

POLICY AND OVERSIGHT COMMITTEE MEETING
December 2, 2021 10:00 am to 11:30 am
3375 Sonoma Boulevard, Suite 30, Vallejo, CA 94590

Pursuant to the Executive Order issued by Governor Newsom (Executive Order N-15-21) and under the statutory requirements established by AB 361 (Open Meetings: state and local agencies: teleconferences), **public access to the First 5 Solano Committee Meeting will be limited**

Commissioners and public may attend via remote meeting using the following options:

Join livestream via Zoom:

<https://us02web.zoom.us/j/5922775330>

Join via Phone:

1-669-900-6833

Meeting ID: 592 277 5330

Public Comments:

Public Comment may be provided by: During the meeting via the phone/computer audio when the Chair calls for Public Comment on an item; or submitting written public comments to First 5 Solano via email at cfcsolano@solanocounty.com by 9:00 am on the day of the meeting.

CALL TO ORDER

I. Introductions, Public Comment, Commissioner Comment

II. Consent Calendar

Action

- A. Approve the December 2, 2021 Policy and Oversight Committee Meeting Agenda
- B. Approve the October 7, 2021 Policy and Oversight Committee Meeting Minutes
- C. Adopt Resolution 2021-07 authorizing remote teleconference meetings under the CA State of Emergency pursuant to AB 361, for a term of December 2, 2021 to January 1, 2022
- D. Receive the Commissioner Meeting Attendance Status Report

III. Review: Draft 2022 Strategic Plan Update

Discussion

Receive a presentation on the draft of the 2022 Strategic Plan Update
Michele Harris, Executive Director, Christina Branom, Applied Survey Research

IV. First 5 Solano 2022 Legislative Platform

Action

Consider recommending approval of the 2022 First 5 Solano Legislative Platform
Lorraine Fernandez, Program Manager

V. Transition of First 5 Solano Database

Information

Receive an update on the transition of the Commission electronic database from Persimmony to Apricot 360
Megan Richards, Deputy Director

VI. 2016 Strategic Plan Implementation Updates

Information/Discussion

Receive updates on the following:

- A. Program Update: Solano Kids Thrive
- B. Community Engagement Update
- C. Systems Change Update

*Kwiana Algere, Health Education Specialist, Juanita Morales, Program Manager;
Lorraine Fernandez, Program Manager; Lisa Eckhoff, Director of Early Learning, Solano County
Office of Education*

VII. First 5 Solano Staffing and Finance Update

Information

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

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

Information

The Policy and Oversight Committee is scheduled to meet next on Thursday, January 6, 2022, 10:00 am to 11:30 am, at 3375 Sonoma Boulevard, Suite 30, Vallejo, CA. Future agenda items include: Strategic Plan, Foundation Study, Strategic Plan Implementation Updates, and Staffing and Finance.

ADJOURN

Vision: *All Solano County children are healthy, eager to learn, and nurtured by strong families in safe and inclusive communities.*

Mission: *First 5 Solano is a catalyst that strategically advances innovative, prevention-focused approaches across systems that improve the lives of young children and their families.*

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, 3375 Sonoma Boulevard, Suite 30, Vallejo, CA, 94590 during normal business hours.

**First 5 Solano Children and Families Commission
Policy & Oversight Committee (POC) Meeting**

October 7, 2021, 10:00 PM – 11:30 PM
3375 Sonoma Blvd Ste 30, Vallejo, CA

Minutes

Commissioners present (remotely via Zoom video conference): Jennifer Barton, Lisette Estrella-Henderson

Commissioner Estrella-Henderson called the meeting to order at 10:03 AM

I. Introduction, Public Comment, Commissioner Comment

There were no public or commissioner comments.

II. Consent Calendar

Motion:

- A. Approve the October 7, 2021 Policy and Oversight Committee Meeting Agenda
- B. Approve the August 5, 2021 Policy and Oversight Committee Meeting minutes
- C. Adopt Resolution 2021-05 authorizing remote teleconference meetings under the CA State of Emergency pursuant to AB 361, for a term of October 7, 2021 to November 6, 2021
- D. Receive the Commissioner Meeting Attendance Status Report

Michele Harris, First 5 Solano Executive Director, explained the new process which resulted from AB 361, wherein local agencies can continue to use teleconferencing notice and meeting procedures so long as a State of Emergency exists and appropriate actions are made every 30 days.

Moved by Commissioner Barton; Seconded by Commissioner Estrella-Henderson

Approved 2-0-0

Yea: Commissioners Barton, Estrella-Henderson

Nay: None

Abstain: None

III. Contract Management Challenges and Adjustments

Ms. Harris outlined challenges revealed during management of contracts in the context of the COVID-19 pandemic and described adjustments to current practices that address these challenges. Challenges included interactions with contractors being almost exclusively virtual, a lack of communication, lack of analysis and staff interventions, and staff assuming additional responsibilities directly related to pandemic response. Going forward, contract-specific meetings will be held monthly between contract managers and the Deputy Director and quarterly data reviews will be conducted with the First 5 Solano

Executive Director. Any further contract issues identified will be brought forward as they occur to the Policy & Oversight Committee. Commissioner Barton expressed confidence in staff but also concern with the workload of contract managers. Commissioner Estrella-Henderson stressed the importance of accountability to the public and felt that early interventions and early notice will help the whole system along the way.

IV. Community Responsive Grant Fund Update

Megan Richards, First 5 Solano Deputy Director, recounted recent changes to the commissions handling of small grants, allocating funds that historically often remained unspent into Community Responsive Mini Grants and Technical Assistance and Capacity Building Grants. Lorraine Fernandez, First 5 Solano Program Manager, reported on the recent Capacity Building application period. 16 applications were received, 10 meeting minimum criteria. A review panel met and recommended to the Executive Director the four top scoring applicants moved on to Phase 2 of the selection and contracting process. Recommended agencies were Community Action North Bay, Fairfield Community Services Foundation, Innovative Health Solutions, and Rio Vista CARE. Kwiana Algeré, First 5 Solano Health Education Specialist, gave an update on the recent Community Responsive Mini Grant application period. 24 applications were received, twenty meeting minimum criteria. A review panel recommended 4 to the Executive Director for funding: Doula Doula and Solano Land Trust for Community Engagement events, along with A Place 2 Grow Learning and Care System Inc and Loving Hands for Professional Development Opportunities. After discussions with staff, these recommendations were approved for funding

V. FY2020/21 Year-End Performance and Fiscal Report

Ms. Richards presented the FY2020/1 Year-End Performance and Fiscal Report, reminding Commissioners that contracts were implemented prior to the COVID-19 pandemic and not all agencies had success in adjusting to new and constantly changing conditions. Ms. Richards shared examples of programs that successfully pivoted, and examples of adjustments being made for programs that struggled to meet contracted deliverables. The Complete FY2020/21 Annual Report will be presented to the Commission at its October 2021 Commission Meeting.

VI. 2016 Strategic Implementation Updates

A. Pre-Kindergarten Academies

Juanita Morales, First 5 Solano Program Manager, recounted that most school sites were still closed when planning began for 2021 Pre-K Academies. Alternate sites were found and 20 sessions occurred with 249 children, a significant increase from 2020 when only 7 sessions were held with 51 total children. Upon Pre-K Academy entry, 53% of students were assessed as “nearly ready or ready” for Kindergarten. After completing the academy, 75% of students “nearly ready or ready” for Kindergarten. The 14% of children entering Academies with a status of “Immediate Follow-Up” had decreased to only 3%

upon completing the sessions. Additional support came this year from Solano County Library, who provided STEM Coding Critters to all students, and Solano County Office of Education, who made music kits, and curriculum kits available. A redesign team continues to meet to gather data and information to improve future Pre-K Academies.

B. Community Engagement Update

Ms. Morales shared work under way on the 2022 calendar, which will combine the usual calendar full of information and resources into a packaged bundle with a kids coloring book and activity calendar, and a pack of crayons. Ms. Morales shared that advertising with Pandora was ending as click rates had declined from 2018. Ms. Harris emphasized that messaging has increased greatly on other platforms such as Facebook and growing the email list since 2018 when the Pandora campaign was initiated.

C. Systems Change Implementation Plan Update

Lorraine Fernandez, First 5 Solano Program Manager, updated the Committee on recent advocacy efforts with the First 5 Association Network. Ms. Fernandez also shared some recent grant applications submitted by First 5 Solano in partnership with Touro University and Solano County Office of Education.

VII. First 5 Solano Staffing and Finance Update

Ms. Richards announced that Office Assistant III Luke Winders would be resigning, and interviews were being set up to fill the position. Through August 31, 2021, no revenues have been received and 6% of expenses have been incurred.

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

The next Policy and Oversight Committee is scheduled for Thursday December 2, 2021, 10:00 am, at 3375 Sonoma Boulevard, Suite 30, Vallejo, CA. Future agenda items include: Strategic Planning; 2022 Legislative Platform; Updates on Systems Change Implementation; Community Engagement Update; and Staffing and Finance Update.

Adjourn

Commissioner Estrella-Henderson adjourned the meeting at 11:19 AM.

Luke Winders, Office Assistant III

Approved:

DATE: November 24, 2021

TO: Erin Hannigan, Policy and Oversight Committee (POC) Chair
Jennifer Barton and Lisette Estrella Henderson, POC Members

FROM: Lorraine Fernandez, POC Staff

CC: Michele Harris, Executive Director

SUBJ: **Policy and Oversight Committee Meeting Staff Report**

Agenda Item II: Remote Teleconference Meetings

Action: *Adopt Resolution 2021-07 authorizing remote teleconference meetings under the CA State of Emergency pursuant to AB 361, for a term of December 2, 2021 to January 1, 2022*

On September 15, 2021 AB 361 was passed which allows local agencies to continue to use COVID-19-era teleconferencing notice and meeting procedures through December 31, 2023 as long as one of the following specific types of emergency exists:

- A. The legislative body holds a meeting during a proclaimed state of emergency, and state or local officials have imposed or recommended measures to promote social distancing.
- B. The legislative body holds a meeting during a proclaimed state of emergency for the purpose of determining, by majority vote, whether as a result of the emergency, meeting in person would present imminent risks to the health or safety of attendees.
- C. The legislative body holds a meeting during a proclaimed state of emergency and has determined, by majority vote, pursuant to subparagraph (B), that, as a result of the emergency, meeting in person would present imminent risks to the health or safety of attendees.

