

**COMMISSION MEETING**  
**December 5, 2017 – 5:30-7:30pm**  
**601 Texas Street, Conference Room B, Fairfield, CA 94533**

**CALL TO ORDER / SALUTE TO THE FLAG**

**I. Public Comment**

**Information**

*This is the opportunity for members of the public to address the Commission on matters not listed on the Agenda that are otherwise within the subject matter jurisdiction of the Commission. Please submit a Speaker Card and limit your comments to 3 minutes.*

**II. Consent Calendar (5 min)**

**Action**

- A. Approve the December 5, 2017 Commission Meeting Agenda
- B. Approve the October 3, 2017 Commission Meeting Minutes
- C. Approve the October 21, 2017 Commission Meeting Retreat Minutes

**III. Election of the 2018 First 5 Solano Commission Officers (10 min)**

**Action**

- A. Consider approval of the recommendation from the Nominating Committee to appoint Erin Hannigan as 2018 Chair and Gerald Huber as 2018 Vice-Chair of the First 5 Solano Commission  
*Commissioners Dan Ayala and Marisela Barbosa*
- B. Introduction of 2018 Officers, Chair Appoints Committee Chairs  
*Chairperson*

**IV. Committee Reports (50 min)**

**Action**

- A. Systems and Policy Committee (Commissioner Hannigan)  
Consider approval of the 2018-2023 Program Investment Plan  
*Megan Richards, Deputy Director*
- B. Program and Community Engagement Committee (Commissioner Ayala)  
Receive a presentation on Harvard's Human Services Values Curve and Future of Health and Human Services  
*Jerry Huber, Solano County Director of H&SS*

**V. Communications Update (30 min)**

**Information**

Receive a presentation on the 2018 Community Calendar  
*Juanita Morales, Program Manager*

**VI. Executive Director's Report (5 min)**

**Action**

Consider approval of an allocation of up to \$7,000 to the Children's Network of Solano County to support the work of the Local Child Care Planning Council (LPC) to develop a local Child Care Subsidy Pilot Plan for Solano County (Source of Funds: Program Investment Plan - Systems Change)  
*Michele Harris, Executive Director*

**VII. Commissioner Remarks (5 min)**

**Information**

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

## Information

The next Commission meeting will be a joint First 5 Solano Commission and Solano County Board of Supervisors Meeting held on January 9, 2018 at 2:00PM at 601 Texas Street, Conference Room A, Fairfield. Future agenda items include: Children's Summit

## ADJOURN

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

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

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

October 3, 2017, 5:30 PM – 7:30 PM  
601 Texas Street, Suite 210, Fairfield, CA

**Minutes**

Commissioners present: Liz Niedziela (Chair), Erin Hannigan (Vice Chair) (Arrived 5:39), Marisela Barbosa (Arrived 5:39), Lisette Estrella-Henderson, Jerry Huber, Scott Ingham, Nicole Neff (Arrived 5:38)

First 5 Solano Staff present: Michele Harris, Megan Richards, Juanita Morales, Gene Ibe, Lorraine Fernandez, and Andrew Boatright

Members of the public present: Kirk Starkey (Auditor-Controller's Office), Christina Branom (Applied Survey Research), Alan Kerzin (Children's Network), Susan Ferdinandi (Children's Network)

Chair Niedziela called the meeting to order at 5:38pm

**I. Public Comment**

**II. Consent Calendar**

A. Approve the October 03, 2017 Commission Meeting Agenda

***Motion: Approve the Commission Meeting Agenda for October 03, 2017***

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

**Yea: Commissioners Barbosa, Estrella-Henderson, Hannigan, Huber, Ingham,  
Neff, Niedziela**

**Nay: None**

**Abstain: None**

B. Approve August 08, 2017 Commission Meeting Minutes

***Motion: Approve the Commission Meeting Minutes for August 08, 2017***

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

**Yea: Commissioners Barbosa, Estrella-Henderson, Hannigan, Huber, Ingham,  
Neff, Niedziela**

**Nay: None**

**Abstain: None**

### **III. Chair Appoints Nominating Committee for 2018 Officers**

Commissioners Ayala and Commissioner Barbosa volunteered to be on the Nominating Committee for 2018.

### **IV. Public Hearing: First 5 Solano FY2016/17 Annual Audit**

Kirk Starkey (Auditor-Controller's Office) noted the three reports: Independent Auditor Report, internal controls and reporting, and external compliance all indicated First 5 Solano's internal control structures and reporting and operating practices reflected an ongoing commitment to proper accountability and reporting of financial resources. Solano County Board of Supervisors will receive the reports during the October 24th Board meeting.

***Motion: Approve the Commission Meeting Minutes for August 08, 2017***

**Moved by Commissioner Hannigan; Seconded by Commissioner Barbosa  
Approved 7-0-0**

**Yea: Commissioners Barbosa, Estrella-Henderson, Hannigan, Huber, Ingham,  
Neff, Niedziela**

**Nay: None**

**Abstain: None**

### **V. Public Hearing: First 5 Solano FY2016/17 Annual Report**

Juanita Morales provided a presentation which overviewed the annual report for submission to the State of California. The four priority areas, health and well-being, early childhood learning and development, and family support and parent education, and systems change were highlighted with statistics regarding services, access, and case management to children, parents, and providers across several programs including: Solano Kids Insurance Program (SKIP), Partnership Early Access for Kids (PEAK), Early and Periodic Screening Diagnostic and Treatment (EPSDT), Improve and Maximize Programs so All Children Thrive (IMPACT), Pre-Kindergarten Academies, Family Strengthening Partnership (FSP). Ms. Morales noted within Systems change, a grant was secured from Zellerbach Family Foundation to host a training for non-profits regarding fundraising and volunteer management; First 5 Solano also hosted trainings on poverty and race equity. In summary, First 5 Solano served 7,300 residents including children, families, and providers and 79% of performance measures were met by grantees. This year, the annual report included information on program performance across multiple years, as requested by the Systems and Policy Committee.

The Commission discussed the report data and staff highlighted particular parts of the full annual report for clarifications.

***Motion: Approve the First 5 Solano submission to the First 5 CA for the  
FY2016/17 Annual Report***

**Moved by Commissioner Estrella-Henderson; Seconded by Commissioner Hannigan**

**Approved 7-0-0**

**Yea: Commissioners Barbosa, Estrella-Henderson, Hannigan, Huber, Ingham, Neff, Niedziela**

**Nay: None**

**Abstain: None**

## **VI. Committee Reports**

- 1) **Early Childhood Mental Health Needs Assessment** - Christina Branom presented the draft assessment on Early Childhood Mental Health (ECMH) Needs Assessment conducted by Applied Survey Research (ASR). Ms. Branom highlighted that developmental screenings identify early the mental health needs of children and noted systemic challenges and barriers for Solano County families and service providers. Ms. Branom highlighted prevalence rates of ECMH both locally and nationally and noted that a lack of universal screening leaves an area of uncertainty regarding local data. Ms. Branom presented recommended strategies for prevention, parent education, universal screening, service coordination, and service navigation support.
- 2) **Family Support and Parent Education Report** - Ms. Branom presented the draft assessment on Family Support and Parent Education. Ms. Branom noted that Positive Parent Program (Triple P) is the recommended evidence-based parent education program as preventative support for families. Ms. Branom noted that related to financial education, connecting families to existing coaching-based financial education services is the recommended strategy. Ms. Branom noted that in targeting family support services to allow families meet basic needs. Lastly, a geographic focus on the highest risk areas, including Vallejo and Rio Vista could be considered by the Commission.

Public Comment: Susan Ferdinandi commented Family Support and Parent Education, specifically regarding the importance of Family Resource Centers within Solano County. Ms. Ferdinandi explained that FRCs are neighborhood-based in their delivery of services and as such are uniquely positioned to provide access to care for families at a variety of needs.

- 3) Lorraine Fernandez reviewed the changes to the First 5 Solano signature authority policy brought to the Systems and Policy Committee which included provisions to account for the usage of First 5 Solano Legislative Platform as well electronic signature and approval of proposals.

***Motion: Approve an update to the First 5 Solano Signature Authority Policy to support the implementation of the First 5 Solano Legislative Platform***

**Moved by Commissioner Hannigan; Seconded by Commissioner Barbosa  
Approved 7-0-0**

**Yea: Commissioners Barbosa, Estrella-Henderson, Hannigan, Huber, Ingham,  
Neff, Niedziela**

**Nay: None**

**Abstain: None**

Program and Community Engagement Committee  
No Meeting

## **VII. Executive Director's Report**

Ms. Harris commended commissioners Estrella-Henderson and Hannigan for their participation in the screening of the film *Resilience: The Biology of Hope & the Science of Stress*. Ms. Harris informed the commission about upcoming events being hosted by First 5 Solano including a Poverty Simulation,

## **VIII. Commissioner Remarks**

Commissioner Neff noted that a local office focused on families who face challenges with disabilities. Commissioner Estrella-Henderson commented on the *Resilience* screening. Commissioner Huber suggested he report at a future meeting on the national update regarding the future of Health and Human Services in the country. Commissioner Hannigan shared that Yocha Dehe donated 1 million dollars to Solano County as well as the eye-opening nature of the Adverse Childhood Experiences Survey (ACES) questionnaire results identified in *Resilience*.

## **IX. Future Agenda Items**

The next Commission meeting is scheduled for December 5, 2017 at 5:30 PM at 601 Texas Street, Conference Room B, Fairfield. Future agenda items include: Committee Reports, Program Investment Plan, Health and Human Services National Update

## **Adjourn**

Chair Niedziela adjourned the meeting at 7:33 PM.

Andrew Boatright, Office Assistant III

Approved:

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

October 21, 2017, 9:00 AM – 1:00 PM  
601 Texas Street, Suite 210, Fairfield, CA

**Minutes**

Commissioners present: Liz Niedziela (Chair) (Arrived 9:50 AM), Erin Hannigan (Vice Chair) (Arrived 11:10 AM), Dan Ayala, Marisela Barbosa, Aaron Crutison, Lisette Estrella-Henderson, Jerry Huber (Exited 1:05 PM), Scott Ingham, Nicole Neff

First 5 Solano Staff present: Michele Harris, Megan Richards, Juanita Morales, Gene Ibe, Lorraine Fernandez, and Andrew Boatright

Commissioner Barbosa called the meeting to order at 9:15 AM

**I. Public Comment**

None

**II. Welcome and Overview of the Agenda**

A. Approve the October 21, 2017 Commission Retreat Agenda

***Motion: Approve the Commission Retreat Agenda for October 21, 2017***

**Moved by Commissioner Estrella-Henderson; Seconded by Commissioner Ayala  
Approved 7-0-0**

**Yea: Commissioners Ayala, Barbosa, Crutison, Estrella-Henderson, Huber,  
Ingham, Neff**

**Nay: None**

**Abstain: None**

Michele Harris gave a brief overview of the goals of the 2017 Commission Retreat Meeting: bring the commission's expenditures in line with its revenue; discuss where the commission has been, where the commission is now, and where the commission is heading in the coming years as proposed by First 5 Solano staff.

Susan Brutschy highlighted some of the investments and accomplishments of the commission over the past 10 years.

**III. Information Sharing Commission Activity**

Commissioners engaged in an activity which revealed some unique facts about themselves as a means to get to know one another.

