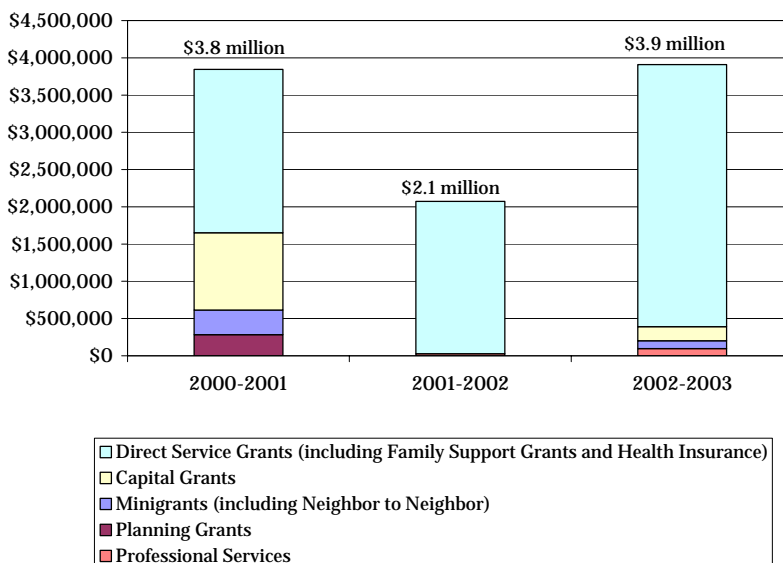
Funding by Type 2000 - 2003

Total = \$9.8 million



In each of the first three funding years, the Commission allocated most of its investments through Direct Service Grants. In the Commission's first funding year, Planning Grants were issued to help define services that might be supported in the future, over 75 mini-grants were made to support community-generated projects and Capital Grants were made to invest in facilities serving young children. In 2002 – 2003 the one- and two-year Family Support Grants, a form of Direct Service Grant, were introduced.

Annual Funding by Type 2000 - 2003



Task Forces

In 2001 – 2002 the Commission formed three task forces around priority areas:

- Prenatal Task Force (in the Health and Well-Being priority)
- Child Care Task Force (in the Early Childhood Learning and Development priority)
- School Readiness Task Force (in the Family Support and Parent Education priority)

Each group was made up of Commissioners, staff, providers and other experts from the community. The purpose of the groups was to review research, understand the strengths and needs of the Solano community, and make investment proposals in their respective areas.

Prenatal Task Force funding recommendations:

- \$346,000 to Solano County Health and Social Services to expand the Adolescent Family Life Program for pregnant teens
- \$555,000 to services to support pregnant substance abusing women
- \$485,000 to Solano County Health and Social Services to expand the Black Infant Health program

Child Care Task Force funding recommendations:

- \$625,000 to the Children's Network CARES program for provider education and retention
- \$189,000 to Child Start Inc. Head Start program
- \$50,000 to provide ECERS/FDCRS/ITERS (Early Childhood Environment Rating Scale/ Family Day Care Rating Scale/ Infant/ Toddler Environmental Rating Scale) training and technical assistance to child care providers
- \$200,000 for mini-grants to act on improvement opportunities found through ECERS/ FDCRS/ ITERS surveys
- \$130,000 to increase child care facilities development
- \$150,000 to create child care slots for children with teen parents
- \$100,000 for a Child Care Initiative Project to provide training aimed at increasing the child care slots for infants and toddlers ages 0-3
- \$100,000 to provide training and services for identification, assessment, and development of strategies for dealing with early childhood mental health issues within childcare centers
- \$50,000 for an Economic Impact Report designed to assess the current child care industry in Solano County

School Readiness Task Force funding recommendations:

- \$800,000 to Child Haven and The Children's Network for their IFSI home visitation program
- \$339,000 to Youth and Family Services for substance abuse services
- \$102,735 to fund 23 community-generated Neighbor-to-Neighbor mini-grants
- \$1,435,733 total one- and two-year Family Support Grants

Funding based on the recommendations of these Task Forces is scheduled to be implemented by mid-2004.

Assessment: Needs and Opportunities

During the Commission's initial planning process in 2000, significant effort was devoted to understanding the needs of and opportunities for children 0-5 and their families. The activities included gathering input from almost 2,700 community residents and reviewing significant data on demographics and status of Solano County's children and families. In the most recent Strategic Planning process, the Commission updated its understanding of needs and opportunities through 3 local community meetings, a forum with current grantees, a series of interviews and a review of recent demographic and child status data. Based on this information, the Commission revised and focused its direction regarding its priorities and goals and the results it is trying to achieve for young children in Solano County. (Please see Appendix C for a complete record of the input from the community meetings, grantee forum and interviews)

Summary of Community Input

Input to the 2004 update process regarding community needs and service gaps was gathered through three meetings in Solano County communities, one each in Vallejo, Fairfield and Dixon. These meetings were attended primarily by community residents who are also service providers and/or grantees. In each meeting, attendees were asked to review the concerns identified in 2000 and to identify those that are still important to address. In addition, meeting participants were given the opportunity to articulate any new needs or areas of concern. While many of the concerns raised in 2000 remain salient today, many new concerns were also articulated. A comparison of the results from the community input by priority area is shown below.

Health and Well Being

- | <u>2000 Community Concerns</u> | <u>2004 Community Concerns</u> |
|---|--|
| ○ Quality affordable, accessible healthcare | ○ Substance abuse treatment and intervention |
| ○ Prevention, health education and proper nutrition | ○ Universal health insurance, particularly for undocumented immigrants |
| ○ Environmental health | ○ Prenatal and infant care |
| ○ Prenatal and infant care | ○ Prevention, health education and proper nutrition |
| ○ Immunizations | ○ Environmental health |
| ○ Affordable, accessible dental care | ○ Mental health care |
| ○ Mental health care | ○ Affordable, accessible dental care |
| ○ Safe environment for parents and children | |
| ○ Substance abuse | |

Early Childhood Learning and Development

2000 Community Concerns

- Quality, affordable, accessible child care and early education programs
- Quality teachers and child care providers
- Family literacy programs
- More educational tools

2004 Community Concerns

- Childcare subsidies
- Quality teachers and childcare providers; adequate pay for providers
- Family literacy programs
- Understanding of unique needs of family day care providers
- More educational tools

Family Support and Parent Education

2000 Community Concerns

- Parenting classes to prepare for kindergarten and understanding the school system
- ESL for parents
- Access and coordination of information and resources
- Affordable housing
- Transportation
- Jobs, job training and flexible work hours
- Recreation facilities and programs

2004 Community Concerns

- Homelessness
- Recreation facilities and programs
- Affordable housing and safe neighborhoods
- Transportation
- Access and coordination of information and resources
- Parent education regarding early childhood development
- Parenting classes
- Preparing children for kindergarten
- Outreach to disadvantaged and isolated families
- Male involvement in parenting

Summary of Grantee and Community Leader Input

Current Commission grantees and a small set of community leaders were also asked to provide input to the Commission regarding trends in the community (both positive and negative) that affect Solano County's youngest children as well as opportunities for the Commission to expand and/or enhance its impact. The results of these discussions are summarized below.

Recent Trends

Several positive trends in parenting and available resources were identified, but there was also a strong concern that the environment for families and children is deteriorating.