The local agency board must make specific findings every 30 days during the emergency when telephonic or virtual meetings are required including:

- A. The legislative body has reconsidered the circumstances of the state of emergency.
- B. Any of the following circumstances exist:
 - (i) The state of emergency continues to directly impact the ability of the members to meet safely in person.
 - (ii) State or local officials continue to impose or recommend measures to promote social distancing.

Staff have included this resolution (Attachment B) on today's Agenda for approval as it will be included in every Regular Commission/Committee Meeting moving forward as long as the Commission believes we meet the requirements of the law.

Agenda Item III: Review: Draft 2022 Strategic Plan Update

Over the last year, the Commission's evaluation firm Applied Survey Research (ASR) has been working with the First 5 Solano Commission on a Strategic Plan Update. The Commission has reviewed and provided input into its updated Mission, Vision, and Values, along with an updated

Strategic Plan Framework. The full Draft 2022 Strategic Plan Update which provides background and detail on to the plan is provided in Attachment C for the Committee's review and discussion.

Agenda Item IV: First 5 Solano 2022 Legislative Platform

Motion A: Consider a recommendation to approve the 2022 First 5 Solano Legislative Platform

The First 5 Solano Commission modifies and approves its Legislative Platform each year. The Commission uses this platform to weigh in and/or support/oppose legislation impacting children and families. The platform has assisted the Commission in being responsive to opportunities which are often time sensitive.

Staff has conducted the annual review of the Commission's legislative platform. As part of this process, staff reviewed the Solano County Federal and State 2022 Legislative Program and Policy Guidelines, as well as the policy platforms from the First 5 Association, First 5 California, and Children Now. These platforms were reviewed alongside the 2016 First 5 Solano Strategic Plan and Strategic Plan Framework to assure that the platform is a best fit for the First 5 Solano Commission's Strategic Plan.

Staff is recommending adding language at the beginning of the Platform to address the "twin pandemics" of COVID-19 and systemic inequities, along with other additions in sections of the Commission's Legislative Platform for 2022, including:

- a) Health and Well-Being: Maximize access and enrollment in Medi-Cal
- b) Early Childhood Learning and Development: Policy opportunities for Universal Transitional Kindergarten
- c) Strong Communities: Policy opportunity for advancing equity

The redlined draft and the final draft of the First 5 Solano Children and Families Commission 2021 Legislative Platform are attached to this report as Attachments D and E.

Agenda Item V: Transition of First 5 Solano Database

The First 5 Solano Commission utilizes an electronic database to track contract performance measures, process invoices, and collect data required for state reporting. In addition, the database has the ability to track client level data, such as services received and questionnaires. Since 2005, First 5 Solano has been using Persimmony International which has a product that is specific to First 5s. The Persimmony software meets the basic needs of the Commission but has limitations in utilization beyond basic functionality.

Recently, staff have been exploring other software products which meet the requirements for First 5s, but also offer additional functionality, such as sending clients questionnaires via text, or the ability for community partners to complete Request for Applications electronically. Staff have identified Apricot 360 from Social Solutions as an alternate database with increased functionality. Multiple First 5s have transitioned to Apricot in the past year. In addition to increased functionality, the cost of Apricot is over \$25,000 less annually, saving the Commission nearly a third of its annual database cost.

The build out of the Apricot system for Solano will begin in early 2022, with the launch of the system and the full transition from the Persimmony data system in July 2022.

Agenda Item VI: 2016 Strategic Plan Implementation Updates

A. Program Update: Solano Kids Thrive

In 2019, Solano Kids Thrive (SKT) introduced the Resilient Solano Strategic Plan to provide the Solano community with a framework to promote resilience and a path for working together to prevent and heal trauma. The framework focused on three stages to aid Solano County residents in becoming a more resilient community. Those stages are:

- 1) **Promote Understanding and Education**—offers strategies to create a common language for implementing resilience throughout Solano.
- 2) **Activate and Take Action**—offers strategies to prevent and heal trauma.
- 3) **Keep the Momentum**—provides ways to regularly acknowledge those who champion trauma-informed work and resilience-building to further motivate and continue the work.

In 2020, Applied Survey Research assisted SKT in determining its strategic priorities, and members decided to focus on developing a web-based Resilient Solano portal, continuing the Resilient Solano media campaign, and creating a speaker's bureau (in support of the portal).

In FY2020/21, SKT developed the Resilient Solano portal to be an up-to-date resource for trauma-informed trainings and events for both parents and providers. This fiscal year, SKT members have established a speaker's bureau and will begin to provide a community presentation along with highlights of the Resilient Solano website. The presentation is included as Attachment F.

B. Community Engagement Update: First 5 Solano Calendar

Distribution of the 2022 First 5 Solano Calendar is beginning! The calendar is centered around monthly themes and full of information, resources, quick tips and even a recommended book focused on that month's theme. This year a children's coloring calendar and a 4 pack of crayons are bundled together with the First 5 Solano informational calendar. The calendar is in English and Spanish and is made available to community partners for distribution to families with children ages 0-5. Close to 6,000 English and 4,000 Spanish calendars will be delivered to community members including elected officials, childcare providers, libraries, county departments, such as WIC, Health & Social Services, as well as local non-profits. Nearly 4,000 English and 1,000 Spanish calendars will be provided to school sites for distribution to transitional kindergarten and kindergarten students in Solano County.

C. Systems Change Implementation Plan Update

American Rescue Plan Act (ARPA) request: First 5 Solano is partnering with Solano County Office of Education and the Solano County Library to develop a proposal for Solano County's ARPA funding. The funding proposal related to early childhood is a request of approximately \$3 million to fund multiple projects for children ages 0-5 under the priority area of education assistance. Projects under the proposal are still in development with early learning at the heart of 3 proposals, including:

- Renovations to convert a K-5 school to an Early Learning Center in a high-need area of South Vallejo
- Recruitment and support of child care providers to strengthen the child care system
- Increased outreach and STEAM activities through the library

Staff will share more details as the proposal develops.

California Department of Social Services upcoming grant opportunities: On November 4, 2021, staff from First 5 Solano and the Solano Childcare Planning Council attended a stakeholder meeting for the upcoming \$250 million allocation for the Child Care and Development Infrastructure Grant Program. The meeting was to inform potential grantees and gather feedback from the field on how to best determine the allocation of funding toward major construction and minor repairs and renovations for both centered-based and family child care home facilities. The first Request for Applications (RFA) will be released in January/February 2022, with \$100 million available to fund minor renovations and repairs related to meeting licensing requirements or health and safety standards. The second RFA will be released in Spring 2022 with \$150 million available for new child care facilities or major renovations to facilities that are not currently being used as child care facilities.

First 5 Network: Race, Equity, Diversity, and Inclusion (REDI) Curbside Consulting: As part of their statewide REDI Initiative, the First 5 Association has offered “curbside consulting” to First 5 Commissions. The consulting is a 90-minute session with the First 5 REDI consulting team to get input on a local REDI issue. First 5 Solano successfully applied for this opportunity and will participate in a consulting session on December 17. At this session, the First 5 Solano team will work with the consultants to develop a set of strategies to address equity that can resonate with all community members. At the last Commission meeting, Commissioners Amy Fabi, Erin Hannigan, Lisette Estrella-Henderson, and Tiffanee Jones expressed interest in attending the session with First 5 Solano Executive Director, Michele Harris, Deputy Director Megan Richards and Program Manager Lorraine Fernandez.

Agenda Item VII: First 5 Solano Staffing and Finance Update

Staffing Update: First 5 Solano is welcoming Caitlin Brakefield in the position of Office Assistant III. Caitlin has been an Office Assistant II with Child Welfare for the past two years. Welcome Caitlin!

Finance Update: Through October 31, 2021 (33% of the year complete), no revenues have yet been received. \$348,103 (30%) of the salaries & benefits budget has been expended, \$91,163 (30%) of the services and supplies budget has been expended, and \$560,146 (18%) of the grants budget has been expended.

Overall, no revenues have been received, and \$1,002,766 (22%) of expenses have been incurred.

Attachment A: Commission Meeting Attendance Log

Attachment B: Resolution 2021-07

Attachment C: Draft 2022 Strategic Plan Update

Attachment D: 2021 First 5 Solano Legislative Platform - Redlined

Attachment E: 2021 First 5 Solano Legislative Platform - Final Draft

Attachment F: SKT Resilient Solano Community Presentation

2021 COMMISSIONER MEETING ATTENDANCE LOG

COMMISSION MEETINGS												
	1/12/21	FEB	3/2/21	4/27/21	MAY	6/8/21	JUL	8/18/21	SEP	10/20/21	NOV	12/15/21
BARTON	Present		Present	Present		Present		Present		Present		
ESTRELLA-HENDERSON	Present		Present	Present		Present		Present		Present		
FABI	NA		NA	NA		Present		Present		Present		
HANNIGAN	Present		Present	Present		Present		Present		Present		
HUBER	Present		Absent	Present		Present		Present		Present		
JONES	NA		NA	NA		NA		Present		Present		
SHAKOOR-GRANTHAM	NA		NA	NA		NA		NA		Absent		
STUART	Present		Present	Present		Present		Present		Present		
WANBERG	Present		Present	Present		Absent		Present		Present		

POLICY & OVERSIGHT COMMITTEE MEETINGS												
	JAN	2/10/21	3/24/21	APR	5/17/21	JUN	JUL	8/5/21	SEP	10/7/21	NOV	12/2/21
BARTON		Present	Present		Present			Absent		Present		
HANNIGAN	NO MEETING	Present	Present	NO MEETING	Present	NO MEETING	NO MEETING	Present	NO MEETING	Absent	NO MEETING	
ESTRELLA-HENDERSON		Present	Present		Present			Present		Present		

FIRST 5 SOLANO CHILDREN AND FAMILIES COMMISSION MEETING ATTENDANCE POLICY

The Solano County Code (Chapter 7.3) and First 5 Commission Policy set forth the requirements of Commissioner meeting attendance. Per these documents, Commissioners cannot miss three Meetings in a row or more than 50% of Meetings in a calendar year, whereas "Meetings" are defined as meetings of the full Commission per the approved annual Commission Meeting Schedule. In addition, Commissioners serving on a standing Committee cannot miss more than 50% of Committee Meeting.