**IV. Program Investment Planning**

Staff reviewed the process that led to the 2016 Strategic Plan, the 2016-2018 funding cycle, and the direction from the Commission at that time, which included: staff communicate with funded partners that in 2018 the Commission would be bringing its ongoing budget in line with ongoing revenues; the Commission wanted a balanced budget; lastly, the Commission wanted a vehicle to fund new programs. Staff reviewed the work executed over the last 2 years to fulfill the direction of the commission.

Chair Niedziela opened the floor for public comment regarding the Commission's program investment plan and reminded the public that the Commission would be discussing this item and providing direction to staff today and will be taking action on a Program Investment Plan in December. Public comments included:

- Margaret Anderson, Board President, Rio Vista CARE, read a letter to the Commission expressing Rio Vista CARE's importance as the sole Family Resource Center (FRC) in Rio Vista.
- Lee Ann Frahle, Secretary Treasurer, Rio Vista CARE, read a letter from Linda Orrante, Rio Vista CARE board member and retired Solano County CWS Director, regarding the state of Family Support Services needs in Solano County and Rio Vista's place in answering those needs.
- Carne Latta, Vacaville resident, spoke about her experience through various programs offered by Vacaville's FRC and its impact on her life and the lives of her children.
- Ian Schmutzler, Captain, Vacaville Police Department, spoke about the relationship between crime prevention due to the efforts of the Vacaville Police Department's FRC and First 5 Solano.
- Raquel Portillo, Community Outreach Liaison, Fairfield-Suisun Unified School District (FSUSD) FRC, read a letter from Kris Corey, Superintendent, FSUSD FRC regarding the services provided by FRC staff to children and their parents.
- Dr. Brenda Tucker, Board President, Fighting Back Partnership, commented on Fighting Back Partnership's importance with regard to Vallejo's community.
- Susan Ferdinandi, Program Manager, Children's Network, commented on the effects of FRC's in communities and the importance of funds leveraged toward preventative services and handed out information pertaining to the services provided by FRCs.

Megan Richards, presented the proposed Program Investment Plan for Commission discussion, including an annual expenditure budget of \$3,400,000 of Proposition 10 tobacco tax funds, and a total annual expenditure budget (including leveraged funds) of \$4,268,000.

Commissioner Barbosa asked about the rationale for leaving the systems change line item at its current level. Michele Harris responded that, while there was discussion to increase the systems change line item to support additional resources to implement the commission's legislative platform, staff are not recommending an increase in that area at this time.

After discussion, the Commission agreed with staff recommendations for annual expenditure projections for administration, data collection/evaluation, program staffing and support, internal programs and systems change.

Staff presented recommendations for Priority 1-3 direct services areas including Health, Mental Health, Child Care, School Readiness, Family Support and Help Me Grow.



The Commission supported the staff recommendation for Health to fund at \$100,000 and increase attendance at well-child visits and with the direction to focus on geographic hotspot including Rio Vista and Vallejo. They asked to investigate hotspot investment at a more granular level than city data (such as census tract).

The Commission supported the staff recommendation for Mental Health to fund at \$350,000 annually with \$200,000 focusing on Triple P Parent Education, \$50,000 toward ongoing provider trainings, and \$100,000 toward mental health treatment. The Commission supported one-time funding of \$200,000 for integration of developmental screening in community clinics in addition to the County clinics.

The Commission supported the staff recommendation for Child Care to fund at \$90,000 including \$40,000 toward IMPACT quality improvement and \$50,000 toward the Head Start Facility and supported the one-time funding of \$20,000 for an assessment of Early Childhood Education capacity.

The Commission supported the staff recommendation for School Readiness funding to remain the same at \$200,000. They asked to focus on high risk areas, weighted by risk factors, such as poverty and 3<sup>rd</sup> grade reading scores.

Commission supported the staff recommendation for Family Support to fund at \$500,000 annually with \$150,000 toward Triple P Parent Education and \$350,000 toward Family Support Programs in geographic hotspots. Commission direction included focusing support on Rio Vista and Vallejo and supported seeking additional funding partners for a First 5 Center to be located in Vallejo, that supported services that crossed the Commission's strategic plan priorities.

The Commission supported the staff recommendation for Help Me Grow Access and Linkage funding to remain the same at \$120,000.

Staff noted the availability of \$127,000 in unallocated funds. The Commission had a discussion on how these funds may be used. The Commission requested three ideas be researched for the unallocated funds to be considered at a future meeting: dental health, special needs training for childcare providers, and early literacy.

Staff proposed an Annual Grants fund to address gaps in community needs in a more flexible way, allow the opportunity to pilot new and innovative ideas, engage with community partners, and enable the ability to address issues between funding cycles. Commission supported the staff recommendation for the Annual Grant Program of \$235,000 annually, integrating with existing community engagement and co-sponsorship grant funds, and agreed the Annual Grant Program should address all aspects of the strategic plan.

The Commission agreed with the staff recommendation of the funding cycle length of 3 years with an option to extend up to 2 additional years.

## **V. Commissioner Remarks**

Commissioners remarked that First 5 Solano staff, along with ASR staff, has shown continued diligence and excellence in both the research for and presentation of the Program Investment Plan and related budget.

## **VI. Future Agenda Items**

The next Commission meeting is scheduled for December 5, 2017 at 5:30 PM at 601 Texas Street, Conference Room B, Fairfield. Future agenda items include: Program Investment Plan, Committee Reports, and Appointment of 2018 Officers

## **Adjourn**

Chair Niedziela adjourned the meeting at 1:12 PM.

Andrew Boatright, Office Assistant III

Approved:



IT'S ALL ABOUT THE KIDS

**DATE:** November 28, 2017  
**TO:** First 5 Solano Children and Families Commission  
**FROM:** Commissioners Dan Ayala and Maricela Barbosa, Nominating Committee  
**SUBJ:** Recommendations of Nominations for 2018 First 5 Solano Commission Officers

**MOTION:** Consider approval of the recommendation from the Nominating Committee to appoint Erin Hannigan as 2018 Chair and Jerry Huber as 2018 Vice-Chair of the First 5 Solano Commission

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

The Nominating Committee recommends Erin Hannigan as 2018 Chair and Jerry Huber as 2018 Vice-Chair. Officers serve a term of one calendar year, beginning with the January Commission meeting.



**DATE:** November 28, 2017

**TO:** First 5 Solano Commission

**FROM:** Erin Hannigan, Systems and Policy Committee (SPC) Chair  
**By:** Michele Harris, Executive Director

**SUBJ: Systems and Policy Committee Recommendation**

The Systems and Policy Committee recommends the following motion for Commission consideration:

**Motion:** Consider approval of the 2018-2023 Program Investment Plan

Staff Report: At its 2017 Commission Retreat, the Commission provided direction to staff to prepare a Program Investment Plan based upon a Proposition 10 budget of \$3.4 million annually. The Commission was reminded of data and information it had received to support its planning process and discussed a proposal to fund strategies in its Strategic Plan. The Commission provided direction on the proposal, including strategies to meet the goals in the Commission's Strategic Plan, recommended amounts for each strategy, and policy direction, such as targeting high risk geographies.

Staff prepared a Draft of the 2018-2023 Program Investment Plan (PIP) capturing the recommendations of the commission and brought it forward to the Systems and Policy Committee for discussion.

Committee Discussion: The committee discussed the draft PIP and felt it reflected the commission's direction from the retreat. The committee noted that the annual program investment level detailed in Attachment C, the strategy for family strengthening programs needed to be amended to reflect a focus on Rio Vista and Vallejo. The committee recommended bringing forward the PIP to the full commission for approval with that amendment.

The recommended Program Investment Plan is included as Attachment A to this staff report.





# Program Investment Plan 2018 – 2023 Funding Cycle



*Recommended December 5, 2017*

## **First 5 Solano Program Investment Plan: 2018 – 2023 Funding Cycle**

### **I. Introduction**

The First 5 Solano Children and Families Commission's Program Investment Plan for 2018-2023 identifies allocations of funding to support implementation of the Commission's 2016 Strategic Plan Update. Over the five-year term of this Program Investment Plan (PIP), the Commission will oversee over \$8.6 million in programmatic investments to support the Commission's mission and vision for Solano's young children and generate tangible results for children and families. This PIP establishes the Commission's sustainable funding level for the next 5 years at \$3.4 million annually, the amount at which it is projected that expenditures and revenues are balanced and no use of Commission reserves is required.

During this five-year period, the Commission shall also continue its combined efforts in both direct services and systems change work. These efforts are designed not only to support programs in the community for children 0-5, but to also to support partner organizations in identifying and leveraging additional funds for children, promoting sustainability at the program, organization and system levels, and support First 5 Solano in its role as one member of a larger group of agencies dedicated to supporting the early childhood system.

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

The term of this PIP is up to five fiscal years – FY2018/19 through FY2022/23. During this time, the Commission's expenditure level will be on par with its projected revenue level.

### **II. Investments and Services**

The Commission intends to partner with the community to achieve outcomes for children ages 0-5 and their families with a multi-pronged approach. This approach utilizes a combination of programmatic investment, an investment in system change activities, and the development of an annual grants program. This approach is designed to allow First 5 Solano to prioritize its investments in sustainable ways that allow it to live within its means, complement other efforts happening around the county and achieve lasting change in the early childhood system.

The components of this multi-pronged approach are as follows:

#### **A. Programmatic Investment**

First 5 Solano continues to sustain its commitment to support programs and services in the community that fill the most critical gaps in services across its



portfolio. While no longer being able to fund entire programs, the Commission utilizes its unique position in the community to contribute to efforts as one component of larger service systems. For this funding cycle, the Commission considered multiple data and evaluation sources, including a review of community indicators, past program performance, geographic analysis of high-risk areas in the county, and other data reports on best practices in the areas of early childhood mental health and family support services.

## **B. Systems Change Efforts**

First 5 Solano will work with other county leaders and partners to proactively pursue opportunities that strengthen, expand, integrate and sustain the early childhood system in Solano County. We endeavor to achieve the strategic plan results that early childhood systems are: strengthened with the increased capacity of providers; expanded with leveraged or new financial resources; integrated with increased cross-systems understanding, resource sharing, referral and collaboration; and sustained with legislative and policy changes.

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

## **C. Annual Grants Program**

The First 5 Solano Commission is launching an annual grants program beginning in FY2018/19. The Commission previously had two rolling grant opportunities (co-sponsorship of conferences and training fund of \$25,000 and community engagement fund of \$10,000). These will be combined with an additional investment of \$200,000, for a total annual grant program of \$235,000 to be used to offer small grants in the community.

Benefits the Commission considered when deciding to launch an annual grant program include:

- Can fill community gaps
- Provides flexibility in responding to community needs
- Opportunity to pilot new and innovative ideas
- Engages with other community partners
- Addresses time-sensitive needs between funding cycles.

The Commission will incorporate co-sponsorship of conference and training grants as well as community engagement grants into the overall annual grant infrastructure and policy guidance.

### **III. One-Time Funds**

In addition to the annual investments detailed above, the Commission also allocated one-time funding to support systems-level changes that work to build the capacity of the early childhood system. This one-time funding is for the following purposes:

#### **A. Integration of Developmental Screenings in Community Clinics**

Up to \$200,000 in First 5 Solano funding (matched by \$200,000 in MHSA funding) to expand integration of developmental screenings in up to four community clinics in Solano that are not operated by Solano County. This project is an expansion of the initial project that integrated developmental screenings within the County community clinics. By making this investment, all children ages 0-5 that attend their well-child check at any Solano community clinic will receive an age-appropriate developmental screening. This systemic investment works to ensure that any developmental delays are identified early, appropriate interventions are offered, and children develop to their best potential.