Positive Trends

- Men are taking a more active parenting role and are more open to family support interventions
- The 2003 Child Welfare Redesign effort shows promise
- Solano is a very diverse county with rapidly growing Latino and SE Asian populations

- Solano County has very strong public/private partnerships in place, including the Family Resource Centers and the Solano Parenting Partnership
- Community collaboration is increasing (supported in part by First 5 Solano)
- Families are engaged, asking for more and learning about resources
- The faith community has been developing programs and resources that are making a difference
- The State Commission's priorities include: preschool for all, universal health care, and observance/implementation of equity principles (including access and services for special needs and disabilities)

Areas of Concern

- Eligibility requirements for subsidized preschool are so stringent that many families cannot send their children to preschool. Families who move into the workforce, even at low levels of pay, lose access to subsidized slots and face the trade-off between work and preschool
- The economy is not improving enough to raise the general wage level
- The farm-worker population is significant in the County, but little data is available to understand their needs
- Low income families, particularly minorities, are being displaced as the county cost of living rises and job opportunities, wage levels, and limited low-income housing resources decrease their ability to remain in the community
- Resources are declining for public and non-profit agencies

Opportunities to Enhance and/or Expand the Commission's Impact

Both grantees and community leaders felt that First 5 Solano has had a meaningful community impact in its first three funding years. Ideas were put forward regarding how these successes can be leveraged and further areas developed to create continued positive change for children 0-5 and their families. In particular, while several ideas for future direct service funding were generated, building the capacity of the Commission and of the entities it funds were also seen as key to enhancing the lives of children and their families in a lasting way.

Funding Decisions Seen to have Significant Impact

- Health insurance subsidies and enrollment
- Home visits providing support to families and children where and when they need it
- Retention of childcare workers
- Family Resource Centers – family support and connection to the community
- Playground equipment for family day care providers
- Capital grants creating new capacity in the system
- School Readiness

Suggested Direct Service Funding Opportunities

- Recognize the differences between family care providers and childcare centers and leverage the strengths of both to improve the entire childcare system

- Support license-exempt providers through training and build connections with licensed providers
- Find ways to open Head Start and State Preschool programs to the broad community, including those not receiving subsidies. Un-subsidized tuition can support the programs and more children can benefit from the Head Start program¹
- Create a centralized eligibility list for subsidized childcare and develop ways to subsidize those who do not meet eligibility for current programs, but still cannot afford childcare²
- Participate in the creation of safe affordable places for family recreation
- Develop data on what will work in mental health and then fund appropriate programs
- Continue to fund and expand focus on increasing health insurance coverage, particularly among undocumented families
- Support the creation and maintenance of family connections where children have incarcerated parents
- Continue to promote coordination, collaboration and communication among agencies
- Support more bi-lingual counseling, legal aid, and substance abuse prevention and intervention

Opportunities to Create Systems Change, Build Capacity and Ensure Sustainability

- Leverage county-wide network of Family Resource Centers to increase integration and collaboration
- Continue to stimulate service integration, build coalitions and collaboratives; increase participation in existing community collaborations and partnerships.
- Reinstate monthly grantee meetings for networking and development of system-wide solutions
- Fund an individual to work with Commission and service providers to capture and leverage federal and state dollars e.g. EPSDT, MAA, TCM, Federal Financial Participation, Housing Dollars³
- Expand community/civic engagement to help parents develop connections and become leaders in the community
- Link with schools – use Kindergarten teachers as target audience and evaluators of success. Engage them in First 5 initiatives
- Tell the story of First 5 and its impact, ensure that past successes are built upon, not lost or forgotten
- Build capacity within grass-roots and non-traditional community assets that will be able to sustain the change even after Proposition 10 funding diminishes

¹ Comment from the Public Hearing clarified that children who are ineligible for Head Start may not attend Head Start programs, while children who are ineligible for state subsidies may attend state preschool programs.

² Comment from the Public Hearing noted that there is a centralized eligibility list developed and maintained by the Children's Network. For more information see www.childnet.org.

³ Comment from the Public Hearing indicated that the Children's Network commits resources toward leveraging federal and state dollars for children birth to age 18.

Demographics and the Status of Children in Solano County

In addition to the perceptions and experiences of the community, the Commission reviewed several sources of demographic information and data on the status of children and their families during the Strategic Planning process. These sources include: *The Solano County Child Care Economic Impact Report*, developed for the Commission in 2003 by The National Economic Development & Law Center; *Solano County Children's Report Card 2002*, prepared by the Children's Network of Solano County; *Children Now's California Report Card*, Prepared by Children Now; *Fatal Injuries by Age Group – Solano County Residents*, prepared by California Department of Health Services EPIC Branch; and *California: The State of our Children 2002 County Charts*, prepared by Children Now. These data sources informed the Commission's Strategic Planning effort through increased understanding of the needs and priorities for children in Solano County. The individual reports referenced here are publicly available. A high-level summary of some of the data is provided below.

Solano County Demographics and Economic Status

The 2000 US Census data show the Solano County population as 394,542, with 7.3% (28,802) of the population under 5 years of age. According to the same census data, over one-third of the 0-5 population is Caucasian and over 20% are Latino, while the African American, Asian/Pacific Island and Multi-race ethnic designations each comprise between 10 and 15%. The California State Department of Finance estimates that by 2020, Solano County will be home to almost 42,000 children under the age of 5.

Data from the 2000 US Census show that in 1999 an estimated 12% of families with children under 5 lived in households earning below the Federal Poverty Level (FPL). In 2001, the California Department of Education classified 29% of Solano County school age children as low-income (living in households with total income at or below 185% of FPL).

Based on the California Association of Realtors *Housing Affordability Index 2003*, the Vallejo-Fairfield-Napa metro area is the sixth least affordable housing market in the United States when median income is also considered. Estimates from the National Association of Home Builders *Housing Opportunity Index First Quarter 2002* show that the fair market rate for renting a 2 bedroom apartment is \$1,086 per month (\$13,302 annually), which represents over 26% of the 1999 median household income of \$49,663 and 43% of household income for a family earning 200% of FPL.

Childcare costs in Solano County also represent a significant proportion of median family income, with the average annual cost of full time care ranging from about \$6,000 to \$10,000 depending on the age of the child and the type of care.

These data and the other demographic data reviewed by the Commission support the community input the Commission received regarding the issues of affordable housing and childcare needs in Solano County.

The Status of Solano County Children

As shown in the table below, Solano County children compare well to those across the state in several areas (infant mortality, insurance coverage, teen births, reports of child abuse and foster care rates), but poorly in others (early prenatal care, low birth weight, and asthma diagnoses). Progress toward the U.S. Department of Health and Human Services', "Healthy People 2010" objectives has been significant in some areas, particularly in infant mortality, insurance coverage and teen births.