Resolution No. 2021-07

A RESOLUTION OF FIRST 5 SOLANO CHILDREN AND FAMILIES COMMISSION AUTHORIZING REMOTE TELECONFERENCE MEETINGS FOR THE PERIOD DECEMBER 2, 2021 TO JANUARY 1, 2022 AS A RESULT OF THE CONTINUING COVID-19 PANDEMIC STATE OF EMERGENCY

WHEREAS, on March 4, 2020, Governor Newsom issued a Proclamation of State of Emergency in response to the COVID-19 pandemic; and,

WHEREAS, the proclaimed state of emergency remains in effect; and,

WHEREAS, on March 17, 2020, Governor Newsom issued Executive Order N-29-20 that suspended the teleconferencing rules set forth in the California Open Meeting law, Government Code section 54950 et seq. (the "Brown Act"), provided certain requirements were met and followed; and,

WHEREAS, on June 11, 2021, Governor Newsom issued Executive Order N-08-21 that clarified the suspension of the teleconferencing rules set forth in the Brown Act, and further provided that those provisions would remain suspended through September 30, 2021; and,

WHEREAS, on September 16, 2021, Governor Newsom signed AB 361 that provides that a legislative body subject to the Ralph M. Brown Act ("Brown Act") may continue to meet without fully complying with the teleconferencing rules in the Brown Act provided the legislative body determines that meeting in person would present imminent risks to the health or safety of attendees, and further requires that certain findings be made by the legislative body every thirty (30) days; and,

WHEREAS, California Department of Public Health ("CDPH") and the federal Centers for Disease Control and Prevention ("CDC") caution that the Delta variant of COVID-19, currently the dominant strain of COVID-19 in the country, is more transmissible than prior variants of the virus, may cause more severe illness, and that even fully vaccinated individuals can spread the virus to others resulting in rapid and alarming rates of COVID-19 cases and hospitalizations (<https://www.cdc.gov/coronavirus/2019-ncov/variants/delta-variant.html>); and,

WHEREAS, the CDC has established a "Community Transmission" metric with 4 tiers designed to reflect a community's COVID-19 case rate and percent positivity; and,

WHEREAS, Solano County currently has a Community Transmission metric of "high" which is the most serious of the tiers; and,

WHEREAS, in the interest of public health and safety, as affected by the emergency caused by the spread of COVID-19, the FIRST 5 SOLANO CHILDREN AND FAMILIES COMMISSION deems it necessary to find that meeting in person would present imminent risks to the health or safety of attendees, and thus intends to invoke the provisions of AB 361 related to teleconferencing provided that all teleconferenced meetings are conducted in such a manner that protects the statutory and constitutional rights of the parties and the public appearing before this legislative body.

NOW, THEREFORE, BE IT RESOLVED, by the FIRST 5 SOLANO CHILDREN AND FAMILIES COMMISSION as follows:

1. The recitals set forth above are true and correct.
2. The FIRST 5 SOLANO CHILDREN AND FAMILIES COMMISSION finds that meeting in person

would present imminent risks to the health or safety of attendees and therefore, shall conduct its meetings in accordance with Government Code section 54953(e) and all other applicable provisions of the Brown Act.

3. This Resolution shall take effect immediately upon its adoption and shall be effective until the earlier of (i) January 1, 2022, or such time the Board of Directors adopts a subsequent resolution in accordance with Government Code section 54953(e)(3) to extend the time during which the FIRST 5 SOLANO CHILDREN AND FAMILIES COMMISSION may continue to teleconference without compliance with paragraph (3) of subdivision (b) of section 54953.

PASSED AND ADOPTED this 2nd day of December 2021, by the following vote:

AYES:

NOES:

ABSENT:

Jennifer Barton, Chair
First 5 Solano Children and Families Commission

ATTEST:

Office Assistant III



FIRST 5 SOLANO

2022 STRATEGIC PLAN UPDATE

DRAFT



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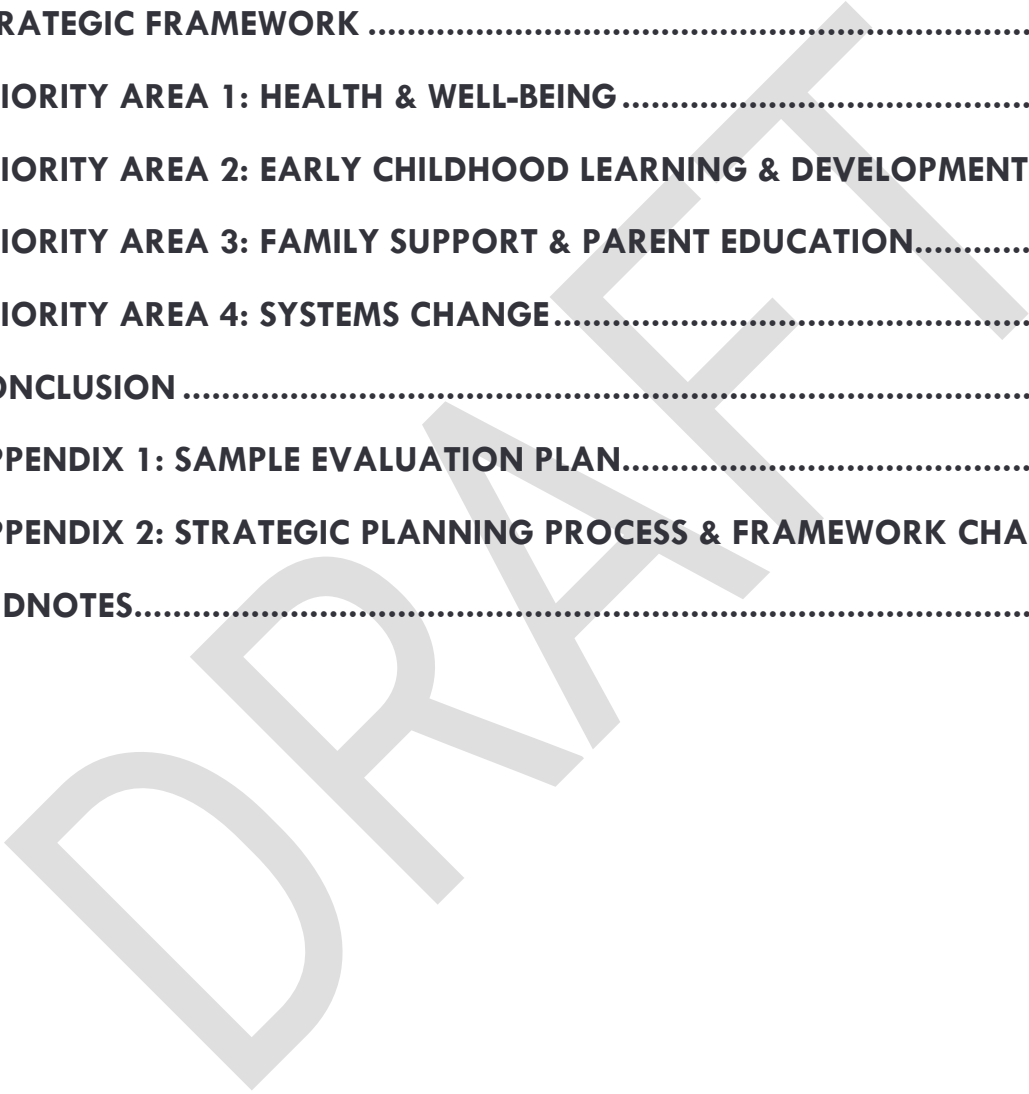
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OUR MESSAGE TO SOLANO COUNTY

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

We are pleased to present the 2022 First 5 Solano Strategic Plan on behalf of the First 5 Solano Children and Families Commission.

We are at a critical moment in our history as an organization and as a community.

For nearly two years, the global pandemic has inflicted devastating tolls on our children and families, and the providers who serve them. Families have experienced unprecedented levels of loss – loss of loved ones, loss of livelihoods, and loss of their usual sources of social support. Providers, particularly those in the child care field, have seen increased levels of need and demand for their services along with lost revenue, lost staff, and increased costs to operate safely. The stress of the pandemic has forced many providers to close their doors.

In addition, our county – one of the most diverse in the nation – has long suffered from deep-seated systemic inequities. As in many other communities across the nation, George Floyd's murder in spring 2020 has revived the attention to the local inequities. Our diversity should be celebrated, but communities in Solano County continue to face institutional discrimination and disparate health, educational, social, and economic outcomes, disparities that were only exacerbated by the pandemic.

The challenges we face are great and demand immediate, transformational action.

This moment has compelled us to reflect on our moral responsibility to act with urgency and intentionality. At First 5 Solano, we see our role as a thought leader and catalyst of innovative, prevention-focused approaches that address the multiple intersecting issues facing families with young children. We advance initiatives that will not only improve the lives of young children today, but also generations to come. And we have centered equity in our work, committing ourselves to reducing and eliminating opportunity gaps.

We also know we cannot do this work alone. To multiply our impact, we developed and nurtured relationships with and between agencies serving young children and cultivated champions for early childhood, who now passionately advocate on behalf of our young children. We are increasingly intensifying our efforts to integrate and sustain the systems that support young children and families.