#### **B. Early Childhood Education Capacity Assessment**

Up to \$20,000 to conduct a capacity analysis of the early childhood education system in Solano. As new funds for child care and preschool slots become available from the state, Solano agencies have not applied to provide these services. A capacity analysis is intended to identify barriers (such as physical space, staffing, etc.) to bringing additional state-subsidized child care and preschool slots into Solano. Once the barrier(s) are identified, staff can work to address these barriers and expand local capacity.

### **IV. Unallocated Funds**

During the term of this PIP, the Commission has \$127,000 in program investment funds that have not yet been earmarked for a specific priority or strategy. The Commission provided three areas of interest for potential funding to explore: dental health, early literacy and special needs training in child care sites. Staff will research these programmatic areas and bring forward recommendations for allocation of the Commission's unallocated funds and/or redirection to the annual grants program for these 3 interest areas.

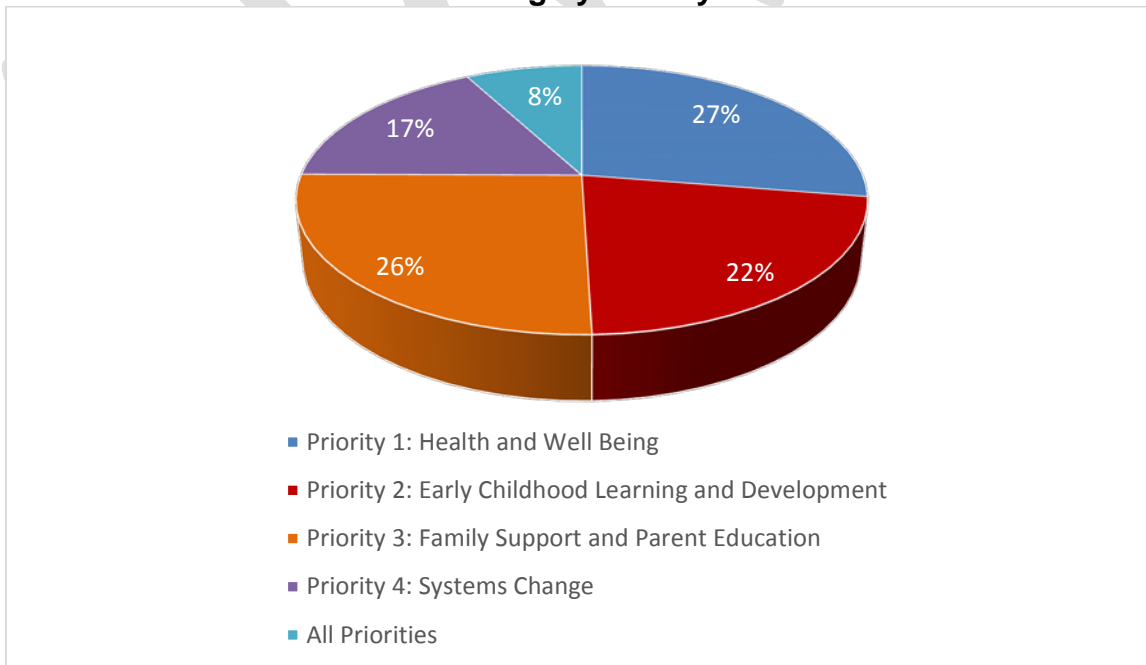
### **Attachments**

- A: Summary Spending Plan
- B: Funding by Priority Area
- C: Annual Program Investment Levels
- D: 2016 Strategic Framework

### A: Summary Spending Plan

Category	FY2018/19-FY2022/23 Annual Expenditure
Administration	\$557,000
Data Collection/Evaluation	140,000
Program Staffing and Support	457,000
Internal Programs	92,000
Systems Change	432,000
Priorities 1-3	1,487,000
Annual Grants	235,000
First 5 CA Match	268,000
MHSA Match	600,000
<b>Totals:</b>	<b>\$4,268,000</b>
<b>Total Prop 10 Only:</b>	<b>\$3,400,000</b>

### B: Funding by Priority Area



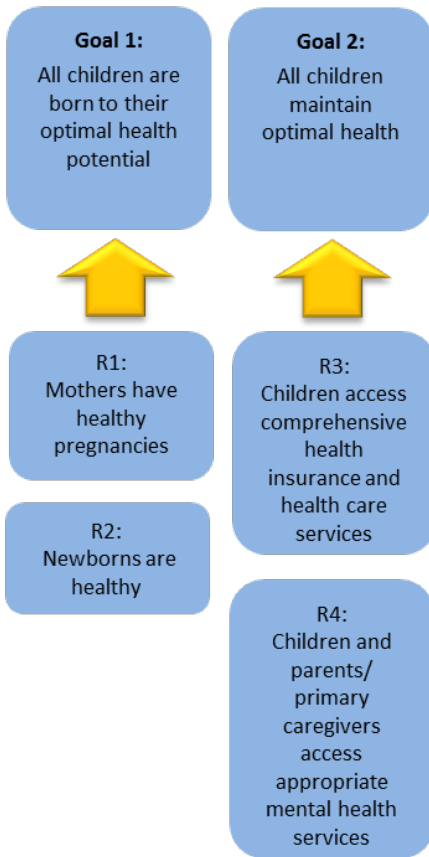
### C: Annual Program Investment Levels

Goal	Initiative	Strategies	First 5 Solano	Matching Funds	Total Investment
All	Help Me Grow	Access and linkage to services; family navigation/coordination	120,000	80,000	200,000
Goal 1 & 2	Health	Well-child checkups utilization with a focus on Rio Vista and Vallejo	100,000	-	100,000
Goal 2	Mental Health	Parent education; provider training; mental health treatment	350,000	250,000	600,000
Goal 3	Child Care	IMPACT; Head Start facility	90,000	268,000	358,000
Goal 4	School Readiness	Pre-kindergarten academies	200,000	-	200,000
Goal 5 & 6	Family Support	Parent education; family strengthening programs with a focus on Rio Vista and Vallejo	500,000	150,000	650,000
Unallocated	N/A	TBD	127,000	-	-
<b>Total:</b>			<b>1,487,000</b>	<b>748,000</b>	<b>2,108,000</b>

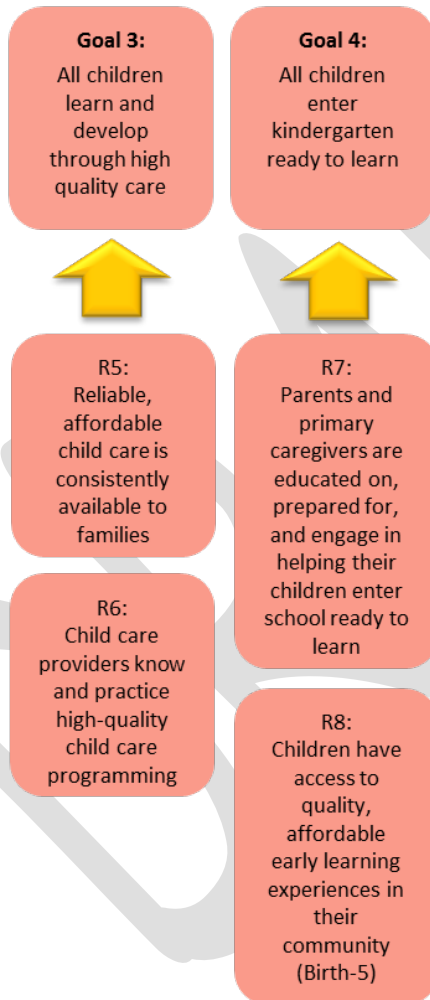
# 2016 FIRST 5 SOLANO STRATEGIC FRAMEWORK



## PRIORITY AREA 1: Health and Well-Being



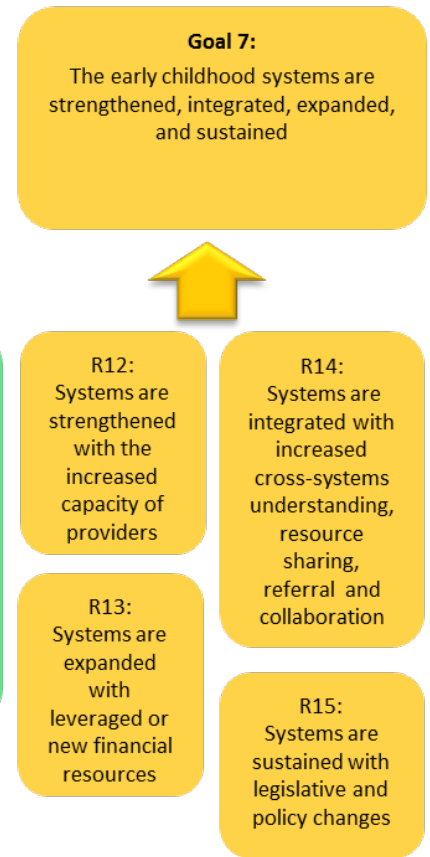
## PRIORITY AREA 2: Early Childhood Learning and Development



## PRIORITY AREA 3: Family Support and Parent Education



## PRIORITY AREA 4: Systems Change



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



# Recommended Program Investment Plan 2018-2023 Funding Cycle

Commission Presentation  
December 5, 2017



## Program Investment Plan Outline

- Introduction
- Investments and Services
- One-Time Funds
- Unallocated Funds



2



## Introduction

- 5-year Program Investment Plan term
- Commission will oversee \$8.6 million in programmatic investments
- \$3.4 million annual sustainable Prop 10 funding level
- Continue combination of direct services and systems change work

3



## Summary Spending Plan

Category	FY2018/19-FY2022/23 Annual Expenditure
Administration	\$557,000
Data Collection/Evaluation	140,000
Program Staffing and Support	457,000
Internal Programs	92,000
Systems Change	432,000
Priorities 1-3	1,487,000
Annual Grants	235,000
First 5 CA Match	268,000
MHSA Match	600,000
<b>Totals:</b>	<b>\$4,268,000</b>
<b>Total Prop 10 Only:</b>	<b>\$3,400,000</b>

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## Investments and Services

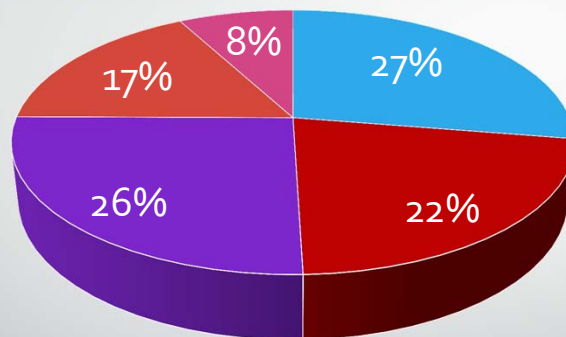
- Programmatic investment
- Systems change investment
- Annual grant program



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## Funding by Priority Area



- Priority 1: Health and Well Being
- Priority 2: Early Childhood Learning and Development
- Priority 3: Family Support and Parent Education
- Priority 4: Systems Change
- All Priorities