Relative Status of Solano County Children - Indicators of Health and Well-Being

(Sources: Children Now *California County Data Book 2003*;
Children's Network of Solano County *Children's Report Card 2002*)

Measure	Solano County	California	Healthy People 2010 Objective
Percent of Mothers receiving early Prenatal Care (2001)	75.7%	85.4%	90%
Infant Mortality Rate (per 1,000 births) (2001)	4.3	5.3	4.5
Low Birth-Weight Infants (1999-2001 average)	6.8%	6.2%	5.0%
Children Without Health Insurance (ages 0-17) (2001)	4.3%	14.3%	0.0%
Children Without Dental Insurance (ages 2-11) (2001)	10.6%	23.3%	NA
Children Diagnosed With Asthma (ages 0-17) (2001)	21.3%	13.6%	NA
Teen Births (per 1,000 females 15-19 years old) (1999-2001 average)	43	47	43
Reports of Child Abuse (ages 0-17; rate per 1,000 children) (2001)	53	56	10.3
Children in Foster Care (ages 0-17; rate per 1,000 children) (2001)	5	9	NA

Data from the US Census 2000 show that in Solano County there are almost 20,000 children under the age of 6 who have all parents in the labor force. Information from Solano County Family and Children's Services show that there are only 12,678 licensed child care slots in the county, serving children ages 0-13. While these data do not account for unlicensed care, they show a significant gap between the need for and the availability of care. Historically there has also been a significant shortfall in the number of subsidized childcare slots. According to the Children Now *California County Data Book 2003*, 52% of Solano County's children (3 years and older) were enrolled in preschool in 2000, slightly lower than the state average of 54%. Recent analysis by the Solano County Child Care Planning Council found that there are waiting lists across the county for general child care, state-funded preschool and Head Start slots.

These data on Solano County's children and families served as critical inputs to the Commission's deliberations on its strategic direction and funding opportunities. The quantitative and qualitative information reviewed by the Commission show, and the Commission recognizes, that addressing all of the needs of children and families throughout the county would require far more than the financial resources of First 5 Solano. Thus, it is critical that First 5 Solano funding be deployed in those areas where the Commission determines it can have the most meaningful impact.

Strategic Framework

Based on their review of past accomplishments and funding decisions, input from the community on current strengths and opportunities, and analysis of current community data, the Commission developed a strategic framework that communicates its priorities, goals and desired results for the next five years.

What is a Strategic Framework?

This planning tool is an integrated, four-level strategic framework that moves from broad and general statements of Commission priorities, to specific and measurable indicators of success. Each level of the framework is linked to the other levels, and the relationships among pieces are clearly defined. Through this framework the Commission communicates its priorities and defines the change it hopes to achieve through its investments.

In creating this framework, the Commission built on the significant input and planning that went into their previous plans (August 2000 and January 2002) while creating a more focused strategy that clearly communicates priorities in a related way. Each of the four levels is defined below. A graphic representation of the strategic framework can be found on pages 20-21; the framework is summarized in Appendix D.

Priorities – Goals – Results – Indicators

Priorities – What are the most important areas for the Commission to address?

This Plan maintains the original three Priorities, with some wording changes, from the earlier plans. These Priorities were established through Proposition 10 legislation.

Goals – What do we want to achieve for all children and families?

For each Priority, the Commission identified two or three Goals for the next five years. These Goals are drawn from the earlier plans, the Commission's experience, and new community information. They identify the broad, ideal situation that the Commission would like to create. It is not expected that in the next five years the Goals will be achieved for all families, nor that the Commission could achieve these Goals solely through its investments.

Results – What changes are needed to achieve the goal?

These Results specifically address the current and anticipated situation in Solano County. There are two, three or four Results for each Goal in the Plan. Together, these Results communicate the most important changes that are needed in this County to achieve each Goal.

Indicators – How will we measure our success?

The final, most detailed level of the strategic framework is the Indicator level which defines how the grantees, Commission and community will know if the related Result has been achieved. The Commission will identify specific areas of interest through the Indicators, including special populations and types of change desired. The Indicators will be developed with the Commission's evaluation consultants in a process that is now underway, and will align directly with this Strategic Plan.

Creating a Focus

First 5 Solano creates impact through its funding decisions. To date, the Commission has focused on four of its Goals by committing \$2 million or more to each:

- All children are born to their optimal health potential
- All children receive high quality childcare
- All families are supported
- All parents support their child's development

The Commission recognizes the continued importance of these Goals and the significant investment already made in these areas. In the coming months, new data will be available to support an assessment of the effectiveness of these investments.

For the next 18 months (through June 2005), the Commission has chosen to focus its investments on five Goals. These Goals are highlighted in yellow on the graphic (pages 20 - 21) and in bold on the summary (Appendix D).

- **All children have access to health care**
- **All children's learning and development are integrated into the community**
- **All children receive high quality childcare**
- **All children enter kindergarten ready to learn**
- **All families have access to support systems and community services**

This focus represents a significant step for First 5 Solano. The Commission is committed to investing only in projects that directly address one of the five emphasized Goals, even though other proposals may address important community needs in an effective way. This commitment does not, however, restrict the Commission's flexibility. The Commission may choose to redirect resources based on new information or changing conditions at any time.

The specific level of investment for each Goal will be determined during 2004 based on additional data, including long term financial plans, evaluation results, and additional community input and data. It is possible that not all Goals will receive funding in this time period.

Rationale for Selecting the Goals for Emphasis

All children have access to health care

With significant investments already in place toward assuring that children are born healthy, the Commission is shifting the emphasis to improving access to health care. The Commission's strategic framework addresses three aspects of access to health care: comprehensive health insurance, culturally competent services, and geographically accessible services.

All children’s learning and development are integrated into the community

This is a new Goal developed for this Plan. The Commission recognizes that child care centers and families are not solely responsible for the successful development of children; the broader community needs to be involved. This community involvement will contribute to the long-term sustainability of Commission efforts. Grants in this area will support environments where the whole community is aware of and supportive of children’s learning and development.

All children receive high quality childcare

This Goal received significant funding in the first three years of the Commission, and will continue to be a focus. This Goal addresses both access to child care (specifically, the availability of child care slots) and the quality of care.

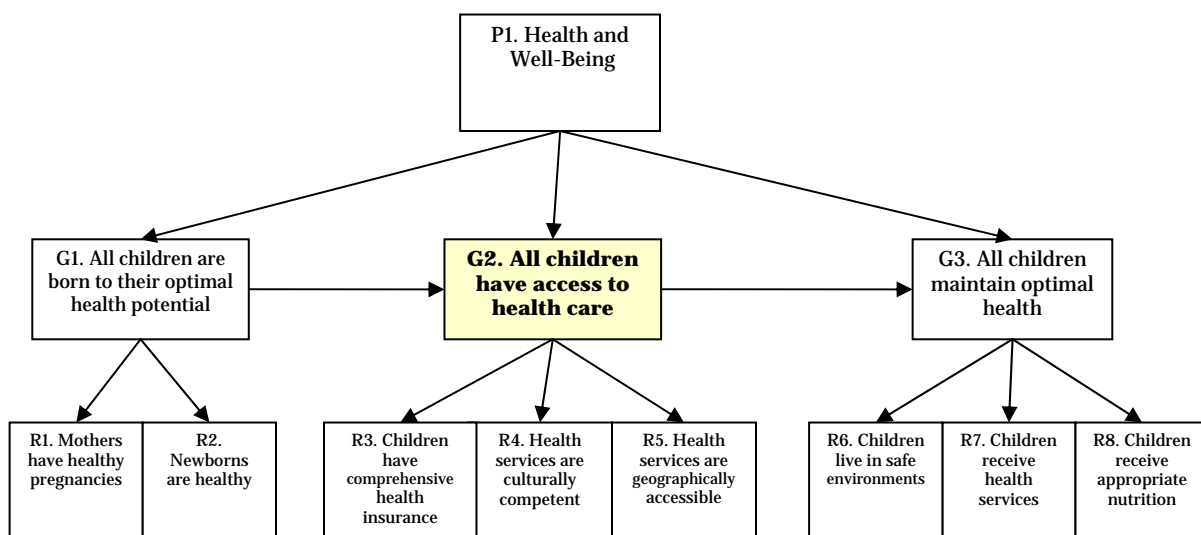
All children enter kindergarten ready to learn

This is also a new Goal developed for this Plan, in part reflecting the Commission’s commitment to the School Readiness Initiative. This Goal addresses parents’ involvement in readying children for school, as well as access to affordable preschool.