At this turning point in our agency's evolution, we offer this updated strategic plan to better reflect who First 5 Solano is, its contribution to community well-being, and the vision it has for the future. As a thought leader, innovator, and catalyst for change, First 5 Solano will continue to take bold, transformational steps to achieve its vision that *all Solano County children are healthy, eager to learn, and nurtured by strong families in safe and inclusive communities.*

Jennifer Barton
Chair, First 5 Solano Commission

Michele Harris, MPA
Executive Director, First 5 Solano

INTRODUCTION

Profile of First 5 Solano

The First 5 Solano Children and Families Commission (First 5 Solano) has long sought to improve the lives of young children and families in Solano County, recognizing that the foundation for a child's life is laid in the first five years. First 5 Solano's work is informed by research demonstrating that relationships and experiences early in life shape children's long-term outcomes in critical ways. For example, early trauma or adverse childhood experiences (ACEs) have a detrimental impact on developing brains, leading to a multitude of health and mental health problems in adulthood.ⁱ Conversely, research also shows that comprehensive, high-quality supports early in life make a significant difference in a child's life course trajectory and come with high returns on investment.ⁱⁱ

Guided by early childhood data and research, First 5 Solano invests in direct service and systems change initiatives that address multiple domains of well-being, including health, early learning and development, and family support. In partnership with the community, First 5 Solano catalyzes and advances innovative, prevention-focused programs and systems that contribute to its vision that *all Solano County children are healthy, eager to learn, and nurtured by strong families in safe and inclusive environments.*

The work of First 5 Solano is funded with a blend of Proposition 10 tobacco tax dollars and other public and private funding sources and is overseen by a Commission of nine members appointed by the County Board of Supervisors. At the time of this plan's adoption, the nine members included:

- Jennifer Barton, First 5 Solano Chair, District 3 Representative
- Erin Hannigan, First 5 Solano Vice Chair, Solano County Supervisor, District 1
- Lisette Estrella-Henderson, Solano County Superintendent of Schools, Member-at-Large
- Gerald Huber, Director, Solano County Health & Social Services
- Marla Stuart, Deputy Director, Solano County Health & Social Services, Employment and Eligibility
- Tiffanee Jones, District 1 Representative
- Nimat Shakoor-Grantham, District 2 Representative
- Tyffany Wanberg, District 4 Representative
- Amy Fabi, District 5 Representative

In FY2020/21, First 5 Solano invested over \$4 million on initiatives in the community, reaching over 11,000 residents, including over 5,000 children aged 0-5 (16% of the population), with its

investments. With a commitment to results, First 5 Solano collects and reports data on an annual basis to ensure these investments are having the desired impact in the community (see Appendix 1 for more information about First 5 Solano’s approach to evaluating its efforts).

Purpose of Strategic Plan Update

The purpose of this plan is to provide First 5 Solano with a framework for making investment decisions that strategically address the needs of children 0-5 and their families in ways that are consistent with current conditions and its priorities and values. At the time of First 5 Solano’s prior strategic plan update in 2016, the community was still recovering from the Great Recession, and First 5 Solano was facing declining revenue from Proposition 10 tobacco tax funding. In this context, the Commission established a Systems Change priority area, goal, and results, recognizing that investment in direct services alone would not be enough to address the levels of need and complex problems facing young children and their families in the county. This was followed by the establishment of a comprehensive Systems Change Plan to guide First 5 Solano’s efforts to transform early childhood systems.

Over the past five years, First 5 Solano has adapted to the changing landscape of needs and services in the county. In particular, COVID-19 and long-standing systemic inequities have impacted the well-being of children and families in the community and created or contributed to challenges for the providers who serve them. For example, COVID-19 led to unemployment and lost income for many families,ⁱⁱⁱ the temporary and permanent closure of child care facilities,^{iv} and the deepening of health and socioeconomic disparities.^v There has also been growing awareness that deep-seated systemic inequities are at the root of many disparities in children’s health and well-being.^{vi}

First 5 Solano has responded to the changing needs by accelerating its systems change efforts and commitment to achieving equity for young children and families. For instance, it has cultivated advocates for early childhood among state and local leaders who now advance policies that benefit young children and families. In addition, it has improved the sustainability of supports for young children and families by developing relationships with funders, applying for competitive funding opportunities, utilizing blended funding models, and investing in programs that bring high rates-of-return. It has also addressed increased needs, systemic inequities, and siloed systems by launching initiatives that offer comprehensive, integrated services to children and families in the county’s highest need neighborhoods.

Considering how significantly First 5 Solano has evolved since 2016, this updated strategic plan is intended to more accurately represent who First 5 Solano is and the work it does in the community. It will offer the First 5 Solano Commission a roadmap to make strategic investments that align with its values, make the best use of its limited resources to meet the community needs, and capitalize on opportunities to transform early childhood systems of care. (See Appendix 2 for more information on the planning process that led to this update.)

STRATEGIC FRAMEWORK

First 5 Solano's strategic framework is a conceptual map and guiding tool that articulates the agency's purpose, values, goals, and priorities. It is comprised of the following components:

Strategic Framework Components

Vision	The conditions First 5 Solano hopes to ultimately see for children 0-5 and their families.
Mission	What First 5 Solano will do to help contribute to its vision for the community.
Values	The key principles guiding the investments that are made and the ways in which funded programs should be delivered.
Priority Areas	The broad overarching areas in which First 5 Solano makes its investments.
Goals	The objectives First 5 Solano has for children and families within each priority area.
Results	Indicators that First 5 Solano's goals have been achieved.



First 5 Solano will use its strategic framework to guide its investment decisions and align and connect its investments with specific, measurable results. The framework is multi-dimensional and it encompasses First 5 Solano's core components by including:

- A vision for a community that supports all young children to achieve their potential in safe, inclusive environments;
- The desired goals and results in four priority areas – Health and Well-Being, Early Childhood Learning and Development, Family Support and Parent Education, and Systems Change;
- The Commission's role in catalyzing innovative, prevention-focused strategies, including systems change approaches, that contribute to its vision, goals, and results; and
- The values it will adhere to in its work, including a commitment to equity.

The framework's design intends to convey the interconnectedness of its priority areas and goals. As the most effective interventions wholistically address multiple results for children and families, First 5 Solano will continue its recent shift to direct the majority of its funding towards initiatives that impact goals and results *across* priority areas. It also intends to fund programs that benefit children now and invest in changes to early childhood systems that will improve the lives of generations to come.

The sections that follow the framework on the next page describe the current community needs in each priority area to provide context for First 5 Solano's strategic goals and results as well as potential strategies and systems change opportunities that First 5 Solano may pursue to achieve its strategic goals and results.

FIRST 5 SOLANO STRATEGIC FRAMEWORK

MISSION: First 5 Solano is a catalyst that strategically advances innovative, prevention-focused approaches across systems that improve the lives of young children and their families.



VALUES: EQUITY - ACCESSIBILITY - SUSTAINABILITY - ADVOCACY - COLLABORATION - RESPECT

Defining First 5 Solano's Core Values

EQUITY

We are committed to reducing and eliminating disparities in access, experiences, and outcomes across all dimensions of diversity and identity.

ACCESSIBILITY

We are committed to reducing barriers that families face in accessing care.

SUSTAINABILITY

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

ADVOCACY

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

COLLABORATION

We model and promote collaboration, recognizing that the community benefits most from a system of care in which providers work together to improve the lives of young children and families.

RESPECT

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

PRIORITY AREA 1: HEALTH & WELL-BEING

Goal 1:	All children are born to their optimal health potential
Result 1:	Mothers have healthy pregnancies
Result 2:	Newborns are healthy

Desired Results

Solano County has made significant strides in the realm of perinatal care over time, witnessing a reduction in low birthweight babies and an increase in the number of mothers who access prenatal care by the end of their first trimester. In 2020, the percent of babies born low birthweight in Solano County was 7% and the percent of women accessing timely prenatal care was 84%.^{vii} Unfortunately, there are still areas of disparity in perinatal outcomes – Black and Latina women are least likely to receive timely prenatal care, while Black babies are most likely to be born low birthweight or preterm.^{viii} In addition, pregnant women are at an increased risk for severe illness from COVID-19 compared to non-pregnant women,^{ix} and those with COVID-19 may have an increased risk of adverse pregnancy outcomes, such as preterm birth.^x

To guide its efforts to address perinatal inequities and risks, First 5 Solano has set a goal that *all children are born to their optimal health potential* and measures community progress towards achieving this goal by considering these results:

- Mothers have healthy pregnancies
- Newborns are healthy

Potential Strategies / Systems Change Opportunities

- Partnerships with agencies providing home visiting services in the county to support the alignment and coordination of their efforts and to incorporate home visiting into the services offered at comprehensive service hubs like the Vallejo First 5 Center.



- Partnerships with health agencies in the county, including Solano Health & Social Services, Partnership HealthPlan, community clinics, and local hospitals, to improve access to quality prenatal services.
- Participation in and promotion of collaboratives to coordinate home visiting providers and partners (e.g., Home Visiting Advisory Board), improve prenatal care access and quality (e.g., Prenatal Care Network & Learning Collaborative), and promote equity in healthy births for Black babies and their families (e.g., Solano HEALS).

Goal 2:	All children maintain optimal health
Result 3:	Children access comprehensive health insurance and health care services
Result 4:	Children and parents/primary caregivers access appropriate mental health services

Desired Results

Over the past several years, Solano County has maintained near-complete health insurance coverage for children 0-5 with an insured rate of 97% in 2019.^{xi} Although data specifically for Solano County are unavailable for 2020, COVID-19 did not lead to the expected decline in health insurance rates for children statewide; losses of employer-sponsored coverage were made up for by increases in subsidized coverage.^{xii}

In FY2019/20, 80% of children aged 3-6 on Medi-Cal in Solano, Yolo, and Napa counties (which share a Medi-Cal plan) had attended a well-child visit, higher than the rate for the state overall (75%).^{xiii} The pandemic initially led to a significant decline in well-child visit attendance across the state and nation, particularly among children in lower-income and Black and Latino households.^{xiv}

Approximately 16% of women giving birth in Solano County experience postpartum depressive symptoms, with rates significantly higher among Black women (21%) compared to women of other races/ethnicities.^{xv} Although local data are not available, nationwide studies indicate COVID-19 led to an increased need for mental health care for parents,^{xvi} including during the perinatal period.^{xvii} Caregivers of young children in California also expressed increased concern for their children’s emotional health during the pandemic.^{xviii}

While Solano has made great progress in improving access to health insurance for young children, additional work is needed to increase access to and utilization of well-child visits and address the mental health for the well-being of children and families. For First 5 Solano, this work is in service of its goal that *all children maintain optimal health*, measured by the following results:

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

Potential Strategies / Systems Change Opportunities

- Developmental screenings and referrals to early intervention and other health services, including through centralized service models like Help Me Grow Solano and the Vallejo First 5 Center, and promotion of universal developmental screenings and referrals in pediatric settings.
- Seeking alternative funding sources like Mental Health Services Act (MHSA) and Early and Periodic Screening, Diagnosis, and Treatment (EPSDT) for mental health services for young children and parents/caregivers.
- Partnerships with health agencies in the county, including Solano Health & Social Services, Partnership HealthPlan, and community clinics, to improve insurance enrollment and access to well-child visits.
- Participation in and promotion of collaboratives to improve oral health (e.g., Solano Oral Health Advisory Committee), mental health (e.g., MHSA grantee meeting), and the overall health and well-being of the community (e.g., Healthy Solano Collaborative).