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## Annual Program Investment Levels

Goal	Initiative	Strategies	First 5 Solano	Matching Funds	Total Investment
All	Help Me Grow	Access and linkage to services; family navigation/coordination	120,000	80,000	200,000
Goal 1 & 2	Health	Well-child checkups utilization with a focus on Rio Vista and Vallejo	100,000	-	100,000
Goal 2	Mental Health	Parent education; provider training; mental health treatment	350,000	250,000	600,000
Goal 3	Child Care	IMPACT; Head Start facility	90,000	268,000	358,000
Goal 4	School Readiness	Pre-kindergarten academies	200,000	-	200,000
Goal 5 & 6	Family Support	Parent education; family strengthening programs with a focus on Rio Vista and Vallejo	500,000	150,000	650,000
Unallocated	N/A	TBD	127,000	-	-
<b>Total:</b>			<b>1,487,000</b>	<b>748,000</b>	<b>2,108,000</b>



## One-Time Funds

- Integration of Developmental Screenings in Community Clinics - \$200,000
- Early Childhood Education Capacity Assessment - \$20,000



## Unallocated Funds

- \$127.000 unallocated program investment

Early Literacy



Special Needs  
Training in Child  
Care Sites



Dental Health



9





**SYSTEMS AND POLICY COMMITTEE MEETING**  
**November 9, 2017, 3:00 PM to 4:30 PM**  
**601 Texas Street, Suite 210, Fairfield, CA 94533**

**CALL TO ORDER**

**I. Introductions, Public Comment, Commissioner Comment**

**II. Consent Calendar**

**Action**

- A. Approve the November 9, 2017 SPC Meeting Agenda
- B. Approve the September 20, 2017 SPC Meeting Minutes
- C. Receive the Commissioner Meeting Attendance Status Report

**III. Co-Sponsorship of Training and Conferences Fund Application**

**Action**

**Motion A:** Consider approval of a request from A More Excellent Way Health Organization for an allocation of up to \$2,500 to provide Community Breastfeeding Peer Counselor Training

**Motion B:** Consider approval of a request from Maria Vicondoa for an allocation of up to \$3,000 to attend the Napa Infant-Parent Mental Health Fellowship  
*Megan Richards, First 5 Solano*

**IV. Planning for 2018 and Beyond**

**Action**

**Motion:** Consider recommending approval of the 2018-2023 Program Investment Plan  
*Michele Harris, First 5 Solano*

**V. Systems Change Update**

**Information**

Receive an update on the Systems Change activities  
*Lorraine Fernandez, Program Manager*

**VI. First 5 Solano Staffing and Finance Update**

**Information**

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

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

**Information**

The Systems and Policy Committee is scheduled to meet next on Tuesday, December 19, 2017, 3:00 PM to 4:30 PM, at 601 Texas Street, Suite 210, Fairfield, CA. Future agenda items include: Co-Sponsorships of Training and Conferences; Systems Change Update, and Staffing and Finance Update

**ADJOURN**

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

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

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



**First 5 Solano Children and Families Commission  
Systems & Policy Committee Meeting**

November 9, 2017, 3:00 PM – 4:30 PM  
601 Texas Street, Suite 210, Fairfield, CA

**Minutes**

Commissioners present: Erin Hannigan, Liz Niedziela

First 5 Solano Staff present: Michele Harris, Megan Richards, Lorraine Fernandez, Juanita Morales, Gene Ibe, and Andrew Boatright

Members of the public present: Isabelle Montano (Vacaville FRC), Maria Vicondoa (Uplift Family Services), Alan Kerzin (Children's Network), Susan Ferdinandi

Chair Hannigan called the meeting to order at 3:22 PM

**I. Public Comment**

There were no public comments.

**II. Consent Calendar**

A. Approve the November 9, 2017 SPC Meeting Agenda

***Motion: Approve the SPC Meeting Agenda for November 9, 2017***

**Moved by Commissioner Niedziela; Seconded by Commissioner Hannigan  
Approved 2-0-0**

**Yea: Commissioners Niedziela, Hannigan**

**Nay: None**

**Abstain: None**

B. Approve the September 20, 2017 SPC Meeting minutes

***Motion: Approve the SPC Meeting Minutes for September 20, 2017***

**Moved by Commissioner Niedziela; Seconded by Commissioner Hannigan  
Approved 2-0-0**

**Yea: Commissioners Niedziela, Hannigan**

**Nay: None**

**Abstain: None**

C. Receive the Commissioner Meeting Attendance Status Report

**III. Co-Sponsorship of Training and Conferences Fund Applications**

Megan Richards described the commission's co-sponsorship funding for A More Excellent Way Health Organization's training in the past has always excluded the photography cost.

***Motion A: Approve a request from A More Excellent Way Health Organization for an allocation of up to \$2,500 to provide Community Breastfeeding Peer Counselor Training***

**Moved by Commissioner Niedziela; Seconded by Commissioner Hannigan**

**Approved 2-0-0**

**Yea: Commissioners Niedziela, Hannigan**

**Nay: None**

**Abstain: None**

Megan Richards described the 15-month fellowship and how the training certification would allow staff trained by Ms. Vicondoa to be more equipped to handle mental health issues in the 0-5 population they serve.

***Motion B: Approve a request from Maria Vicondoa for an allocation of to \$3,000 to provide the Napa Infant-Parent Mental Health Fellowship***

**Moved by Commissioner Niedziela; Seconded by Commissioner Hannigan**

**Approved 2-0-0**

**Yea: Commissioners Niedziela, Hannigan**

**Nay: None**

**Abstain: None**

#### **IV. Planning for 2018 and Beyond**

Michele Harris reiterated the Program Investment Plan and direction received by the commission at the October Commission Retreat. A 5-year plan, including an annual grant program, one-time funds toward a system of care implementing developmental screenings into primary care visits in Solano County clinics, investing in an early childhood education capacity assessment, unallocated funds will focus on the three areas of dental health, early literacy, and special needs training in childcare. Commissioners recommended a verbiage update for the family strengthening piece to include the word "focus", with regard to specific city targeting.

***Motion: Recommend approval of the 2018-2023 Program Investment Plan***

**Moved by Commissioner Niedziela; Seconded by Commissioner Hannigan**

**Approved 2-0-0**

**Yea: Commissioners Niedziela, Hannigan**

**Nay: None**

**Abstain: None**

#### **V. Systems Change Update**



Lorraine Fernandez reported that Brandman University's potential Master of Social Work program is not being pursued, Learning For Action's assessment regarding Non-Profit Capacity is currently out with partners and grantees and are gradually being submitted for data collection, gave an update on the progress of the UC Berkeley course for grantees and Ms. Fernandez and Ms. Richards, and highlighted Choose Children 2018 from Silicon Valley Community Foundation.

Juanita Morales gave an update on a partnership between Library Foundation and Barnes & Noble to get books into the hand of children as a donation as well as clinic well-child visits.

Gene Ibe gave an update on screening of Resilience in Vallejo.

## **VI. First 5 Solano Staffing and Finance Update**

Ms. Richards reported that internal procedures for First 5 Solano staff will be updated to reflect changes in the Program Investment Plan to make staff and commission time be used in the most efficient manner as the commission moves forward – these items will be brought forward at a future committee meeting.

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

The next Systems and Policy Change Committee is scheduled to meet next on Tuesday, December 19, 2017, 3:00PM, at 601 Texas Street, Suite 210, Fairfield, CA. Future agenda items include: Systems Change Update and Staffing and Finance Update.

## **Adjourn**

Commissioner Hannigan adjourned the meeting at 4:17 PM.

Andrew Boatright, Office Assistant III

Approved:



**DATE:** November 28, 2017

**TO:** First 5 Solano Commission

**FROM:** Dan Ayala, Program & Community Engagement Committee (PCE) Chair  
*By:* Juanita Morales, PCE staff

**SUBJECT: Program and Community Engagement Report**

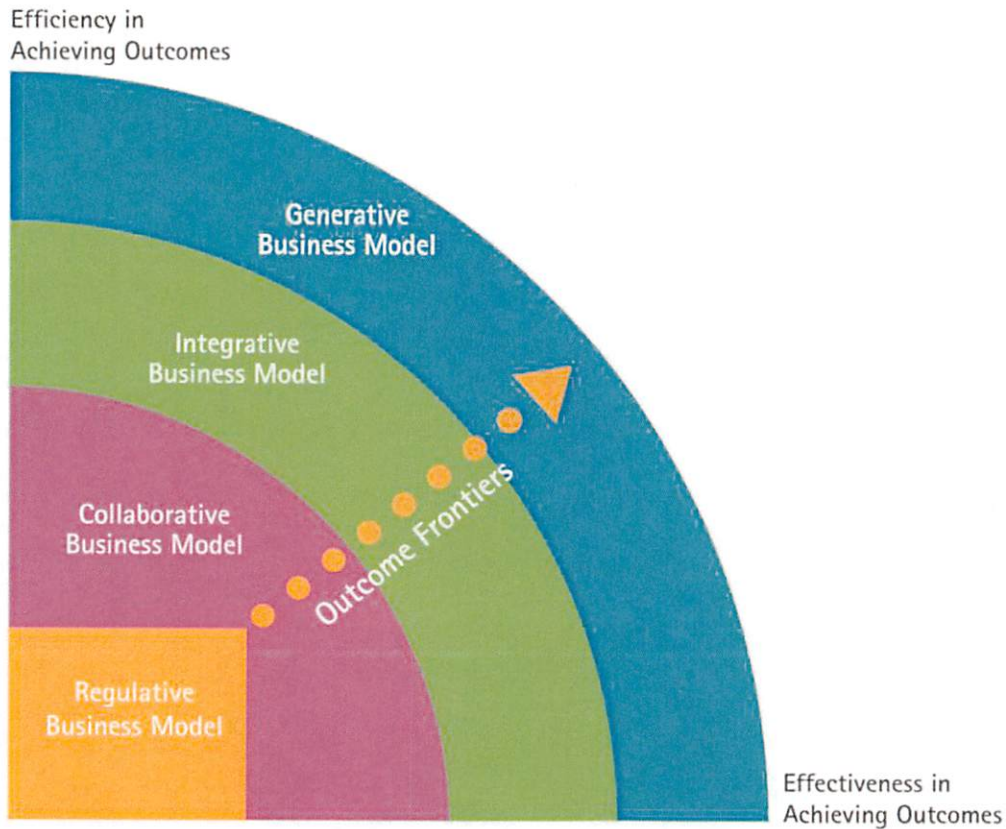
**Harvard Health & Human Services Report**

Solano County Health and Social Service Director, and First 5 Solano Commissioner, Jerry Huber, attended the 8<sup>th</sup> Annual Health and Human Services Summit at Harvard University for an intense 3-day discussion on the future lens of Health and Human Services. Most of the 50 states were represented at this Summit with leaders at the state, county, and federal levels involved with health and human services. Mr. Huber will present on the summit information and how Solano County Health & Social Services will be involved as part of the network with Harvard. A report and key takeaways are included in the Attachments.

Attachment A: Human Services Values Curve and Key Take Away  
Attachment B: Summary of Key Take-Aways  
Attachment C: Active Contract Management



# Human Services Value Curve<sup>1</sup>



**Regulative Business Model:** The focus is on serving constituents who are eligible for particular services while complying with categorical policy and program regulations.