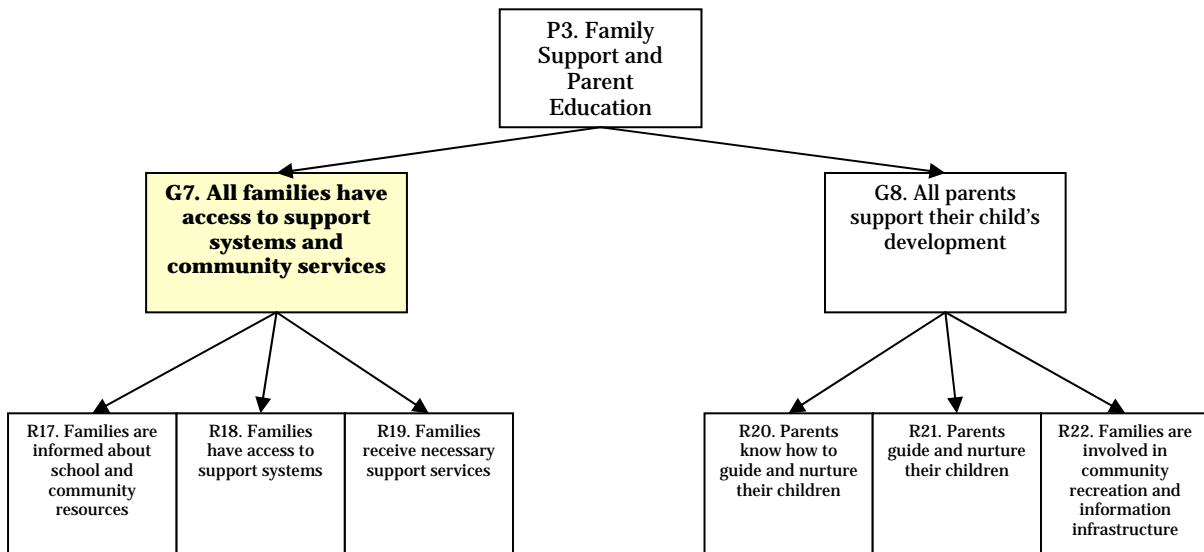
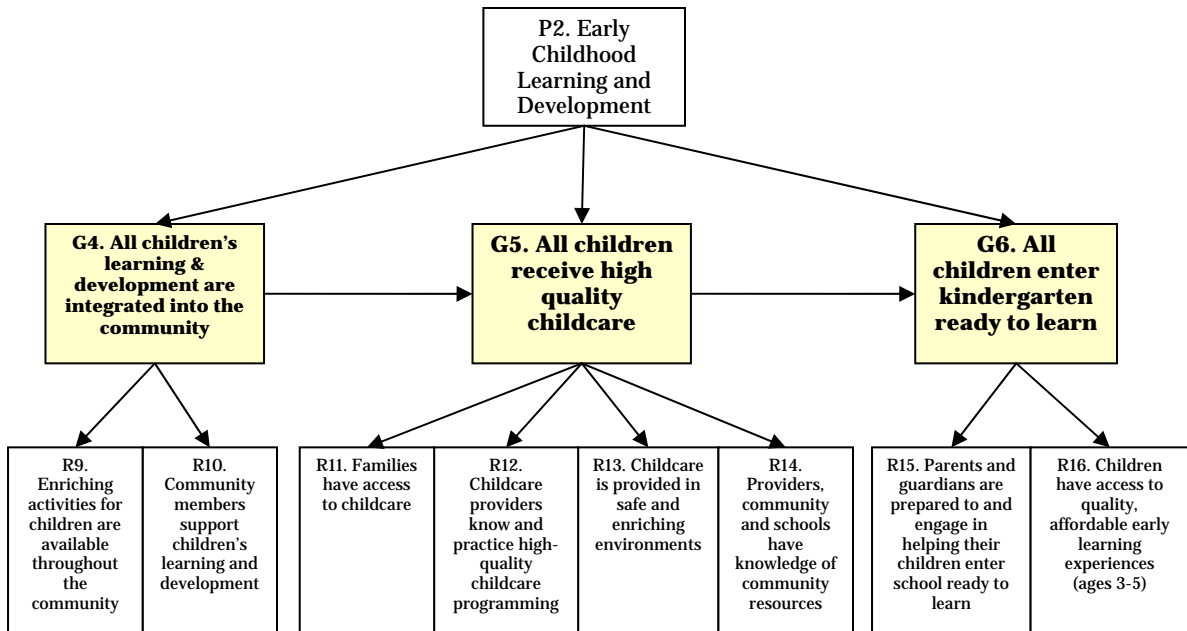
All families have access to support systems and community services

The Commission continues its emphasis on this Goal, which addresses families’ knowledge of community resources, access to support services, and use of those services.

Strategic Framework



bold = emphasis for 2003 - 2005



bold = emphasis for 2003 - 2005

Funding Options

Historically the Commission has funded several different types of grants (i.e. direct service, capital, mini-grants) in order to accomplish its objectives. As part of this update process, the Commission reviewed its past approaches and developed a menu of funding mechanisms to use in the future (summarized in Appendix E).

As the Commission identified its Goals for emphasis and the Results it wants to achieve in each, it considered which funding mechanisms would be most effective in each case. The following table summarizes, for the emphasized Goals and Results, the outcomes of these deliberations.

Funding Options (through June 2005)

Emphasized Goal and Results	Possible Funding Mechanisms
<p>GOAL: All children have access to health care</p> <p><u>Results:</u> Children have comprehensive health insurance Health services are culturally competent Health services are geographically accessible</p>	<p>Direct Service Grants</p> <p>Start-Up Grants</p> <p>Provider Capacity Building and Technical Assistance</p>
<p>GOAL: All children's learning and development are integrated into the community</p> <p><u>Results:</u> Enriching activities for children are available throughout the community Community members support children's learning and development</p>	<p>Mini-Grants</p> <p>Capital Grants</p> <p>Direct Service Grants</p> <p>Community Education and Capacity Building</p>
<p>GOAL: All children receive high quality childcare</p> <p><u>Results:</u> Families have access to childcare Childcare providers know and practice high-quality childcare programming Childcare is provided in safe and enriching environments Providers, communities and schools have knowledge of community resources</p>	<p>Direct Service Grants</p> <p>Provider Capacity Building and Technical Assistance</p> <p>Community Education and Capacity Building</p>

Emphasized Goal and Results	Possible Funding Mechanisms
<p>GOAL: All children enter kindergarten ready to learn</p> <p><u>Results:</u></p> <p>Parents and guardians are prepared to and engage in helping their children enter school ready to learn</p> <p>Children have access to quality, affordable early learning experiences (ages 3-5)</p>	<p>Mini-Grants</p> <p>Direct Service Grants</p> <p>Provider Capacity Building and Technical Assistance</p> <p>Community Education and Capacity Building</p>
<p>GOAL: All families have access to support systems and community services</p> <p><u>Results:</u></p> <p>Families are informed about school and community resources</p> <p>Families have access to support systems</p> <p>Families receive necessary support services</p>	<p>Direct Service Grants</p> <p>Start-Up Grants</p> <p>Provider Capacity Building and Technical Assistance</p> <p>Community Education and Capacity Building</p>

Decisions as to the specific funding options the Commission will employ over the next 18 months will be grounded in the long-term financial planning that is scheduled to occur in 2004. Not all of the options may be used by the Commission, nor may the Commission necessarily fund grants in support of all of the emphasized Goals.