PRIORITY AREA 2: EARLY CHILDHOOD LEARNING & DEVELOPMENT

Goal 3:	All children learn and develop through high quality care
Result 5:	Reliable, affordable child care is consistently available to families
Result 6:	Child care providers know and practice high-quality child care programming

Desired Results

Prior to the pandemic, the availability of child care was already limited in Solano County – only 24% of children 0-12 had a licensed child care or transitional kindergarten space available to them.^{xix} During the COVID-19 pandemic, access to care became even more limited as K-12 schools closed and nearly 100 child care licenses in Solano County became inactive between March and December 2020.^{xx} COVID-19 also revealed how essential child care is for the well-being of the community and health of the economy as millions of parents across the nation had to stop working or reduce their working hours to care for children at home.^{xxi} First 5 Solano is committed to strengthening the child care industry so that *all children learn and develop through high quality care*, a goal that is further defined by two results:

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

Potential Strategies / Systems Change Opportunities

- Professional development, coaching, and technical assistance for early care and education (ECE) providers.
- Advocacy for funding and policies to expand and support early learning and child care in the county.
- Seeking alternative funding sources like First 5 California and the California Department of Education to improve access to quality early learning opportunities.
- Partnerships with other entities like the Solano County Office of Education (SCOE) and Solano Family & Children’s Services to improve access to early learning opportunities for families and professional development for early learning professionals.
- Participation in and promotion of collaboratives to improve the quality of ECE programs (e.g., Quality Counts Consortium), meet the child care needs of families in the community (e.g., Local Child Care Planning Council), and support the early learning workforce (e.g., Solano College Child Development and Family Studies Advisory Council).

Goal 4:	All children enter kindergarten ready to learn
Result 7:	Parents and primary caregivers are educated on, prepared to, and engage in helping their children enter school ready to learn
Result 8:	Children have access to quality, affordable early learning experiences in their community (Birth-5)

Desired Results

Kindergarten readiness is not universally measured in Solano County, but third grade proficiency is considered a proxy measure as research shows it is significantly predicted by kindergarten readiness.^{xxii} Fewer than half of third-graders in Solano County were at grade level in 2019, a rate that is lower than in neighboring counties.^{xxiii} Economically disadvantaged children were less likely to be proficient than more affluent children, and Black and Latino children had lower proficiency rates than White and Asian children.^{xxiv} The conditions resulting from the COVID-19 pandemic likely had adverse effects on the kindergarten readiness and early elementary school proficiency rates of children. During school and ECE site closures, parents/caregivers faced challenges in keeping their children occupied and educated,^{xxv} while children missed important learning and social experiences.^{xxvi} Although longitudinal studies will be needed to determine the long-term impact of COVID-19 on children's social, emotional, and cognitive development, there is already some evidence that it has had detrimental effects.^{xxvii} It is also likely that disparities in kindergarten readiness have widened due to the disproportionate impact the pandemic has had on lower-income families and communities of color.^{xxviii}

First 5 Solano seeks to achieve equity in early learning opportunities so that *all children enter kindergarten ready to learn*. Realizing this goal will depend on the achievement of these results:

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

Potential Strategies / Systems Change Opportunities

- Short-term early learning experiences for children who did not participate in preschool and/or have other needs, such as being an English language learner or from a low-income family.
- Early learning and development support for parents/caregivers to be their child's first teacher, including those provided through comprehensive service hubs like the Vallejo First 5 Center.
- Partnerships with other entities in the county involved in kindergarten readiness efforts, including school districts and the SCOE, to promote access to kindergarten readiness supports.

PRIORITY AREA 3: FAMILY SUPPORT & PARENT EDUCATION

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

Desired Results

As of 2019, the poverty rate for children under 5 in Solano County had been declining, and at 8%, was much lower than the statewide rate of 14%.^{xxix} However, the pandemic led to widespread unemployment and financial insecurity, and many families experienced difficulty meeting their basic needs. The 2020 poverty rate for Solano County children is not available, but the unemployment rate in the county jumped from 4% in 2019 to 10% in 2020,^{xxx} and the food insecurity rate for children in the county increased from 14% in 2019 to 20% in 2020.^{xxxi} On the other hand, data from the Census Bureau show that the federal economic stimulus payments helped protect millions of children from poverty in 2020 as measured by the Supplemental Poverty Measure, which accounts for many government programs that assist low-income families. In fact, according to that measure, poverty *declined* among children in 2020,^{xxxii} with the largest declines in poverty observed for Latino and Black children.^{xxxiii}

The substantiated maltreatment rate among children 0-5 declined in Solano in 2020 to 6.2 per 1,000 and is lower than the rate in the state overall (9.8 per 1,000).^{xxxiv} However, other research indicates that there has likely been an increased risk for maltreatment during the COVID-19 pandemic due to parental job loss and increased stress.^{xxxv} The substantiated maltreatment rate remains significantly higher among Black children in Solano County compared to Latino and White children.^{xxxvi}

As the community recovers from the pandemic, it will be important to closely monitor trends and disparities in socioeconomic and child maltreatment outcomes and take the necessary steps to ensure that *all families are safe, stable, and self-sufficient*. To attain this goal, First 5 Solano will pursue strategies that address 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 / Systems Change Opportunities

- Assessment of families' access to basic needs and connection to services and supports to meet those needs, including through centralized service hubs like Help Me Grow Solano and the Vallejo First 5 Center.

- Partnerships with other entities in the county engaged in family support efforts, such as Solano County Health & Social Services, family resource centers, faith-based communities, and schools, to improve access to services and supports.
- Increased investments and partnerships in the highest need neighborhoods of the county to achieve equity in family support outcomes.
- Advocacy for policies and funding to address the basic needs of families as they continue to recover from pandemic.
- Participation in and promotion of collaboratives to prevent and help the community heal from trauma (e.g., Solano Kids Thrive), improve the quality and integration of child abuse prevention services (e.g., Child Abuse Prevention Council), develop a comprehensive, systematic approach to ending family violence (e.g., Solano Partnership Against Violence), and coordinate interagency services for children affected by the Child Welfare System (e.g., System of Care Interagency Team).

Goal 6:	All parents and primary caregivers support their children’s development
Result 11:	Using community resources and supports, parents and primary caregivers are educated on and practice effective parenting strategies

Desired Results

As mentioned in previous sections, the pandemic significantly strained caregivers.^{xxxvii} One poll conducted with parents of young children in California found that 77% report higher levels of stress as a result of the coronavirus pandemic.^{xxxviii} A national poll similarly found that parents are more stressed, in part due to COVID-19’s disruptions to schooling and child care and financial insecurity.^{xxxix}

The available research suggests parents/caregivers need more support now than in the past to practice positive parenting strategies. First 5 Solano will invest in strategies to provide such supports so that *all parents and primary caregivers support their children’s development*. The following result is an indicator that the goal has been achieved:

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

Potential Strategies / Systems Change Opportunities

- Evidence-based parent education programs like Triple P that promote positive parenting practices, including classes offered at comprehensive service hubs like the Vallejo First 5 Center and throughout the community.
- Workshops for parents/caregivers on child development and strategies to support their child’s health and development, including workshops offered through comprehensive service hubs like the Vallejo First 5 Center.

- Seeking alternative funding sources like Mental Health Services Act (MHSA) dollars for evidence-based parent education and other mental health prevention and early intervention strategies.
- Partnerships with other entities delivering parent education, such as Child Haven, Parents By Choice, and Solano Family and Children's Services, to promote access to quality parent education programs.
- Provider trainings to support a robust workforce that is qualified to offer a evidence-based parenting classes.
- Participation in and promotion of collaboratives to improve coordination amongst parent education providers (e.g., Triple P Provider Collaborative).



PRIORITY AREA 4: SYSTEMS CHANGE

Goal 7:	Early childhood systems are strong, integrated, sufficiently resourced, and equitable
Result 12:	Systems are strengthened with the increased capacity of providers
Result 13:	Systems are integrated with cross-sector partnerships and aligned goals, services, and outcomes
Result 14:	Systems are expanded and sustained with financial resources and legislative or policy changes
Result 15:	Systems are transformed so access, experiences, and outcomes are equitable for all young children and families

Desired Results

First 5 Commissions across the state, including First 5 Solano, are facing a decline in Proposition 10 tobacco tax funding, and First 5 Solano operates in a county that has limited sources of funding outside of government. The county ranks last of all Bay Area counties when it comes to foundation funding: just \$6 per capita was given in Solano in 2016, compared to \$93 per Napa resident, the closest comparable county.^{xi} In addition, as one of the most diverse counties in the nation,^{xii} Solano County has been particularly affected by the twin pandemics of COVID-19 and systemic inequities, underscoring the importance of efforts to make systems fair and just for all young children and families in the county.