**Collaborative Business Model:** The focus is on supporting constituents in receiving all the services for which they're eligible by working across agency and programmatic boundaries.

**Integrative Business Model:** The focus is on addressing the root causes of client needs and problems by coordinating and integrating services at an optimum level.

**Generative Business Model:** The focus is on generating healthy communities by co-creating solutions for multi-dimensional and socioeconomic challenges and opportunities.

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<sup>1</sup> Antonio M. Oftelie. *The Pursuit of Outcomes: Leadership Lessons and Insights on Transforming Human Services: A Report from the 2011 Human Services Summit on the Campus of Harvard University*. Leadership for a Networked World. 2011.

# Toolkit: Moving through the Value Curve Stages

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## Overview and Introduction

Human services is experiencing many of the same challenges that all modern systems face, including rapidly changing economic forces, social structure, demographics, communications and technology. Leaders from all sectors of our field must be able to adapt to this changing environment, and lead a culture change within their organization that supports a more collaborative, creative and innovative way to deliver services in communities across the nation.

Indeed, it is impossible to deliver a truly holistic platform of solutions and supports to people, families and communities in need of them, without a highly collaborative partnership approach. This approach results in more efficient and effective intake and eligibility platforms, more effective casework and engagement practices that respond well to any and all root causes for the challenges faced by the people we serve, and more powerful, far-reaching advocacy and capacity-building efforts that are much larger than the needs of any individual or family case.

## An Emerging Framework for Field Transformation

Developing stronger cultures and strategic partnerships is also how APHSA is approaching its own internal operations and partnerships. One such strategy is APHSA's partnership with Harvard and Accenture since 2010, to jointly-sponsor Harvard's Human Services Summit. This annual series has provided an opportunity for participants to learn from and network with the world's foremost human services practitioners – both public and private, domestic and global, along with Harvard faculty and researchers and industry experts on ways to collectively address our most challenging issues.

A key framework developed by Harvard's Technology and Entrepreneurship Center's Leadership for a Networked World is the Human Services Value Curve. This model, along with related tools APHSA has developed, is designed to provide a roadmap for improving human services outcomes, value, and legitimacy through the lens of four different business models: regulative, collaborative, integrative, and generative.



**Figure 1 Human Services Value Curve Components**

This progression in value can best be described from the point of view of the consumer:

- At the **regulative level**, consumers receive a specific product or service that is timely, accurate, efficient and easy to understand.
- At the **collaborative level**, consumers “walk through a single door” and have access to a complete array of products and services that are available “on the shelf.”
- At the **integrative level**, products and services are combined into packages, and designed and customized with input from the consumer themselves, delivered in the most convenient ways, with the objective of best meeting the consumer’s true needs and driving positive outcomes.
- At the **generative level**, those providing products and services are joining forces to make the consumer’s overall environment better for them, resulting in value that is broader and more systemic than an individual or family might receive.

The path to moving up this “value curve” as an agency, community and entire system is **transformative** at each stage of transition and evolution:

- At the **regulative level**, agencies focus on program-specific compliance and effective delivery.
- At the **collaborative level**, agencies with their partners focus on cross-programmatic effectiveness, oftentimes requiring transformative operational innovations.
- At the **integrative level**, they focus on consultative consumer engagement and product and service flexibility, towards early intervention and preventing problems versus fixing them downstream. In our field this requires transformative changes to casework practice, technology, data sharing and mining, and adaptive program design and funding mechanisms.
- At the **generative level**, agencies with their partners focus on consumer advocacy, and co-creating capacity at a more systemic level as a means to meet consumer needs. This requires efforts targeted at community-level infrastructure and societal beliefs and norms.

Improving the organizational effectiveness and Value Curve progression of public agencies results in increasing strategic partnerships with multi-service non-profits, and strengthened financial dynamics between the two sectors. This is expressed by the following **logic model**:

- When public agencies progress from program compliance (regulative) and working more seamlessly across their own programs (collaborative), to a casework model where individuals and families are engaged and empowered to actively participate in customizing solutions and plans that address the root causes for their presenting issues (integrative), they must partner with MSOs and other jurisdictions to assess and deliver responsive services across the entire spectrum of possibilities that will arise.
- When public agencies advance to a stage where they are advocating for culture change within their communities, and collaborating to reduce overall community risk factors and increase opportunities (generative), they must join forces with MSOs.
- When public agencies become more effective organizations, they are more capable and motivated to align clear vision, strategy, management practices, cultural patterns, and quality staff- all of which increase readiness and ability to partner more strategically.
- When strategic partnerships and the resource and financial dynamics between the public and MSO sectors in a given community improve, this results in more transformative approaches to practice and service, and mutual acceleration through the Value Curve stages. This results in improved community capacity, and ultimately improved outcomes for individuals and families.
- This degree of partnership and practice transformation is both enabled by and enables stronger sponsorship and support from the state and federal system levels, for regulations and funding streams that are conducive to this evolution.

We have developed this toolkit as a “way into” transformation and Value Curve application, and have determined what items to include through field testing with one state agency and three communities actively working through such transformative efforts: Vermont, Hampton, VA, Olmsted, MN, and Sonoma, CA. We would like to thank them and also acknowledge that as we continue to use this toolkit to support more and more agencies, we will be continuously improving its design and content.



## The Toolkit Design

APHSA's recent scan of state and local agency CEO self-assessment indicated that these leaders are by and large clear that they want to advance to the Integrative and Generative stages, yet at the same time mark very limited progress in doing so across most of the related fronts required. The contents of this toolkit are intended to raise awareness for how agency leaders and their partners can actively and purposefully move through stages of the Value Curve together.

The sections of the toolkit are organized as follows:

1. A brief summary of transformation themes stemming from our documenting of innovations taking place around the country and also from our three test sites: Sponsorship, Staff Engagement, Partnerships, and Resources.
2. A brief discussion of readiness for change and links to the APHSA readiness assessment tool.
3. A discussion of "big leadership" as a driving force for sustaining a transformation effort, as the most critical readiness and sustainability factor, and links to APHSA's adaptive leadership tool.
4. Specific sections with short narratives and links to related tools and templates for:
  - a. Defining the desired future state
  - b. Opening up stakeholders and staff to the possibilities of transformation
  - c. Establishing a mutual strategy and formal sponsorship structure for the work
  - d. Establishing improvement teams and work teams to connect the strategy to effective and empowering planning and implementation activities
  - e. Effective facilitation as a critical support function to teaming
  - f. Communicating for impact throughout the transformation effort
  - g. Building capacity in critical change and sustainability areas, including data and analysis, support functions, general workforce, through partnerships, and for procuring and allocating resources
  - h. Topic-specific tools for common barriers and enablers to change and innovation
  - i. Monitoring progress, impact, lessons and adjustments to form a continual learning cycle
5. Summary and Acknowledgements

Some very high readiness agencies will be able to use the **25 attachments** to this toolkit without additional support as they advance through the Value Curve stages. But most will need some form of additional technical support to do so, and each agency and community context will present particular challenges that require much more than a "textbook or rote toolkit" set of strategies and methods.

## Transformation Themes

Transformation, whether it is in an organization or in a field, does not happen overnight. This level of effort and change takes time, hard work, consistency, persistence and an understanding of what it takes and how to successfully implement change. To increase the field's knowledge of demonstrations, pilots, innovations and transformations, APHSA:

- Interviewed twenty-four state and local human service agencies and their stories not only provide the context in which the agency was innovating, but also various strategies agencies used to improve outcomes and become more efficient as they work to transform their system to a generative state on the Human Services Value Curve.
- Conducted more in-depth technical assistance within one state and three counties to further test and confirm the importance of these general strategies.

Based on the field experiences and interviews to date, a range of contextual themes have been consistently pointed to by leaders and staff as drivers of their agency's ability to innovate and transform. These themes include **Sponsorship, Staff Engagement, Partnerships, and Resources:**

**Sponsorship:** Agencies that are sustaining their transformative efforts have a strong level of sponsorship for the change, innovation or transformation they implemented. Through this work, we found that sponsorship or a high level support for projects came from the Governor of the State, from local community Boards of Supervisors and community partners, or from the agency leadership itself. This can be done by engaging internal and external stakeholders or identifying "change champions" to serve in a sponsorship role.

**Staff Engagement:** Agencies who succeed in launching and sustaining transformative efforts do so with and not to their staff. Agency staff possess the hands-on understanding of how the Value Curve stages "look" in operational contexts, and are essential contributors to both the tactical decisions and follow through for such change efforts over time. Peer-to-peer influence and collaboration are key to creating efficient and effective practice and service strategies, and support functions like HR, IT, and Finance can either be enablers or inhibitors of these efforts, in large part depending on how they are engaged in the cause.

**Partnerships:** As described above, to operate in the Integrative stage of the Value Curve, public sector entities and non-profit MSOs and private sector partners must all join together to engage consumers holistically and address the root causes of individual, family and community risk or limited opportunity. And as our systems move more into the Generative stage- involving building the public will for our efforts and recognizing the need for a level playing field and practical solutions that work, advocacy must be advanced through partnerships and collective action.

**Resources:** Agencies need to be savvy about the tangible and nontangible resources required to move them forward. Primary categories of resources include staff capacity, fiscal resources, and technology resources. Examples of staff resources include onboarding and training of staff to ensure consistency; changing and building a flexible and empowered culture; and improving and ensuring effective internal and external communication and collaboration. Examples of fiscal resources include the utilization of flexible funding strategies and creative new funding sources. Examples of technology resources include workload management systems, tablets for workers and office self-serve kiosks.

## Readiness for Change

Key leaders will need to be prepared to take charge of the transformation effort. Before beginning the transformation it is essential to reflect on the degree of organizational change required and the capacity of the workforce to take on the work that will be necessary to reach your desired future state. Actions will need to be taken to address conditions within the organization that need to be in place prior to beginning the actual work of the transformation.

### Key readiness considerations include:

- Is there an agreed upon definition and rationale for transformation across the organization?
  - Is there clarity about the desired outcome from the transformation effort?
  - How supportive are current leaders, staff and stakeholders to the idea of the transformation?
  - How big of a change from current organizational practice will be required for the transformation?
  - What actions must be taken to remedy preexisting conditions that pose a threat to successful implementation of the transformation?
  - How can existing initiatives/priorities already underway be aligned with the transformation?
  - Are there currently the capacity, expertise and resources within the organization to achieve the desired value curve advancements and desired outcomes?
  - How will the time and resources needed to make the desired changes be provided?
- a. Organizational Effectiveness Tools to support this stage:
- ✓ [\*Readiness Reflection Tool, quick guide and detailed guide\*](#)  
Provides for the assessment of organizational, leadership, staff and general capacity readiness to take on new bodies of work involving systemic change.

## Big Leadership

Throughout the conversations with agency leaders and their staff, it was clear that there was a certain level of leadership capacity that made it possible for agencies to think innovatively and move towards transformation. Leaders must determine how the workforce may need to be supported and enhanced to adapt to rapid change and meet the new demands of the transformation. Required leadership capacity can be described as **adaptive leadership**, and includes creating a vision for change, developing momentum and support for that change and understanding the current context in which the organization is operating in.