Guiding Principles for Funding

Once the Commission determines which options it will use for grant-making, it will define the criteria that will be used to decide among grant proposals. In its past Strategic Planning efforts, the Commission articulated a set of Guiding Principles for Funding. These principles reflect the Commission's values and will continue to be used to define specific attributes that the Commission will emphasize in the grants that it funds. Only a subset of the Guiding Principles will be applicable to each specific funding option. (The Commission's initial thinking on the applicable guiding principles by funding option is provided in Appendix F.) Some of the principles may be requirements for funding while others will be used to determine preferences among funding requests. Additional criteria or principles will also be developed to guide the decision-making on specific proposals. For example, the Commission may identify specific populations for emphasis to achieve identified results and goals in Solano County.

Guiding Principles for Funding

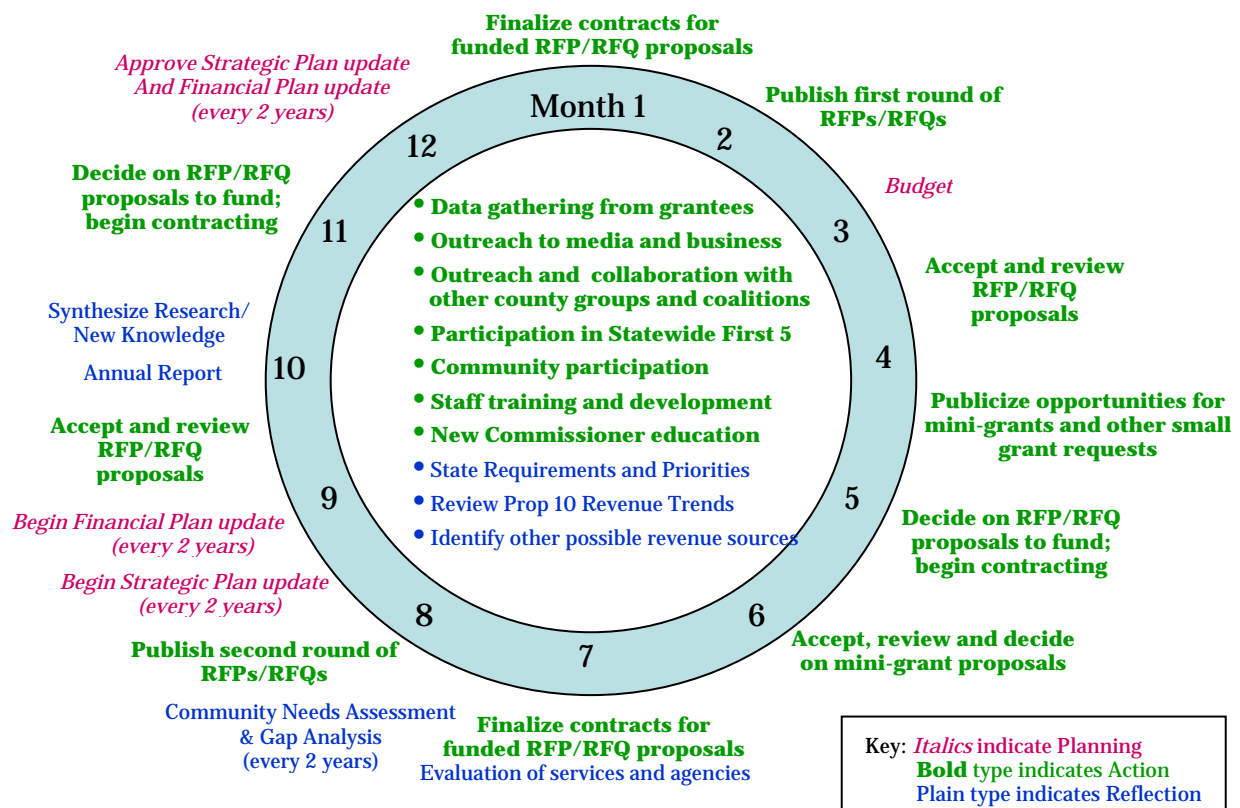
- Promotes prevention and/or early intervention
- Promotes awareness of early brain development and its connection to optimal development of young children
- Is based on program effectiveness demonstrated by data on positive child and family outcomes, proven theories and existing expertise
- Is culturally, linguistically, age and developmentally appropriate
- Promotes systems change, reduces fragmentation, and encourages collaboration
- Promotes early literacy
- Has the opportunity to leverage or match County Commission revenue with other private, local, state or federal funding streams
- Increases user-friendly family services
- Incorporates grassroots community involvement
- Makes early childhood development services accessible to all children living in Solano County, regardless of income, nationality, language preference, geographic location, or special needs
- Incorporates tobacco/secondhand smoke and other drug cessation messages
- Incorporates family support as an integral component to all efforts, infusing it into the broad range of social supports for young children and their families
- Has the ability to coordinate services to reduce duplication, fragmentation, and gaps in the service delivery system
- Promotes "out of the box" thinking and use of innovative and effective ideas
- Responds to the needs of all children, including those who have special needs

As part of its long term financial planning, the Commission will determine appropriate levels of funding for each Goal. It will then balance the opportunities presented by each funding option, and develop a funding calendar and specific grant requests. In each case, the Commission may tailor these options or create additional criteria for choosing among grant proposals. It will clearly communicate in each call for proposals the Goal, Results, funding mechanism, guiding principles, and other criteria to be used in its decision making.

Funding Cycles and Timelines

In order to effectively implement this Strategic Plan, the Commission is adopting an annual calendar for major planning efforts, funding decisions, evaluation and reporting. This calendar is designed to provide guidance to the community, Commissioners, and Commission staff as to the timing of major Commission activities. In general, the Commission may conduct up to two annual funding cycles for large grants and one annual funding cycle for mini-grants. Whether and what kind of grants are actually made during any specific funding cycle will depend on a number of factors, including the Commission's long-term financial plan, grants already funded, available matching funds, state priorities, and evaluation of past and existing grants. The initial funding cycle in 2004 will address grants for child care and prenatal care programs that were recommended by the Commission's taskforces in 2002. Subsequent grant programs will be developed and communicated based on the strategic direction set in this Plan.

Sample Planning, Funding and Reporting Cycle



Themes for the Future

Several themes emerged in the Strategic Planning process that will influence the Commission's work in the coming years:

Long term financial planning

The strategic focus of this Plan must be implemented within a long-term financial context. The Commission has set aside reserve funds to support its ongoing priorities in anticipation of the annual declines in Proposition 10 funding. First 5 Solano will now establish goals and policies for the coming 10 years that recognize changes in revenues and shape its investments.

Sustainability

The Commission is dedicated to making funding decisions that have long-term impact and supporting programs that can be sustained through time without continued reliance on Commission funds. Therefore, the Commission may issue grants that decline over time with the expectation that agencies identify alternative sources of funds to allow them to maintain the level of service. The Commission plans to provide support to agencies in these efforts.

Partnering to achieve systems change

The Commission can best impact the lives of families with young children through long term, meaningful systems change. By partnering with community organizations and individuals, the Commission can leverage its funds for greatest change. The Commission will continue to align with and build on existing community collaborations.