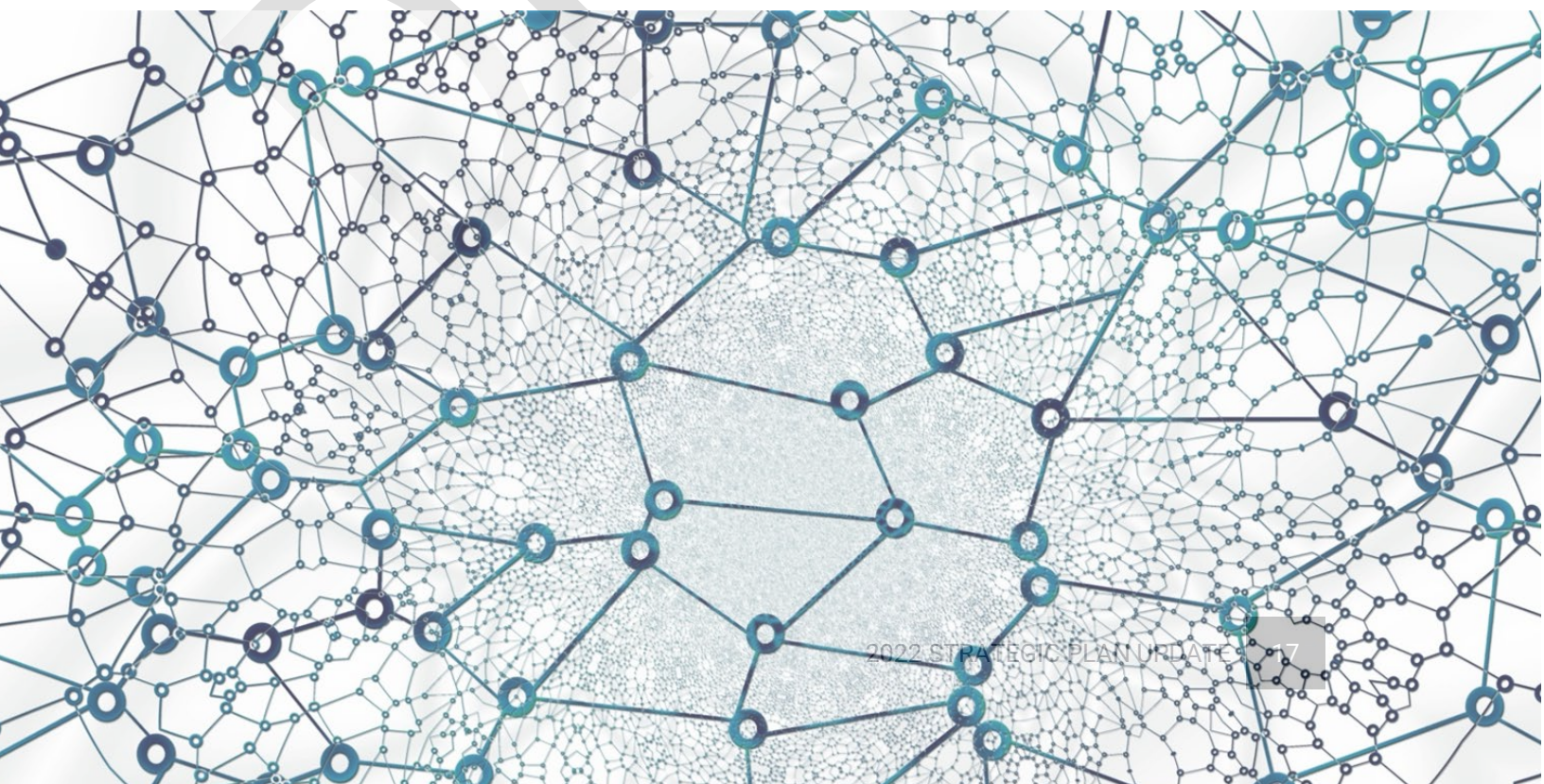
These challenges call for efforts that transform how early childhood systems operate and work with one another to achieve equity and improve the lives of young children and families. First 5 Solano's goal in this area is that *early childhood systems are strong, integrated, sufficiently resourced, and equitable*, as measured by the following results:

- Systems are strengthened with the increased capacity of providers
- Systems are integrated with cross-sector partnerships and aligned goals, services, and outcomes
- Systems are expanded and sustained with financial resources and legislative or policy changes
- Systems are transformed so access, experiences, and outcomes are equitable for all young children and families

Potential Strategies / Systems Change Opportunities

First 5 Solano has developed a standalone Systems Change Action Plan to identify systems change strategies that address the desired results in this area. Some of the key strategies in this plan include:

- Trainings and technical solutions to increase the organizational capacity of local providers serving young children and families.
- Trainings and coaching to increase the knowledge and skills of direct service providers to improve their capacity to offer high-quality services.
- Collective Impact initiatives and cross-sector collaboratives to increase systems integration.
- Centralized and integrated service models that connect families to what they need in one place.
- Advocacy for funding and policy or legislative changes that achieve positive outcomes for young children and families.
- Strategies that maximize resources to fund services for children and families (e.g., alternative funding, leveraged funding, and greater efficiency).
- Prioritization of equity in First 5 Solano practices, policies, and investments.
- Capacity building of policymakers, providers, and system leaders to achieve equitable access, experiences, and outcomes for children and families in Solano County.



CONCLUSION

After the approval of this strategic plan update in January 2022, First 5 Solano will begin implementing strategies in the priority areas of Health & Well-Being, Early Childhood Learning & Development, Family Support & Parent Education, and Systems Change.

First 5 Solano cannot achieve its goals alone. The First 5 Solano Children and Families Commission expresses grateful appreciation for its community partners who support the work of the Commission and staff and are on the front lines in the community, ensuring families with young children are supported, seen, and heard.

In partnership with parents/caregivers and early childhood service providers, First 5 Solano will continue to strategically invest in services, supports, and resources that will achieve equity in the community and ensure ***all Solano County children are healthy, eager to learn, and nurtured by strong families in safe and inclusive environments.***



APPENDIX 1: SAMPLE EVALUATION PLAN

The First 5 Solano Commission utilizes a Results Based Accountability (RBA) framework to describe the efforts and impact of its investments with the following performance metrics:



How much did we do?



How well did we do it?



Is anyone **Better off**?

Data are collected annually on these performance metrics for each of First 5 Solano’s initiatives. A data dashboard summarizing the results of First 5 Solano’s efforts as well as indicators of overall community well-being can be found on First 5 Solano’s website (https://www.solanocounty.com/depts/first5/about_us.asp). Below is a sample evaluation plan with sample performance measures for each goal area. RBA metrics will be developed for each strategy or initiative following the adoption of the strategic plan and selection of strategies and activities.

Goals/Results	Measure Type	Sample Performance Measure
All children are born to their optimal health potential – Mothers have healthy pregnancies – Newborns are healthy	How much	Number of pregnant mothers referred for home visiting services
	How well	Percentage of mothers accessing home visiting services, by race/ethnicity
	Better off	Percentage of mothers accessing home visiting services, overall
All children maintain optimal health – Children access comprehensive health insurance and health care service – Children and parents/primary caregivers access appropriate mental health services	How much	Number of children receiving developmental screenings
	How well	Percentage of children with developmental concerns referred for early intervention services
	Better off	Percentage of children with developmental concerns accessing early intervention services
All children learn and develop through high quality care – Reliable, affordable child care is consistently available to families – Child care providers know and practice high-quality child care programming	How much	Number of early learning providers participating in professional development trainings
	How well	Percentage of early learning providers satisfied with trainings attended
	Better off	Percentage of early learning providers attending trainings who demonstrate improved knowledge/skills

Goals/Results	Measure Type	Sample Performance Measure
<p>All children enter kindergarten ready to learn</p> <ul style="list-style-type: none"> Parents and primary caregivers are educated on, prepared to, and engage in helping their children enter school ready to learn Children have access to quality, affordable early learning experiences in their community (Birth-5) 	<i>How much</i>	Number of children enrolled in short-term pre-K
	<i>How well</i>	Percentage of children enrolled in short-term pre-K from the target population (i.e., low-income, English learner, and/or without preschool experience)
	<i>Better off</i>	Percentage of children enrolled in short-term pre-K demonstrating improved kindergarten readiness skills
<p>All families are safe, stable, and self sufficient</p> <ul style="list-style-type: none"> 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 	<i>How much</i>	Number of families needing support for basic needs
	<i>How well</i>	Percentage of families needing support for basic needs referred to community resources
	<i>Better off</i>	Percentage of families needing support for basic needs who access community resources
<p>All parents and primary caregivers support their children's development</p> <ul style="list-style-type: none"> Using community resources and supports, parents and primary caregivers are educated on and practice effective parenting strategies 	<i>How much</i>	Number of caregivers participating in parent education classes
	<i>How well</i>	Percentage of caregivers participating in parent education classes who are satisfied with the program
	<i>Better off</i>	Percentage of caregivers participating in parent education classes who demonstrate improved parenting knowledge/skills
<p>Early childhood systems are strong, integrated, sufficiently resourced, and equitable</p> <ul style="list-style-type: none"> Systems are strengthened with the increased capacity of providers Systems are integrated with cross-sector partnerships and aligned goals, services, and outcomes Systems are expanded and sustained with financial resources and legislative or policy changes Systems are transformed so access, experiences, and outcomes are equitable for all young children and families 	<i>How much</i>	Number of funding and legislation/policy opportunities pursued
	<i>How well</i>	Number of funding and legislation/policy opportunities pursued that will improve equity
	<i>Better off</i>	Amount of funding awarded and number of people impacted by legislation/policy changes achieved

APPENDIX 2: STRATEGIC PLANNING PROCESS & FRAMEWORK CHANGES

Planning Process and Timeline

In March 2021, First 5 Solano embarked on a strategic planning process designed to be inclusive of the voices of its partners in the community. At stakeholder group meetings, 64 service providers were polled on their vision for children and families in Solano County and the values that are important to their work. At the April 2021 First 5 Solano Commission meeting, results from these feedback sessions were presented, and Commissioners also were polled to share their views on:

1. The ideal conditions and outcomes for Solano County children and families,
2. First 5 Solano's role in achieving these conditions and outcomes, and
3. The values that should be central to First 5 Solano's work.

Commissioners and stakeholders both emphasized the importance of achieving equitable experiences and outcomes and creating inclusive environments for all young children and families in Solano County. Commissioners also highlighted First 5 Solano's role in spearheading innovative, prevention-focused efforts that improve early childhood systems of care.

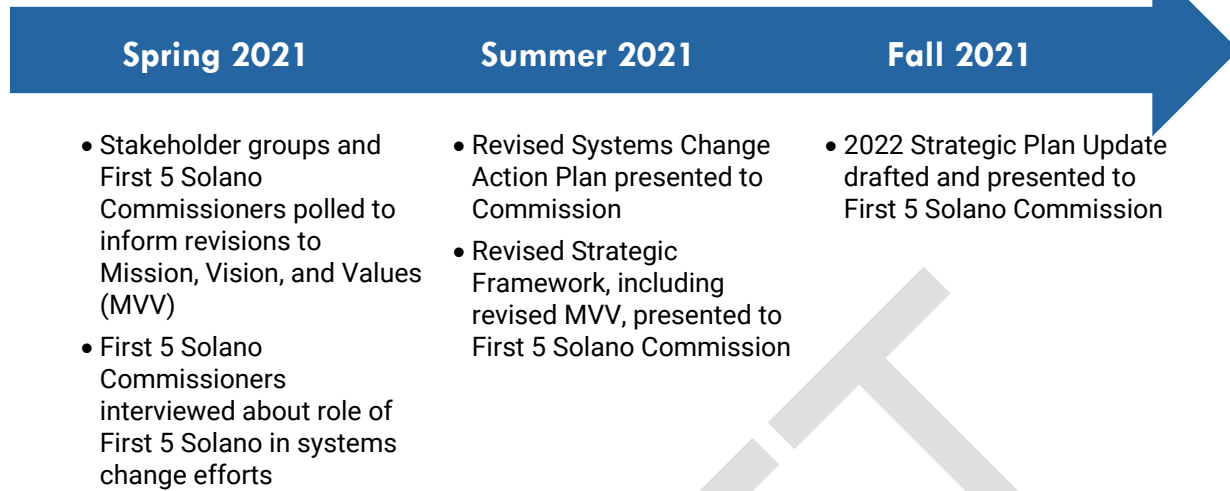
In May 2021, the feedback received from stakeholders and Commissioners was synthesized into draft mission, vision, and values statements. Commissioners reviewed the revised mission, vision, and values and provided additional feedback and input in June 2021.