Transformation requires leadership to be clearly at the helm and serving as a beacon of light showing everyone the path for the changes that will be needed to transform the organization. Leaders must show their passion for the change, inspire and connect with the hearts and minds of their staff to build a wave of support for the new direction. Bold leadership actions that demonstrate their commitment to making change a reality can be extremely impactful in signaling the significance for the organization.

Leaders must anticipate and respond to resistance to the changes that are a part of the transformation, both enlisting the support of constructive resisters and marginalizing those who resist for non-constructive reasons. The development of a sound communication plan helps leaders message the changes in a clear and concise way. These messages should include the rationale for the changes and address the benefits to the organization, staff and stakeholders. Painting a clear picture of the expected outcome of the transformation effort is essential.

As the transformation progresses, leaders must authorize the organization to bring an end to the “old ways” and exchange them with new policies, processes and practices that will support the new way of doing business. Leaders need to identify, develop and support “change champions” who will plan, guide and implement the strategies to bring about the transformational organizational changes.

a. Organizational Effectiveness Tools to support this stage:

- ✓ [\*Adaptive Leadership Assessment and Improvement Guide\*](#)
- ✓ [\*Adaptive Leadership Article in Policy and Practice\*](#)
- ✓ [\*Executive Functioning, Resilience and Leadership Article in Policy and Practice\*](#)

Provides for assessment and reflection on how to practice adaptive leadership techniques such as empowering the organization and being agile to get to the goal.

## Tools and Templates

This Toolkit section contains the key focus areas for the work in each area and the associated leadership actions that will move the work forward, with tools and templates that will support the work required to effectively implement the system transformation:

- Defining the desired future state
- Opening stakeholders and staff to the possibilities of transformation
- Establishing a formal sponsorship structure
- Driving systematic change management
- Facilitating the change and improvement process through implementation, monitoring and continuous learning
- Communicating for impact throughout the transformation effort
- Building capacity in critical change and sustainability areas
- Addressing common organizational barriers and opportunities along the way
- Monitoring progress, impact, lessons and adjustments for a continual learning cycle

### I. Defining the Desired Future State

- a. What is the key focus of the work (action oriented) during this stage? What actions must be taken by the implementers of the change?
  - Create the time and space for discovering possibilities
  - Understand the current environment/context
  - Identify the need
  - Review best/research informed models/ innovations
  - Assess model fit with organizational/ community/consumer needs/values
  - Define the new change/model

- b. Organizational Effectiveness Tools to support this stage:

- ✓ [Value Curve Graphic](#)
- ✓ [Maturity Model](#)
- ✓ [Value Curve Summary](#)
- ✓ [Article in APHSA's February 2015 Policy and Practice](#)

Strengthens understanding of the Value Curve Stages and the underlying factors for stage progression.

### II. Opening Stakeholders and Staff to the Possibilities of Transformation

- a. What is the key focus of the work (action oriented) during this stage? What actions must be taken by the implementers of the change?
  - Communicate the Vision for Change, articulate the Desired Future State

- Engage stakeholders to build support
- Develop staff support for making the change
- Formally adopt the model and move forward to demonstration
- Communicate early learning /accomplishments
- Demonstrate commitment to a supportive learning environment

c. Organizational Effectiveness Tools to support this stage:

- ✓ [Transformation Process Framework and Mapping Chart](#)
- ✓ [Developing Mission, Vision and Values for Your Organization](#)
- ✓ [APHSA's Practice Model Framework](#)
- ✓ [APHSA's Strategic Playbook Template](#)
- ✓ [Communication Planning Template](#)

Provides guidance on development of overarching organizational or initiative purpose, desired future state and guiding principles. Engages stakeholders and staff in the process of setting a future direction towards mutually developed and understood goals.

### **III. Establishing a Formal Sponsorship Structure**

a. What is the key focus of the work during this stage? What actions need to be taken by the implementers?

- Garner leadership/sponsorship
- Specify strategic goals, outcomes, benchmarks
- Clarify relationships between this initiative and others
- Define decision making pathways
- Develop the implementation structure/teams

b. What are the Organizational Effectiveness Tools to support this stage?

- ✓ [Sponsor Group Overview](#)
- ✓ [Chartering Teams Template](#)

Provides purpose and key elements for the development of scope of work for leadership, work/ continuous improvement teams.

### **IV. Driving Systematic Change Management**

#### **V. Facilitating the Process**

### **VI. Ongoing Communication**

a. What is the key focus of the work during this stage? What actions must be taken by the implementers of the change?

- Develop implementation and change management plan
- Define feedback mechanisms to support continuous quality improvement
- Align organizational structures to support implementation ( HR, IT , Finance)

- Align strategy to daily performance and operations: organization-wide, department, and individual level performance goals and objectives
- Communicate early “wins”, prepare for the long haul
- Develop timeline, resources
- Reinforce Procedures/processes to make them routine
- Highlight observable practice change as the “new” standard
- Promote continuous improvement that are consistent with the model
- Highlight and reinforce the organizational changes that support implementation

b. What are the Organizational Effectiveness Tools to support this stage?

- ✓ [\*Continuous Improvement Plan Guide and Template\*](#)-Provides a vehicle for the organization to plan and implement quick wins, midterm/longer-term improvements.
- ✓ [\*DAPIM\*](#)- Provides a model for systemic approach to continuously improving organization’s performance, performance capacity and client outcomes.
- ✓ [\*Facilitation Markers\*](#)- Provides markers of effective DAPIM facilitation for internal facilitators to use in their own improvement work.
- ✓ [\*Data Planning Template\*](#)-Provides the organization with help in identifying data essential to tracking outcomes.

**VII. Building Capacity**

**VIII. Addressing Common Barriers**

**IX. Monitoring and Adjusting**

a. What is the key focus of the work during this stage? What actions need to be taken by the implementers of the change?

- Purposeful changes are made as a result of evaluation findings, feedback loops/continuous quality improvement findings, and new conditions/knowledge
- Develop a sustainability plan, secure resources to support the plan
- Promote visibility and successful outcomes
- Ensure ongoing connection of stakeholders
- Ensure ongoing mid management support to keep the change in place
- Monitor progress to maintain focus, schedule and momentum
- Managers /Supervisors facilitate emerging model fidelity and help staff reach proficiency; the project (model) becomes organizational practice
- Address barriers to implementation head on, both task-oriented and relational barriers
- Use data to demonstrate outcomes

- b. What are the Organizational Effectiveness Tools to support this stage?
- ✓ [\*Capacity Planning Guide\*](#)- Provides systematic approach to examining and employing all major areas of capacity management.
  - ✓ [\*Building Trust\*](#)- Provides guidance on how to define, assess and build trust through understanding and improving its underlying drivers.
  - ✓ [\*Following Through\*](#)- Provides a means of assessing barriers and solutions to effective follow through by team members.
  - ✓ [\*Difficult and Courageous Conversations\*](#)- Provides guidance on moving teams to take on challenging and often underlying issues that are barriers to effectively working together.
  - ✓ [\*Resistance and Power\*](#)- Provides guidance on how to differentiate forms of resistance, and define, assess and use power dynamics.
  - ✓ [\*Monitoring Guide\*](#)- Provides systematic approach to ongoing monitoring efforts that maximize learning opportunities and opportunities for plan adjustment.



## Summary and Acknowledgements

So what must occur to transform health and human services? Our members' and partners' experiences and expertise have shown us that greater impact will be realized if we, in fact, accelerate moving through the Value Curve stages, supported by doing the following:

- Establish and align new and positive relationships and networks among all levels of government and the private non-profit sector toward a common purpose, integrated strategies and sustainable outcomes;
- Move beyond traditional governance lines and advance a shared agenda with other public sector partners, the private non-profit sector, foundations and businesses;
- Meet program participants where they are, doing so with modern marketplace tools, and actively engaging them in their own success;
- Adopt a culture of creativity and innovation, seeing this as a necessary and central part of the transformation of health and human services rather than occasional and experimental exceptions; and
- Build on the many known successes of leading states and community networks, first by identifying and sharing the trend and innovations, then by assuring their scope and application can be broadened to all parts of the field that can benefit from them.

Agencies, MSOs and communities around the country using the tools and language of this toolkit will further strengthen the impact resulting from like efforts such as the annual Harvard Summits. Indeed, it is already evident in many ways that our field is speaking and working in a more unified manner around the precepts of the materials included here.

As we continue distributing and sharing this toolkit, through future efforts like a peer-to-peer "learning by doing" institute or other means of technical support, this value will continue to grow. And through our efforts to facilitate understanding and application of these tools, as well as through embedding management strategies to ensure continued improvement and innovation, we have by extension more communities aligning around common ideas, goals, frameworks, and strategies. This "collective impact" will grow as we advance the use of these models, tools and facilitative techniques.

We would like to take this opportunity to thank the agency leadership teams in the state of Vermont, Hampton Virginia, Sonoma California and Olmsted Minnesota for their support of the HHS Value Curve and their "big leadership" efforts to progress through its stages, using many of these tools to drive these efforts. We would also like to thank the Kresge Foundation for both their financial support and wise counsel and technical advice as we developed this toolkit.

If you and your leadership team would like to discuss receiving the technical assistance you need to move forward from here, please contact Emily Campbell, Director of Organizational Effectiveness at APHSA at [ecampbell@aphsa.org](mailto:ecampbell@aphsa.org).



## Summary of Key Take-Aways

### Harvard's 2017 Health and Human Services Summit

#### "Creating the Future of Outcomes and Impact"

- The Human Services Value Curve
  - See attached document "Human Services Value Curve" and go to <https://vimeo.com/70258131>
  - Developed by Harvard 5-6 years ago
- Focus on Root Causes – Upstream Interventions
- Focus Budgets on Values Curve
  - What produces outcomes
  - Ex: Social determinants of health
- Focus on developing community capacity to meet its critical needs
  - Generative business model
- Technology – Changing the fields of H&SS
  - Use of AI
  - Predictive analytics
- Reframe how we talk about our services
  - Ex: Rather than safety net, discuss how to create thriving communities (i.e. Live well San Diego)
- Begin to create generative partnerships with community partners
- Key eye on "True North" – the eyes of the consumer
- In H&SS – growth in Analytic Maturity
  - Prescriptive - Insights into action
  - Predictive – insights integrated
  - Diagnostic – insights
  - Descriptive – information
- Movement away from institution based interventions to community wide social movements
- Building ecosystems in each community requires collaboration; willingness to deal with the "messy"; move away from turf
- Barriers to collaboration
  - Not invented here barrier – people unwilling to seek input
  - Hoarding barrier – people unwilling to help
  - Transfer barrier – People unwilling to work with each other to transfer knowledge
  - Search barrier – People are unable to find what they seek
- Moving Contracts to pay for success models
  - See email attachment
  - Need for more proactive procurement and monitoring





# Active Contract Management: How Governments Can Collaborate More Effectively with Social Service Providers to Achieve Better Results

## I. Introduction

Many critical functions of government social service agencies involve contracting with private service providers. Increasing the effectiveness of procurements is therefore essential to improving governments' ability to deliver social services. Often government agencies assume that their role is complete once a contract is signed and shift to a narrow focus on processing invoices and enforcing compliance. However, some of the most important work for government comes during the course of the contract, when real-time improvements to service delivery can drive better outcomes for the people being served. Agencies should use procurement and contracting to establish the foundation for an ongoing collaboration with contracted service providers to strategically improve performance.