Data driven decision making

New community data become available on a nearly continuous basis. In the coming years, the Commission will also begin to receive more standardized information on the outcomes achieved by grantees. Future decisions will be informed by both types of data.

Reaching out to all parts of the community

The population of Solano County is dispersed and diverse; it is rich in ideas and assets. The Commission will continue to seek ways to reach each part of the community in some way, while recognizing the unique challenges facing families at highest risk or with special needs children. The Commission is exploring ways to further engage the community in its business of using public funds to make a difference for local families.

APPENDIX A:

2003/2004 First 5 Solano Commissioners

Elaine Norinsky	Dean of Nursing (Ret.), Solano College	District 1/Kondylis
Ellen Blaufarb	Principal, Mills Elementary School, Benicia	District 2/Silva
Sheryl Fairchild*	Executive Director, Child Assault Prevention Project	District 3/Kromm
Debbie Gossell**	Special Educator, Vacaville Unified School District	District 4/Vasquez
Maureen McSweeney	Early Childhood Development Professor, Solano College	District 5/Forney
Jan Maguire***	Mother/First Grade Teacher	Commissioner At-Large
Nancy Calvo	Administrator, Maternal and Child Health Programs	Health & Social Services
Laura Fowler	Deputy Director, Child Welfare Services	Health & Social Services
Barbara Kondylis	Solano County Supervisor, District 1	Board of Supervisors

* replaced Lisa Luke Lee
** replaced Dr. Randolph Thomas
*** replaced Pastor Willie Graham

APPENDIX B:

Details of Historical Funding

Funding by Type
(percent of column)

	2000-2001	2001-2002	2002-2003	TOTAL 2000-2003
Mini-grants (including Neighbor to Neighbor)	\$330,136 (9%)	\$0	\$102,735 (3%)	\$432,871 (4%)
Planning Grants	\$283,368 (7%)	\$0	\$0	\$283,368 (3%)
Capital Grants	\$1,037,226 (27%)	\$0 (0%)	\$188,000 (5%)	\$1,225,226 (12%)
Direct Service Grants (including Family Support Grants and Health Insurance)	\$2,193,637 (57%)	\$2,042,853 (99%)	\$3,518,788 (90%)	\$7,755,278 (79%)
Professional Services	\$0	\$29,000 (1%)	\$98,290 (3%)	\$127,290 (1%)
TOTAL	\$3,844,367	\$2,071,853	\$3,907,813	\$9,824,033

Funding by Priority
(percent of column)

	2000-2001	2001-2002	2002-2003	TOTAL 2000-2003
Health & Well Being	\$929,906 (24%)	\$30,000 (1%)	\$344,762 (9%)	\$1,304,668 (13%)
Early Childhood Learning and Development	\$1,297,901 (34%)	\$864,856 (42%)	\$1,109,170 (28%)	\$3,271,927 (33%)
Family Support and Parent Education	\$1,616,560 (42%)	\$1,176,997 (57%)	\$2,453,881 (63%)	\$5,247,438 (53%)
TOTAL	\$3,844,367	\$2,071,853	\$3,907,813	\$9,824,033

APPENDIX C:

Detailed Input from Community Meetings, Grantee Forum and Interviews

Summary of Community Input

To inform the work of the Commission, qualitative data were collected from a number of sources, including: three community meetings, one grantee meeting, and eleven key informant interviews. These forums gathered perspectives from parents, community members and leaders, service providers, county leadership, First 5 Solano Commissioners, and First 5 Solano Commission staff. In all cases, the inquiry focused on trends in the community (both positive and negative) that affect children 0-5 and their families, successes during the Commission's first 3 years, and opportunities for the Commission to continue and expand upon its impact in the community. Findings from this research are summarized below.

Recent Trends – While community members and providers identified several positive trends in parenting and available resources, there was also a strong concern that the environment for families and children is deteriorating.

Positive Trends

- Men are taking a more active parenting role and are more open to family support interventions
- The 2003 Child Welfare Redesign shows promise
- Solano is a very diverse county with a rapidly growing Latino and south east Asian populations
- Solano County has very strong public/private partnerships in place, including the Family Resource Centers and the Solano Parenting Partnership
- Community collaboration is increasing (supported in part by First 5 Solano)
- Families are engaged, asking for more and learning about resources
- The faith community has been developing programs and resources that are making a difference
- The State Commission's priorities include: preschool for all, universal health care, and observance/implementation of equity principles (including access and services for special needs & disabilities)

Areas of Concern

- Eligibility requirements for subsidized preschool are so stringent that many families cannot send their children to preschool. Families who move into the workforce, even at low levels of pay, lose access to subsidized slots and face the trade-off between work and preschool
- The economy is not improving enough to raise the general wage level
- The farm-worker population is significant in the County, but little data is available to understand their needs

- Low income families, particularly minorities, are being displaced as the county cost of living rises and job opportunities, wage levels, and limited low-income housing resources decrease their ability to remain in the community
- Resources are declining for public and non-profit agencies

Commission Successes – Through its support of several successful collaborations and its other funding decisions, First 5 Solano has had a meaningful community impact in its first 3 years.

- The Commission has promoted and created collaboration that may not have otherwise occurred through grantee forums, grant criteria, and providing a linkage between diverse part of the “system,” and participation in broad community efforts
- The Commission has made a number of funding decisions that already show positive results for children 0-5 and their families
 - Health insurance subsidies and enrollment
 - Home visits providing support to families and children where and when they need it
 - Retention of childcare workers
 - Family Resource Centers – family support and connection to the community
 - Playground equipment for family day care providers
 - Capital grants creating new capacity in the system
 - School Readiness will significantly expand the Commission’s impact on the community
- Commission staff have support grantees in their effort while meeting the challenges inherent in establishing a new organization
- Early efforts at community input brought in broad participation from families as well as providers

Opportunities to Enhance the Impact of the Commission – The discussions revealed a vast set of perspectives on the Commission’s potential and opportunities for making a sustained difference. In particular, while several ideas for future funding opportunities were generated, building the capacity of the Commission and of the entities it funds were also seen as key to enhancing the lives of children and their families in a lasting way.

Direct Service/Funding Opportunities

- Recognize the differences between family care providers and childcare centers and leverage the strengths of both to improve the entire childcare system
- Support license-exempt providers through training and build connections with licensed providers
- Find ways to open Head Start and State Preschool programs to the broad community, including those not receiving subsidies. Un-subsidized tuition can support the programs and all children can benefit from the Head Start program

- Create a centralized eligibility list for subsidized childcare and develop ways to subsidize those who do not meet eligibility for current programs, but still cannot afford childcare
- Realize the promise of the mobile van by getting it back in operation
- Participate in the creation of safe affordable places for family recreation
- Develop data on what will work in mental health and then fund appropriate programs
- Continue to fund and expand focus on increasing health insurance coverage, particularly among undocumented families
- Support the creation and maintenance of family connections where children have incarcerated parents
- Continue to promote coordination, collaboration and communication among agencies
- Support more bi-lingual counseling, legal aid, and substance abuse prevention and intervention