First 5 Solano Commissioners were also individually interviewed in spring 2021 on the best role for First 5 Solano to play in contributing to improvements within and across early childhood systems. These interviews led to updates to First 5 Solano's Systems Change goal and results and an update to the First 5 Solano's Systems Change Action Plan.

First 5 Solano Commissioners reviewed a strategic framework illustrating their priority areas, goals, and results and provided additional input in August 2021.

The 2022 Strategic Plan Update has been informed by Commissioner and community input gathered over the course of this nine-month planning period (see timeline that follows).




Strategic Planning Timeline



Results from the stakeholder and Commissioner polls and significant changes made to the strategic framework are summarized in the next sections.

Strategic Planning Poll Results

Service providers and First 5 Solano Commissioners were polled to provide input on their vision and priorities for the community. Mission, vision, and values statement revisions in the 2022 Strategic Plan Update were based on responses to the following:

-  If you could wave a magic wand and transform Solano County for young children and families, what would it look like?
-  In a few words, what is the most important role for First 5 Solano to play in supporting young children and families in the county?
-  What three values should be central to the work of First 5 Solano and its partners to support young children and families?

The top themes that emerged from the Commissioner and stakeholder polls follow.

TOP THEMES FROM MISSION POLL

Theme	Sample Quote
Provide Resources / Leverages Funding	"Provide funding for programs that support our goals, leveraging our funds to get more funds."
Advocate	"First 5 is an advocate for children and their families."
Change Systems	"First 5 is a systems change leader in the county."
Focus on Prevention	"Keep our collective focus on 0-5 because that is where the most important prevention happens."
Pursue Equity and Inclusive Practices	"First 5's role is to promote equity and inclusion."
Develop Innovative Solutions	"First 5 develops creative solutions and gives voice to our county's children."

TOP THEMES FROM VISION POLL

Theme	Sample Quote
Equitable Access to Services	"Equitable resources for all children and families."
Early Learning Opportunities	"Free child care for all children."
Safe Environments	"Children have access to safe and supportive environments."
Inclusive Services	"Equitable and inclusive services for ALL children and families."
Basic Needs Met	"All children are securely housed, fed, and cared for."
Children and Families are Healthy	"Healthy families, loved children."

TOP 10 VALUES

- 1** Equity
- 2** Accessibility
- 3** Respect
- 4** Sustainability
- 5** Advocacy
- 6** Collaboration
- 7** Supportive
- 8** Inclusive
- 9** Leveraging
- 10** Prevention

Strategic Framework Changes from 2016

Significant changes from the 2016 strategic framework were made based on the stakeholder and Commissioner input collected. These changes are summarized below.

Vision	Language in the vision is aligned with First 5 Solano’s priority areas and incorporates stakeholders’ and Commissioners’ input on the desired conditions and outcomes for young children and families, including that children will live in <i>inclusive</i> communities.
Mission	The mission now highlights First 5 Solano’s role in transforming early childhood systems and emphasizes its commitment to innovative, prevention-focused strategies. It seeks creative solutions to complex problems and catalyzes efforts that will make the greatest impact with its limited resources.
Values	The original 17 values/principles were condensed to the 6 values most important to stakeholders and Commissioners to reduce redundancy and help First 5 Solano focus on upholding the values that matters most.
Priority Areas, Goals, and Results	Based on feedback from Commissioners, the Systems Change goals and results [Goal 7, Results 12-15] were modified to highlight First 5 Solano’s role in making early childhood systems more equitable.
Overall	The framework was redesigned to incorporate all of the above components to demonstrate their interconnectedness. Similarly, First 5 Solano’s priority areas, goals, and results surround the vision to illustrate their connection and contribution to First 5 Solano’s vision.

ENDNOTES

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2024



LEGISLATIVE PLATFORM

PURPOSE

The ability of First 5 Solano and its partners to serve its residents and provide for a thriving and sustainable community requires support from all levels of government. As a part of this governmental structure, First 5 Solano recognizes its role as a content expert in the field of children ages 0-5 and their families. First 5 Solano has developed this legislative platform to be responsive to the changing landscape for our constituents and to allow the First 5 Solano Children and Families Commission a mechanism with which to weigh in on activities that will impact children and families.

POLICY INFLUENCE PARTNERS

The First 5 Solano Children and Families Commission is an agency of Solano County, and as such, supports and aligns with the Solano County State and Federal Legislative Platforms. In addition, First 5 Solano partners with many outside agencies to develop and influence legislative and policy changes on behalf of the children of Solano County. This legislative platform is designed to support and enhance the work of the many partners engaged in this critical work, including Solano County, The First 5 Association, First 5 California, Children Now, The Solano County Children's Alliance, and many others.

THE LANDSCAPE FOR 2021: COVID-19 PREVENTION, PROTECTION, AND RECOVERY

~~First 5 Solano is deeply concerned about the severe impacts of the coronavirus on Solano's children and families, especially children of color, families in poverty, and children experiencing or who have experienced trauma. These impacts of the coronavirus are far-reaching in our community and relate to each area of the First 5 Solano Legislative Platform: Health and Well Being; Family Support, Early Childhood Learning and Development; and Strong Communities. However, we believe the policy goals that have been in the First 5 Solano Legislative Platform are still appropriate and will support prevention, protection and recovery in the coming year. For example, access to health care and strengthening safety net services for children and families were already key areas outlined in First 5 Solano's legislative platform. These do not change, but only become more important as we see continued significant economic challenges and challenges in systems such as healthcare.~~

~~As legislators and policy makers respond to the pandemic with policy solutions, we believe that approaching the 2021 legislative cycle with continued implementation of the First 5 Solano Legislative Platform will ensure that the fundamental needs of children and families are met throughout the recovery period.~~

~~First 5 Solano continues to be deeply concerned about the severe impacts of COVID-19 on Solano's children and families, especially children of color, families in poverty, and children experiencing or who have experienced trauma. The pandemic not only laid bare, but also exacerbated disparities in health, education, and socioeconomic outcomes for young children and families. As one of the most diverse counties in the nation, Solano County has been particularly affected by the twin pandemics of COVID-19 and systemic inequities, underscoring the importance of efforts to make systems fair and just for all young children and families in the county.~~

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The impacts of these twin pandemics are far-reaching in our community and relate to each area of the First 5 Solano Legislative Platform: Health and Well Being; Family Support, Early Childhood Learning and Development; and Strong Communities. Addressing equity must be a central part of the recovery efforts associated with the COVID-19 pandemic. As First 5 Solano implements this 2022 Legislative Platform, efforts will include advocating for continued supports for families and childcare providers; raising local and state leaders' awareness of inequities (e.g., by collecting and sharing data on disparities in outcomes for young children and families); and, advocating for policies that promote equity, such as paid family leave, a living minimum wage, and universal access to high-quality early care and education (ECE) and healthcare.

As legislators and policy makers respond to the pandemic and to the efforts to advance equity with policy solutions, we believe that approaching the 2022 legislative cycle with continued implementation of the First 5 Solano Legislative Platform will ensure that the fundamental needs of children and families are met throughout the recovery period.

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HEALTH AND WELL-BEING

Health Goal 1: Children and their parents and caregivers have robust, continuous and affordable health coverage and health care services.

Policy Opportunities:

- A. Protect children and families' access to health care.
- B. Ensure every pregnant mother and child ages 0-5 has affordable and comprehensive health insurance coverage, including medical, dental, vision and mental health services.
- C. Maximize enrollment in Medi-Cal for eligible families and individuals.

Health Goal 2: Children grow up healthy and stay on track developmentally.

Policy Opportunities:

- A. Ensure that all children receive regular, routine developmental screenings, and are linked to needed supports as appropriate.
- B. Invest in and improve coordination across systems of care to efficiently connect young children to early intervention.

Health Goal 3: Pregnant women, children and their families are nourished and healthy.

Policy Opportunities:

- A. Support high-quality programs and services that increase access to affordable, quality and nutritious foods for all children and families.
- B. Increase supports for breastfeeding, family leave, and baby-friendly policies in all settings.
- C. Maximize enrollment in WIC and CalFresh for eligible families and individuals.

Health Goal 4: Young children are not abused or neglected, and receive robust services to foster resilience.

Policy Opportunities:

- A. Ensure that all professionals working with young children and families complete training on trauma-informed practices, and the identification and reporting of child abuse and neglect, and how to foster resilience
- B. Expand access to evidence-based family strengthening programs, including voluntary home visiting, which optimize child development and reduce the risk of abuse and neglect.
- C. Expand access to timely, high-quality services that reduce the impact of trauma on young children.

FAMILY SUPPORT

Family Support Goal 1: Families' basic needs are met.

Policy Opportunities:

- A. Strengthen the social safety-net to ensure families are self-sufficient and can meet their basic economic needs, such as food, housing, child care, transportation and health care.
- B. Support sustainability of Family Resource Centers and other community hubs for integrated services for children and families.
- C. Support streamlined application processes for critical safety net programs such as CalWORKs, CalFresh and Medi-Cal.

Family Support Goal 2: Parents and caregivers forge healthy bonds with their newborns and very young children.

Policy Opportunities:

- A. Ensure that maternal and early childhood home visiting programs, including evidence-based programs for the highest-need parents and children, are available to all families who wish to participate.
- B. Support evidence-based parent education and engagement initiatives that strengthen the bond between parent and child.