Active contract management (ACM) is a set of strategies developed by the Harvard Kennedy School Government Performance Lab (GPL) in partnership with government clients that apply high-frequency use of data and purposeful management of agency-service provider interactions to improve outcomes from contracted services. We have seen these strategies adopted by agencies responsible for child welfare, workforce development, prisoner re-entry, developmental disabilities, and addiction treatment.

Like PerformanceStat, ACM consists of high-frequency, data-informed meetings designed to produce action that improves performance. Where PerformanceStat is often implemented in order to improve core government functions, ACM focuses on collaborations between government agencies and social service providers to improve contracted services. ACM empowers leaders to detect and rapidly respond to problems, make consistent improvements to performance, and identify opportunities for reengineering service delivery systems.

This policy brief describes the problems that ACM aims to solve, discusses the benefits of using these strategies, and outlines elements of effective ACM systems. Examples in this brief draw primarily on the GPL's engagements piloting ACM strategies with state and local governments across the country.

While this brief is focused on how ACM can drive social outcomes, we have seen these same strategies improve results of other government contracts, including for waste collection and road construction.

### Piloting Active Contract Management

The GPL has helped more than a dozen government agencies implement ACM strategies as part of its technical assistance, including:

- In New York, the GPL assisted the state in a Pay for Success (PFS) project that provided job training and reentry support services for ex-offenders leaving state prison with the goal of reducing recidivism.
- In Seattle, the GPL collaborated with the city's Human Services Department (HSD) to reorient homelessness service contracts to focus on helping clients achieve stable housing.
- In Rhode Island, the GPL helped the Department of Children, Youth, and Families (DCYF) reprocure and better manage services offered to children and families as part of an agency-wide turnaround effort.
- In Illinois, the GPL worked with the state's Department of Children and Family Services (DCFS), the Department of Juvenile Justice (IDJJ), and local probation departments to expand wraparound services for justice-involved foster youth.

## II. How typical government contract management practices fall short

Typical contract management practices fall short in three ways: 1) government agencies do not purposefully attempt to improve service provision, 2) agencies fail to collect and use data to improve the delivery of contracted services, and 3) agencies fail to collaborate effectively with providers to improve outcomes.

## **1. *Lack of purposeful attempts by government agencies to improve outcomes of contracted services***

Governments often lack strategies for systematically improving the results that contracted services achieve for clients. In our work, we have observed a homelessness services agency that monitors the number of showers provided, without tracking the percentage of homeless families housed; a behavioral health agency that lacks information on how service providers delivering the same outpatient therapies perform relative to one another; and a child welfare agency that provides annual funding to community providers without checking to see how client needs may have shifted.

In these and other governments, contracting is treated as a back-office function, handed off to administrative units focused on compliance and invoicing, which are disconnected from the programmatic objectives of the agency. Staff track billing accuracy and volume metrics in isolation from any performance management activities.

This compliance focus is particularly costly in the context of overly prescriptive contracts, in which time-consuming change orders are needed in order to make even minor operational adjustments. What quality assurance activities exist occur at the case rather than systems level, and often focus on determining whether providers are meeting licensing requirements and basic standards of care. Incidents of poor performance are addressed in isolation, and necessary improvements are specified only in one-off provider-specific corrective action plans. For example, in one agency responsible for providing vocational training to TANF recipients, providers are regularly relicensed without any systematic efforts to address the state's near-bottom of the nation ranking on employment outcomes for this population.

Rarely do agencies look across programs, providers, and internal operations to measure the actual results of service delivery or identify opportunities for the entire system to work better.

## **2. *Failure to collect and use meaningful data to improve service delivery***

For many government programs, data is not used effectively to monitor, inform, or improve service delivery—the right data is not collected or shared between governments and providers, and data that is collected is not used to drive action.

Lack of data usage often begins with the limited availability of actionable operational data. Often

governments aren't collecting the right data from social service providers. Providers delivering similar programs often report on different data measures. Incomplete, inconsistent, or late data reporting is common when data collection is not prioritized.

Frequently, government administrative data is not shared with providers in a timely manner, so that even the most data-driven providers have trouble accessing information needed to adjust operations. Similarly, data on provider operations is often opaque to government, making it difficult for government to track key operational indicators. This fragmentation hinders attempts to calculate important metrics that require both government and service providers to share data with each other.

In one child welfare agency, providers of maltreatment prevention services were never given access to information about the abuse and neglect outcomes of their clients after their care had ended, substantially impairing their ability to assess program success.

Even when the right data is collected, government officials often fail to use it in a way that can drive management decisions. Contract management offices generally have limited data and analysis capacity. Without available staff that can review data and ask questions to drive operational or practice reforms, provider data is used only retrospectively to validate contract compliance, rather than to make real-time improvements. The data is not used to identify high performing providers or best practices or to inform future policy decisions. When data is published, it is often in aggregate format and offered without interpretation, making it difficult to discern the connection between specific practices and results.

For example, we observed one human services agency that annually published a report showing how client outcomes varied for different types of services received by agency clients. However, raw data about provider-specific results was not shared with the agency's frontline staff so that referrals could be adjusted, nor used by the agency's contracts units to inform award decisions in upcoming procurements.

The failure to collect the right data and use it is incredibly frustrating to both providers and agency staff – who are spending so much of their time reporting and tabulating data that is not being used effectively.

### 3. Lack of productive collaboration with service providers

Often, government does not regularly engage with service providers to assess how service delivery is going or what actions could improve it. Once a contract is negotiated and signed, contact between the agency and providers is focused on compliance with contract terms, invoicing, or responding to emergencies. Contract monitors may conduct annual site visits to ensure adherence to contractual guidelines or licensing requirements, but these visits rarely involve conversations about how performance can be improved.

Performance problems are often addressed punitively resulting in penalties without shared learning. With relationships between agencies and providers often adversarial in nature, few opportunities exist to build the trust necessary for jointly driving reforms.

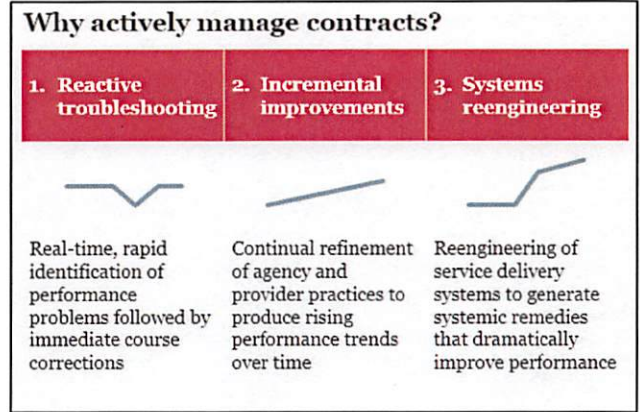
Additionally, providers rarely receive information comparing their performance to that of their peers, which limits opportunities to identify and replicate best practices.

### III. Active contract management

Active contract management consists of high-frequency data-informed collaboration between government agencies and service providers that is focused on outcomes. The GPL has been developing and piloting ACM in our work with state and local governments across the U.S. In each of these jurisdictions, the government found that implementing this new approach to managing contracts allowed both the government and providers to solve problems and make sustained improvements in service delivery.

We observe three primary benefits when agencies actively manage the performance of their contracted providers:

- **Reactive troubleshooting:** Real-time, rapid identification of performance problems allows governments and providers to make immediate course corrections. In the New York State criminal justice project, the state and service provider identified an issue with low enrollment numbers at the project's outset, and immediately adjusted referral processes to address this.
- **Incremental improvements:** Persistent attention on critical performance issues can facilitate ongoing improvements in results. This work often involves agency leaders reviewing data on whether programs are doing



better this month than last month (and this year compared to last), and holding agency staff accountable for continually refining their processes and those of their contractors to produce rising performance trends over time. In Rhode Island, persistent attention to conducting clinical child assessments resulted in steady improvements in completion rates, which enabled services to be better tailored to client needs.

- **Systems reengineering:** Often, dramatic performance improvements can be achieved by revising protocols for matching clients to services, partnering with other government agencies to overcome care coordination siloes, or shifting resources to the most effective programs and providers. In Illinois, DCFS recognized a multi-week lag between reporting of circumstances that present risks to youth in state care and notification to the agency. Handwritten reports were faxed to a central office, requiring manual transcription into a state computer database. As of February 2017, the agency was in the process of automating this system, which should decrease the time between the occurrence of incidents and potential referrals to providers for additional services from several weeks to less than a day.

These benefits are made possible by three common components of ACM strategies:

#### 1. High-frequency reviews of real-time performance data

Frequently reviewing real-time, operationally meaningful performance data enables agencies and providers to rapidly identify and address service delivery problems before they become ingrained or unfixable. It also creates feedback loops for providers and program staff to assess and refine changes to service delivery.

In the New York State criminal justice project, project partners monitor data on a biweekly basis to determine the percentage of individuals being released from prison attending the first day of job training services. When this percentage falls below targets, immediate course corrections are designed and implemented.

Seattle's HSD is also using performance data to collaborate with providers to monitor progress, detect problems, and resolve issues in real time. Data are reviewed monthly across six key homelessness metrics (including permanent housing, housing stability, and returns to homelessness)<sup>1</sup> that are used to drive towards more effective service delivery.

## **2. Regular, collaborative meetings between service providers and agencies**

Regular, collaborative meetings enable service providers and agencies to swiftly troubleshoot problems, solve specific operational challenges, and identify opportunities for broader systems transformation. These meetings often feature substantial data reporting and analysis, case reviews, and the sharing of best practices.

A typical active contract management meeting has three agenda items: 1) follow up on action items previously identified and a summary of lessons learned to-date, 2) discussion of progress against high-priority performance measures and joint troubleshooting of any problems that may have emerged, and 3) in-depth examination of a topic critical to success but not regularly reported or reviewed.

The Seattle HSD is establishing three types of meetings as part of its ACM strategy:

- Monthly data sharing and contract check-ins between HSD and service providers, where progress reports that measure outcomes on six key homeless metrics for each provider are reviewed in order to troubleshoot program-specific problems.
- Quarterly internal HSD meetings, in which HSD staff assess system-wide performance on key outcomes and indicator metrics to obtain internal consensus on strategic programmatic, funding, and policy decisions to improve results.
- Quarterly executive meetings between HSD and service providers, where homeless population outcomes are reviewed, general trends are

identified, and the relative performance of service providers is used as a learning opportunity.

In collaborative meetings such as those being held in Seattle, reviewing data is often only the start of the conversation. It is important that agencies and providers use lessons from the data to develop and implement strategies to improve outcomes.

It is also often useful to convene groups of providers targeting similar populations to facilitate peer learning, share effective practices, and resolve common barriers. Improvements in service delivery frequently require adjustments by both the referring agency and the service provider, and can be replicated across multiple providers offering similar services.

In Rhode Island, DCYF facilitates monthly ACM meetings with leadership teams from each of its four front-end family preservation service providers. Ad hoc working groups consisting of agency and provider staff meet more frequently as needed to address specific performance issues raised in executive meetings. "This active contract management experience has provided us with new clarity on the goals we are trying to achieve," observed one provider of child welfare services in Rhode Island. "This clarity makes it easier for my staff, and informs how we need to adjust our program model moving forward."