Opportunities to Create Systems Change, Build Capacity and Ensure Sustainability

- Leverage county-wide network of Family Resource Centers to increase integration and collaboration
- Continue to stimulate service integration, build coalitions and collaboratives. Increase participation in existing community collaborations and partnerships such as the Children's Alliance
- Reinstate monthly grantee meetings for networking and development of system-wide solutions
- Fund an individual to work with Commission and service providers to capture and leverage federal and state dollars e.g. EPSDT, MAA, TCM, Federal Financial Participation, Housing Dollars
- Expand community/civic engagement to help parents develop connections and become leaders in the community
- Link with schools – use Kindergarten teachers as target audience and evaluators of success; engage them in the First 5 process
- Tell the story of First 5 and its impact, ensure that past successes are built upon, not lost or forgotten
- Build capacity within grass-roots and non-traditional community assets that will be able to sustain the change even after Proposition 10 funding diminishes

Opportunities to Improve Commission Practices

- Institute more predictability and clarity in funding cycles, funding criteria, RFP/RFQ process and decision-making
- Recruit Commissioners with more global perspective and overall knowledge
- Think strategically - focus the Commission's efforts and be clear about that focus for the community and service providers. Articulate who you want to serve, what changes you want to create, how you are going to accomplish the changes, and then measure and report the impact you are having
- Increase communication with grantees and the community regarding funding history, funding process and decisions, and results of evaluations re: impact

- Ensure that the Commission has knowledge of brain/development research and then spread that knowledge so that the service system can be adapted to better achieve the Commission's vision
- Invest in staff training, evaluation and retention so that service and relationships are consistent
- Publish a directory of who to call for what
- Expand civic engagement efforts – need ongoing, consistent engagement, with two-way communication and outreach to community members to expand individual connection, integration and investment in the community

People Interviewed

Nancy Calvo, Commissioner, 2003 Chair

Ana Dineen, Fairfield Healthy Start

Patrick Duterte, Director of Health and Human Services

Pastor Wille Graham, Commissioner (2003)

Carlos Guitierrez, Dixon School Board member

Venis Jones-Boyd, Commission Administrative Secretary

Barbara Kondylis, Commissioner and Board of Supervisors

Duane Kromm, President of the Board of Supervisors

Lisa Luke Lee, former Commissioner

Christina Linville, Commission Executive Director

Mel Orpilla, Filipino American Social Services Agency and Fighting Back Partnership

Details from Community Meetings - Overview:

The consulting team convened three community meetings in different regions in the county: Vallejo, Fairfield and Dixon. While Commissioners were well represented at each meeting, community turnout was small, composed predominantly of agency attendees. Participants brought forward their perspectives as parents, child and family advocates and experts, and as service providers and program advocates.

Each meeting began with background on the Proposition 10 legislation, history of the Commission, and funding profile of the first three years. Then participants were asked to reflect on the changes (opportunities and challenges) they saw effecting expectant parents and children 0-5 and to (re)prioritize the list of issues identified in the 2000 community input list.

Votes:

Each participant was given three "votes" to use to identify the highest priority areas for the Commission in the coming year. Each vote is indicated below as D (Dixon) V

(Vallejo) and F (Fairfield). Items in *italics* were possible new priorities generated by 2003 participants. Priorities are shown in order of decreasing number of votes.

Highlights:

- Childcare subsidies to those whose income exceeds eligibility requirements was consistently identified as a priority across all three meetings as well as the grantee meeting
- Safe playgrounds, substance abuse prevention and treatment, shelter and services to homeless families, innovative approaches to family support and parent education and focusing on expectant parents (mothers and fathers) were emphasized at different meetings

Health and Well-Being

- Substance abuse treatment and intervention V-2; F-8
- *Universal health insurance* (esp. undocumented) F-4
- Prenatal and infant care F-3; D-1
- Prevention, health education and proper nutrition D-1
- Environmental health V-1
- Mental health care V-1; F-1; D-1
- Affordable, accessible dental care V-1
- Safe environment for parents and children
- Immunizations

Early Childhood Learning and Development

- *Childcare subsidies* V-1; F-5; D-8
- Quality teachers and childcare providers; adequate pay for providers V-1; D4
- Family literacy programs V-2; D-1
- *Understand unique needs of family child care providers* V-3
- More educational tools D-1

Family Support and Parent Education

- *Homeless* F-8
- Recreation facilities and programs V-3; F-1
- Affordable housing; safe neighborhoods V-2; F-2
- Transportation D-4
- Access and coordination of information and resources V-1; F-2
- *Use childcare providers as a vehicle to serve families and children* D-3
- *Find ways to reach out to parents to educate them about developmental stages, ways that fit into their lives and ways of learning* D-2
- Parenting classes D-2
- Preparing children for kindergarten V-2
- *Focused outreach to those who need it most* F-1
- *Male involvement* F-1
- *Innovative approach to family support and parent education* D-1
- Jobs, job training and flexible work hours

APPENDIX D:

Strategic Framework Summary

P = Priority G = Goal R = Result

P1. Health and Well-Being

G1. All children are born to their optimal health potential

R1. Mothers have healthy pregnancies

R2. Newborns are healthy

G2. All children have access to health care

R3. Children have comprehensive health insurance

R4. Health services are culturally competent

R5. Health services are geographically accessible

G3. All children maintain optimal health

R6. Children live in safe environments

R7. Children receive health services

R8. Children receive appropriate nutrition

P2. Early Childhood Learning and Development

G4. All children's learning and development are integrated into the community

R9. Enriching activities for children are available throughout the community

R10. Community members support children's learning and development

G5. All children receive high quality childcare

R11. Families have access to childcare

R12. Childcare providers know and practice high-quality childcare programming

R13. Childcare is provided in safe and enriching environments

R14. Providers, community and schools have knowledge of community resources

G6. All children enter kindergarten ready to learn

R15. Parents and guardians are prepared to and engage in helping their children enter school ready to learn

R16. Children have access to quality, affordable early learning experiences (ages 3-5)

P3. Family Support and Parent Education

G7. All families have access to support systems and community services

R17. Families are informed about school and community resources

R18. Families have access to support systems

R19. Families receive necessary support services

G8. All parents support their child's development

R20. Parents know how to guide and nurture their children

R21. Parents guide and nurture their children

R22. Families are involved in community recreation and information infrastructure

Bold = funding emphasis through June 2005

APPENDIX E:

Description of Funding Mechanisms

Funding Mechanism	Description	Advantages
Mini Grant	Covers small purchases (up to \$5,000) or other one time expenses to improve or expand services	Allows broad community access to Prop 10 funding
Start-Up Grant	Covers costs of development, planning and/or start-up for new services	Supports data driven innovation Sets stage for well designed self-sustaining programs
Capital Grant	Covers capital investments for long term community impact	One time expense for long term benefit
Direct Service Grant	Covers new or expanded services directly serving children 0-5 and their families	Provides immediate, tangible benefits to children and their families Can impact a large number of people through a few grants
Community Education & Capacity Building	Covers costs of specific programs or activities for community education & development	One time expense can have long term benefit Can engage and impact whole communities
Provider Capacity Building and Technical Assistance	Covers cost of addressing defined areas of technical, administrative or operational improvement to enhance provider capabilities	One time expense can have impact on capacity and sustainability among individual providers or across provider system
Professional Services	Covers costs of professional services contracts for one time or on-going Commission efforts	Flexibly integrates expertise on an as needed basis

APPENDIX F:

Guiding Principles by Funding Option

GOAL: All children have access to health care

Results: Children have comprehensive health insurance
Health services are culturally competent
Health services are geographically accessible