Family Support Goal 3: Families experiencing risk factors or circumstances that may jeopardize their health or well-being, including Adverse Childhood Experiences (ACES) are identified early and provided with the resources they need.

Policy Opportunities:

- A. Ensure that every parent and caregiver has easy access to a place in their community that can guide and support them in finding the help they need.
- B. Ensure that young foster children are placed with safe, nurturing and supportive caregivers, and experience minimal placement disruptions.

EARLY CHILDHOOD LEARNING AND DEVELOPMENT

Early Learning Goal 1: Adults have the information, skills and support they need to help children learn.

Policy Opportunities:

- A. Ensure every parent and caregiver has access to educational programs that offer information and guidance to aid in their child's learning.
- B. Ensure every parent and caregiver has the opportunity to learn about early social/emotional and cognitive development, and that caregiver-ready tools to promote healthy attachment, early language, numeracy and problem-solving skills are available.

Early Learning Goal 2: Child care and development programs for infants and toddlers are affordable, accessible, high quality, and meet the needs of families.

Policy Opportunities:

- A. Increase the quality and number of state-funded early learning slots for infants, toddlers and preschoolers.
- B. Embed high-quality standards in all state-funded early learning programs and support state and local efforts to meet them.
- C. Strengthen the qualifications, compensation and stability of the early learning workforce.

Early Learning Goal 3: Support the implementation of Universal Transitional Kindergarten that aligns with and maximizes resources for the early learning and childcare systems.

A. Support policies, legislation and funding that promote articulation between the early learning, childcare and transitional kindergarten systems.

B. Support policies and legislation that move toward alignment in the qualifications and compensation for the early learning, childcare and transitional kindergarten workforce.

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STRONG COMMUNITIES

Strong Community Goal 1: Ensure that existing systems are sustainable and equitable so that Solano's youngest children and their families thrive.

Policy Opportunities:

- A. Explore and advance opportunities to preserve and increase funding streams dedicated to early childhood, including Proposition 10 revenues.
- B. Improve state and county data systems to track children's outcomes.
- C. Promote inclusion of funding for children ages 0-5 and their families in existing and new revenue policy discussions.
- D. Promote legislation that increases taxes on combustible tobacco products, tobacco-based inhalation devices, and electronic cigarettes, and uses the revenue for children and family programs, including smoking cessation programs.
- E. Support legislation and funding to address and advance equity in all policies and initiatives in the areas of health and well-being, family support, and early childhood learning and development.

Strong Community Goal 2: Families are connected with one another and to their communities.

Policy Opportunities:

- A. Sustain efforts of local First 5 Commissions, libraries, hospitals and community- based organizations to provide family-friendly space for parents and caregivers to gather.
- B. Foster community engagement in local and state government decision-making, such as parent and caregiver councils in early learning programs and representation on public service system boards.

REFERENCE DOCUMENTS

Children Now Pro-Kid Agenda

2024~~2~~ Solano County State & Federal Legislative Platforms

First 5 Association Policy Platform

First 5 California Policy Platform



2022



LEGISLATIVE PLATFORM

PURPOSE

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As legislators and policy makers respond to the pandemic and to the efforts to advance equity with policy solutions, we believe that approaching the 2022 legislative cycle with continued implementation of the First 5 Solano Legislative Platform will ensure that the fundamental needs of children and families are met throughout the recovery period.

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Policy Opportunities:

- A. Strengthen the social safety-net to ensure families are self-sufficient and can meet their basic economic needs, such as food, housing, child care, transportation and health care.
- B. Support sustainability of Family Resource Centers and other community hubs for integrated services for children and families.
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EARLY CHILDHOOD LEARNING AND DEVELOPMENT

Early Learning Goal 1: Adults have the information, skills and support they need to help children learn.

Policy Opportunities:

- A. Ensure every parent and caregiver has access to educational programs that offer information and guidance to aid in their child's learning.
- B. Ensure every parent and caregiver has the opportunity to learn about early social/emotional and cognitive development, and that caregiver-ready tools to promote healthy attachment, early language, numeracy and problem-solving skills are available.

Early Learning Goal 2: Child care and development programs for infants and toddlers are affordable, accessible, high quality, and meet the needs of families.

Policy Opportunities:

- A. Increase the quality and number of state-funded early learning slots for infants, toddlers and preschoolers.
- B. Embed high-quality standards in all state-funded early learning programs and support state and local efforts to meet them.
- C. Strengthen the qualifications, compensation and stability of the early learning workforce.

Early Learning Goal 3: Support the implementation of Universal Transitional Kindergarten that aligns with and maximizes resources for the early learning and childcare systems.

- A. Support policies, legislation and funding that promote articulation between the early learning, childcare and transitional kindergarten systems.
- B. Support policies and legislation that move toward alignment in the qualifications and compensation for the early learning, childcare and transitional kindergarten workforce.

STRONG COMMUNITIES

Strong Community Goal 1: Ensure that existing systems are sustainable and equitable so that Solano's youngest children and their families thrive.

Policy Opportunities:

- A. Explore and advance opportunities to preserve and increase funding streams dedicated to early childhood, including Proposition 10 revenues.
- B. Improve state and county data systems to track children's outcomes.
- C. Promote inclusion of funding for children ages 0-5 and their families in existing and new revenue policy discussions.
- D. Promote legislation that increases taxes on combustible tobacco products, tobacco-based inhalation devices, and electronic cigarettes, and uses the revenue for children and family programs, including smoking cessation programs.
- E. Support legislation and funding to address and advance equity in all policies and initiatives in the areas of health and well-being, family support, and early childhood learning and development.

Strong Community Goal 2: Families are connected with one another and to their communities.

Policy Opportunities:

- A. Sustain efforts of local First 5 Commissions, libraries, hospitals and community-based organizations to provide family-friendly space for parents and caregivers to gather.
- B. Foster community engagement in local and state government decision-making, such as parent and caregiver councils in early learning programs and representation on public service system boards.

REFERENCE DOCUMENTS

Children Now Pro-Kid Agenda

2022 Solano County State & Federal Legislative Platforms

First 5 Association Policy Platform

First 5 California Policy Platform

Solano Kids Thrive

Collective Impact



2021-2022

Today's Agenda



Who and What is Solano Kids Thrive?

Resilient Solano Strategic Plan

Invitation to Engage

Solano Kids Thrive



All Solano children thrive in safe, stable, healthy and nurturing families and communities.

Goals:

- Safe Communities
- Healthy Families
- Family Self-Sufficiency
- School Readiness



Focus: Adverse Childhood Experiences & Trauma

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VISION

Solano County is a resilient community working together to prevent and heal trauma.

GOAL

Solano County residents, agencies, and the community are aware of the effects of Adverse Childhood Experiences (ACEs) and are taking steps to prevent and heal trauma.

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The Resilient Solano Framework



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Kaiser's Adverse Childhood Experiences (ACEs) Study

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What is Resilience?



Resilience: The ability to successfully adapt to hardships, such as traumatic experiences.

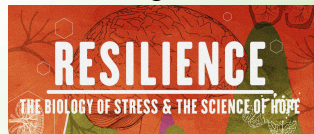
The most common factor for children who develop resilience is to have at least one stable and committed relationship with an adult.

Solano Kids Thrive Activities



ACEs Awareness Presentations

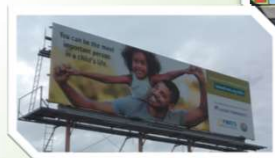
Documentary Film Screening Events



Resilient Solano Summit May 2019



Media Campaign



Parent Workshops, Trauma-Informed Trainings, and Community Advocacy

Website & Social Media



<https://www.facebook.com/SolanoKidsThrive/>

<https://www.pacesconnection.com/g/resilient-solano>



Submit website content to
ResilientSolano@gmail.com

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Solano Kids Thrive



- **Bi-monthly Leadership Meetings**
- **Organized Work Groups**
- **Leadership, Collaboration, Support**

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Where do you and your organization or workplace fit ?



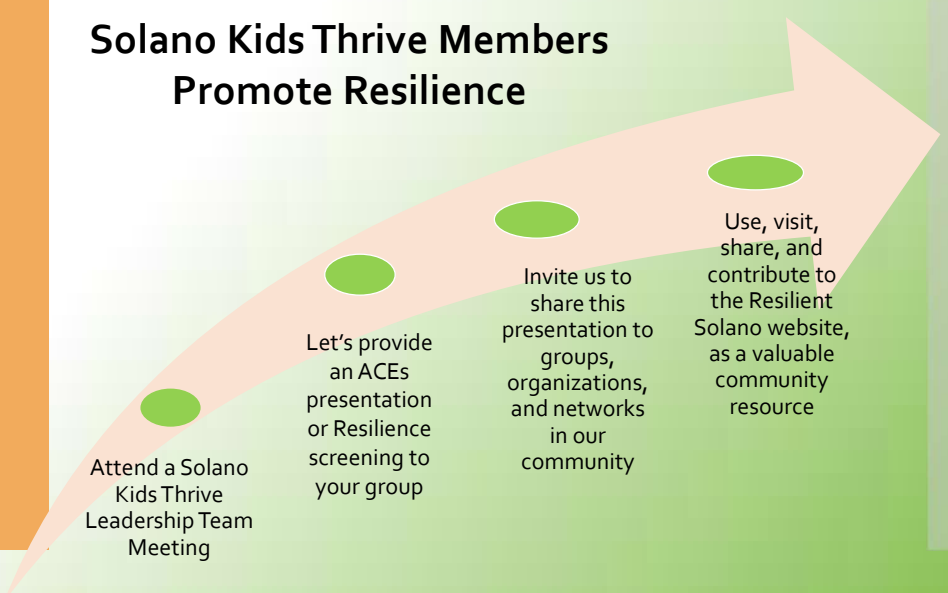
- **How can you connect SKT goals, activities, and strategies to your own organization?**
- **Where do you fit in, as an individual, organization, community member?**
- **Which elements will have the greatest influence of promoting resilience?**
- **Which elements of this work appeal to you?**

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Take Action

Solano Kids Thrive Members Promote Resilience



1. Attend a Solano Kids Thrive Leadership Team Meeting
2. Let's provide an ACEs presentation or Resilience screening to your group
3. Invite us to share this presentation to groups, organizations, and networks in our community
4. Use, visit, share, and contribute to the Resilient Solano website, as a valuable community resource

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