Possible Mechanisms	Direct Service	Start-Up	Provider Capacity Building and TA
Guiding Principles*	<ul style="list-style-type: none"> ○ Promotes prevention and/or early intervention ○ Is culturally, linguistically, age and developmentally appropriate ○ Has the ability to coordinate services to reduce duplication, fragmentation and gaps in the service-delivery system ○ Has the opportunity to leverage or match County Commission revenue with other private, local, state or federal funding 	<ul style="list-style-type: none"> ○ Promotes prevention and/or early intervention ○ Is based on program effectiveness demonstrated by data on positive child and family outcomes, proven theories and existing expertise ○ Is culturally, linguistically, age and developmentally appropriate ○ Has the ability to coordinate services to reduce duplication, fragmentation and gaps in the service-delivery system ○ Has the opportunity to leverage or match County Commission revenue with other private, local, state or federal funding 	<ul style="list-style-type: none"> ○ Is culturally and linguistically appropriate ○ Is based on program effectiveness demonstrated by data on positive child and family outcomes, proven theories and existing expertise ○ Has the ability to coordinate services to reduce duplication, fragmentation and gaps in the service-delivery system ○ Has the opportunity to leverage or match County Commission revenue with other private, local, state or federal funding

* Only guiding principles included in the Commission’s previous Strategic Plans are listed here. Additional criteria or principles may be developed to guide the decision making on specific proposals. Depending on the focus of Commission RFPs or other funding processes, some of the principles may be requirements and others may be preferences for grant requests to receive funding.

GOAL: All children’s learning and development are integrated into the community

Results: Enriching activities for children are available throughout the community
Community members support children’s learning and development

Possible Mechanisms	Mini-Grants	Capital	Direct Service	Community Education and Capacity Building
Guiding Principles*	<ul style="list-style-type: none"> ○ Incorporates grassroots community involvement 	<ul style="list-style-type: none"> ○ Increase user-friendly family services ○ Incorporates grassroots community involvement ○ Promotes out-of-the-box thinking and innovative and effective ideas ○ Has the opportunity to leverage or match County Commission revenue with other private, local, state or federal funding 	<ul style="list-style-type: none"> ○ Promotes system change, reduces fragmentation and encourages collaboration ○ Increases user friendly family services ○ Has the opportunity to leverage or match County Commission revenue with other private, local, state or federal funding 	<ul style="list-style-type: none"> ○ Promotes awareness of early brain development and its connection to optimal development of young children ○ Incorporates tobacco/secondhand smoke and other drug cessation messages

* Only guiding principles included in the Commission’s previous Strategic Plans are listed here. Additional criteria or principles may be developed to guide the decision making on specific proposals. Depending on the focus of Commission RFPs or other funding processes, some of the principles may be requirements and others may be preferences for grant requests to receive funding.

GOAL: All children receive high quality childcare

- Results:
- Families have access to childcare
 - Childcare providers know and practice high-quality childcare programming
 - Childcare is provided in safe and enriching environments
 - Providers, communities and schools have knowledge of community resources

Possible Mechanisms	Direct Service	Community Education and Capacity Building	Provider Capacity Building and TA
Guiding Principles*	<ul style="list-style-type: none"> ○ Is based on program effectiveness demonstrated by data on positive child and family outcomes, proven theories and existing expertise ○ Is culturally, linguistically, age and developmentally appropriate ○ Promotes early literacy ○ Increases user friendly family services ○ Has the opportunity to leverage or match County Commission revenue with other private, local, state or federal funding 	<ul style="list-style-type: none"> ○ Is culturally and linguistically appropriate ○ Responds to the needs of all children, including those with special needs ○ Promotes awareness of early brain development and its connection to optimal development of young children 	<ul style="list-style-type: none"> ○ Incorporates grassroots community involvement ○ Is culturally and linguistically appropriate ○ Promotes systems change, reduces fragmentation and encourages collaboration ○ Responds to the needs of all children, including those with special needs ○ Promotes awareness of early brain development and its connection to optimal development of young children ○ Has the opportunity to leverage or match County Commission revenue with other private, local, state or federal funding

*Only guiding principles included in the Commission’s previous Strategic Plans are listed here. Additional criteria or principles may be developed to guide the decision making on specific proposals. Depending on the focus of Commission RFPs or other funding processes, some of the principles may be requirements and others may be preferences for grant requests to receive funding.

GOAL: All Children enter Kindergarten ready to learn

Results: Parents and guardians are prepared to and engage in helping their children enter school ready to learn
Children have access to quality, affordable early learning experiences (ages 3 - 5)

Possible Mechanisms	Mini-Grants	Direct Service	Community Education and Capacity Building	Provider Capacity Building and TA
<p>Guiding Principles*</p>	<ul style="list-style-type: none"> ○ Incorporates grassroots community involvement ○ Promotes early literacy 	<ul style="list-style-type: none"> ○ Is based on program effectiveness demonstrated by data on positive child and family outcomes, proven theories and existing expertise ○ Is culturally, linguistically, age and developmentally appropriate ○ Responds to the needs of all children, including those with special needs ○ Promotes early literacy ○ Has the opportunity to leverage or match County Commission revenue with other private, local, state or federal funding 	<ul style="list-style-type: none"> ○ Incorporates grassroots community involvement ○ Promotes awareness of early brain development and its connection to optimal development of young children 	<ul style="list-style-type: none"> ○ Has the ability to coordinate services to reduce duplication, fragmentation and gaps in the service-delivery system ○ Has the opportunity to leverage or match County Commission revenue with other private, local, state or federal funding

* Only guiding principles included in the Commission’s previous Strategic Plans are listed here. Additional criteria or principles may be developed to guide the decision making on specific proposals. Depending on the focus of Commission RFPs or other funding processes, some of the principles may be requirements and others may be preferences for grant requests to receive funding.

GOAL: All families have access to support systems and community services

Results: Families are informed about school and community resources
 Families have access to support systems
 Families receive necessary support services

Possible Mechanisms	Direct Service	Start-Up	Community Education and Capacity Building	Provider Capacity Building and TA
Guiding Principles*	<ul style="list-style-type: none"> ○ Is based on program effectiveness demonstrated by data on positive child and family outcomes, proven theories and existing expertise ○ Is culturally, linguistically, age and developmentally appropriate ○ Promotes prevention and/or early intervention ○ Increases user friendly family services ○ Promotes system change, reduces fragmentation and encourages collaboration ○ Has the opportunity to leverage or match County Commission revenue with other private, local, state or federal funding 	<ul style="list-style-type: none"> ○ Is based on program effectiveness demonstrated by data on positive child and family outcomes, proven theories and existing expertise ○ Is culturally, linguistically, age and developmentally appropriate ○ Responds to the needs of all children, including those with special needs ○ Has the opportunity to leverage or match County Commission revenue with other private, local, state or federal funding 	<ul style="list-style-type: none"> ○ Incorporates grassroots community involvement ○ Incorporates tobacco/secondhand smoke and other drug cessation messages ○ Is culturally and linguistically appropriate ○ Promotes awareness of early brain development and its connection to optimal development of young children 	<ul style="list-style-type: none"> ○ Promotes system change, reduces fragmentation and encourages collaboration ○ Has the opportunity to leverage or match County Commission revenue with other private, local, state or federal funding

* Only guiding principles included in the Commission’s previous Strategic Plans are listed here. Additional criteria or principles may be developed to guide the decision making on specific proposals. Depending on the focus of Commission RFPs or other funding processes, some of the principles may be requirements and others may be preferences for grant requests to receive funding.

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