## **3. Forward-looking performance management roadmaps**

Performance management roadmaps help agencies proactively direct in-depth analytical attention toward topics and practices that are critical to success but may not be regularly reported or reviewed. Roadmaps can be organized as running calendars of priorities for deeper investigation. Often additions will be made to follow-up on specific operational challenges uncovered in progress report reviews. Without such roadmaps, it is easy for agencies and providers to inadvertently focus solely on reactive adjustments or incremental improvements, missing opportunities for systems re-engineering.

Some roadmap topics benefit from advanced quantitative analysis, such as regression-discontinuity techniques to evaluate referral decisions. In other circumstances, it may be helpful to pull and review individual case files to inform interpretations of aggregate time series data.

Rhode Island's DCYF has organized ACM according to a forward-looking 12-month performance

<sup>1</sup> For more information, see pages 5-6 of the [GPL brief](#) on the Seattle homelessness services project



improvement roadmap, which is regularly updated. This roadmap contains the plan of which in-depth analyses will occur each month at the ACM meetings. Throughout the course of the first year of ACM, the agency and providers examined family risk factors associated with higher service needs, assessed providers' strategies for identifying and matching families to programming, and determined which service components are most critical for safely keeping families together, among other topics.

When beginning ACM with a new group of providers, it is useful for early in-depth topics to focus on identifying key performance metrics for regular review and generating benchmarks and targets.

#### **IV. How can governments maximize the effectiveness of ACM practices?**

Implementing ACM nearly always requires agencies to restructure internal operations in several ways: picking the right measures to track, using data to drive action, creating a culture of partnership to improve performance, and elevating the status of contract activities.

- ***Select the right measures to track:***

Choosing appropriate measures for regular attention is a critical first step in transitioning provider reporting requirements from compliance to performance. When agencies track activity measures, they should choose indicators that are linked to successful service delivery, such as time from referral to service enrollment, program take-up and completion rates, and spending per client. For example, for services designed to stabilize individuals in crisis, reaching clients within hours of referral can be the difference between hospitalization and successful diversion to outpatient care.

Medium and longer-term outcome metrics, such as recidivism rates, are critical to track as well. Input metrics, such as meetings conducted or staff-hours billed are rarely helpful for assessing provider performance.

Once measures have been selected for tracking, agencies and providers should jointly identify benchmarks against which performance trends can be contextualized. A combination of historical, peer, and best-practice targets are helpful in determining performance goals.

- ***Use data to drive action:***

Data should be used to identify the right problems, creatively craft solutions, and subsequently drive sustained action. Dashboards, which enable regular attention to a small set of metrics, are often helpful but rarely sufficient without active interpretation and pre-meeting analysis of operational implications. Generating real understanding requires a capable analyst to look at data, contextualize it in relation to program operations, and ask questions about it to drive a reform. However, it can also often be as simple as examining why a performance trend has (or hasn't) changed from the previous period, or why one vendor has a different client mix than another.

Rhode Island DCYF discovered that families who regularly participated in family preservation services for at least 3 months were half as likely to experience subsequent child welfare involvement compared to those who completed less than 3 months of service.<sup>2</sup> Based upon this insight, providers created a handout to help convince newly referred families to engage in services.

Supplementing analysis of aggregate performance data with in-depth review and discussion of individual case files is often critical to correctly interpreting the aggregate trends. Reviewing a small number of cases from a mix of clients with good and poor outcomes can often distinguish among alternate explanations for performance trends and point the way to the right implementation changes.

In some cases, it can be helpful to have multiple providers learn from each other based on relative performance. For example, six providers partnering with Illinois to expand wraparound services for justice-involved foster youth review weekly data on success engaging families in team meetings. Providers who ranked lower actively seek out those who ranked best to learn from them on how to improve their performance. Frontline staff from all six providers also regularly meet to share best-practices and brainstorm solutions to barriers to care.

- ***Create a collaborative performance management culture:***

It is important to develop an active contract management culture that encourages a collaborative

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<sup>2</sup> Further analysis suggested that this difference was not simply the result of better functioning families being more likely to agree to services.

partnership with providers and shared ownership by government for improving client outcomes.

Thoughtfully considering the frequency, timing, structure, and attendees of regular meetings to maximize productivity is critical. The tone set by agency leaders should be constructive rather than punitive, as the focus should be on generating solutions toward the common goal of improving service delivery. In one jurisdiction, the program director of a provider participating in ACM reflected on this, saying, “Our program supervisors appreciate the chance to do deep dives in collaboration with agency staff – it’s no longer us versus them.”

Commitment by agency leadership is also critical. Regular executive attention to provider results throughout the life of the contract – and not just when problems arise – demonstrates to providers that performance improvement is an agency priority. If major barriers arise, it is helpful to have robust existing relationships between executives in order to resolve problems as quickly as possible.

Similarly, agencies should create mechanisms for frontline staff to immediately elevate provider performance problems to ACM staff and agency leadership. For example, one agency is considering an online tool through which frontline caseworkers can report to the contracts unit any problems accessing transportation, clothing, and other contractually required resources. Data generated from these reports will help the agency detect common issues with specific providers, develop strategies to address these problems, and assess the success of remedial actions. Agency data and evaluation units should regularly engage with front line staff to get their suggestions for which processes could most benefit from deep dives during active contract management meetings.

- ***Regularly share government administrative data with providers:***

It is as important for agencies to share government administrative data back with providers as it is for providers to consistently report high-quality data to agencies. Regular sharing of government information about what happens to clients after they complete provider services, for example, enables providers to learn and adjust service delivery operations.

Some agencies establish joint management information systems in which the same database is used by the government for maintaining administrative records and by providers for tracking day-to-day client management and service delivery. In Seattle, HSD and homelessness providers have

access to the same database, enabling each to generate the same performance reports.

Other agencies chose to share administrative data with providers by regularly generating reports from agency datasets; however, if not automated, sustaining this practice requires ongoing staff attention. Alternatively, linking a small portion of payment to one or more outcome measures for which providers don’t otherwise have access institutionalizes these data feedback loops for providers without requiring additional government capacity.

- ***Elevate the status of procurement and contract management activities:***

Adequately resourcing agencies’ contract management functions is critical for improving provider performance. Contract managers must be perceived both internally and externally as senior leaders responsible for driving a key part of the agency’s mission. For example, to oversee its active contract management practice, Rhode Island’s DCYF established a Contracts and Compliance unit that reports to the director’s office.

To fully implement ACM practices, staff will also need to have time and training to effectively review performance data, flag problems, and work with providers to implement any necessary changes. Staff must be empowered to work across agency units to access information, breakdown barriers, and influence change.

Since active contract management is time intensive, agencies may need to streamline other contract office work to free up time for performance work. Seattle’s adoption of active contract management for homelessness services was paired with a consolidation of contracts that significantly reduced invoicing and change orders.<sup>3</sup>

Additionally, training current contract managers or hiring a new type of employee to actively manage contracts may be necessary for building organizational capacity. For example, Rhode Island conducts workshops to teach agency employees how to use provider data to detect, diagnose, and respond to unexpected performance trends.

Seattle HSD considered whether it should hire dedicated staff responsible for the fiscal monitoring of contracts to allow contract managers to solely focus on performance improvements or add contract

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<sup>3</sup> For more information, see page 5 of the [GPL brief](#) on the Seattle homelessness services project

managers so that each could handle both fiscal monitoring and performance for a smaller case load. Other jurisdictions separate contract compliance and performance management duties to allow specialization and to more fully leverage the technical capabilities of data-fluent staff.

## **V. Questions on Spreading and Sustaining Active Contract Management**

As we continue to help governments implement ACM, we are testing solutions to questions about spreading and sustaining this practice.

***How can active contract management be spread across an entire agency when resources are unavailable to sustain this high-intensity approach for every contract?***

Agencies will need to prioritize which contracts are important enough to employ the full set of ACM techniques. Vendors who are delivering high impact services or new services, vendors who are at a high-risk of running into obstacles or have had historically poor results, and vendors whose contracts are large in dollar value or in complexity should be prioritized to receive the most attention.

One way to reach a broader audience with scarce resources is by using performance improvement sprints, which focus brief but intensive attention on a rotating set of contracted providers. Sprints aim to solve a more limited set of performance issues than what would otherwise be included in an agency's performance improvement roadmap.

Alternatively, a select set of universal performance metrics could be required across all vendors. One way to do this is to link a portion of payment for services to one or more common indicators of results, such as sustained employment for a certain period following referral to services. Linking even a very small amount of payment to results ensures that data collection will be sustained throughout the period of the contract.

***How can agencies provide necessary technical assistance to support providers when performance gaps emerge?***

Many contracted service providers, especially those providing health and human services, lack sophisticated data, finance, or strategy capabilities of their own. While ACM can often help these providers identify opportunities to improve service delivery, it does not provide the in-depth support necessary for providers to wholly revamp internal operations.

There are a few options for agencies to support providers when performance gaps emerge. Some agencies connect contracted providers with third-party capacity building resources such as the U.S. Small Business Administration or local business associations. Others are exploring how to give providers access to resources available to state agencies, such as technical assistance organizations or Lean process improvement consultants.

While we are unaware of any examples, agencies might also experiment with joint data and analysis training for government contract managers and provider program leaders.

***What is the potential role of funders in requiring reporting around coordinated outcomes metrics?***

Many service providers receive philanthropic funding in addition to government contracts. Philanthropic grants typically include reporting requirements on metrics that are disconnected from those that government agencies prioritize through ACM.

Philanthropies have an opportunity to coordinate with government to require consistent reporting around coordinated outcomes metrics in a way that allows government, providers, and philanthropy to identify successes, pinpoint challenges, and work together to improve services.

## **VI. Conclusion**

Government too often assumes that responsibility for achieving outcomes is handed off to providers once a service is contracted out. To achieve effective delivery of social services, government must maintain its share of responsibility for results during the period of service delivery and be an active participant in refining systems to improve client outcomes. ACM offers government a set of strategies for undertaking these partnerships with providers. These strategies can be an important part of a broader results-driven contracting effort to improve the results achieved with contracted dollars.<sup>4</sup>

*The Government Performance Lab is grateful for support from Bloomberg Philanthropies, the Corporation for National and Community Service Social Innovation Fund, the Dunham Fund, the Laura and John Arnold Foundation, the Pritzker Children's Initiative, and the Rockefeller Foundation. © Copyright September 2017 Harvard Kennedy School Government Performance Lab.*

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<sup>4</sup> For more on reforming procurement practices, see the GPL's [policy brief on Results Driven Contracting](#).



**PROGRAM & COMMUNITY ENGAGEMENT COMMITTEE MEETING**  
**November 16, 2017, 2:00 PM – 3:30 PM**  
**601 Texas Street, Suite 210, Fairfield, CA 94533**

**CALL TO ORDER**

**I. Introductions, Public Comment, Commissioner Comment**

**II. Consent Calendar**

**Action**

- A. Approve the November 16, 2017 PCE Committee Meeting Agenda
- B. Approve the July 20, 2017 PCE Committee Meeting Minutes

**III. Harvard Health & Human Services Report**

**Information**

Receive a presentation on Harvard's Human Services Values Curve and Future of H&SS  
*Jerry Huber, Director H&SS*

**IV. Contract Updates**

**Information**

- A. Receive a report on Fighting Back Partnership and review compliance action plans
- B. Receive a report on Dixon Family Services contract update  
*Gene Ibe, Program Manager*

**V. Unallocated Funds**

**Discussion**

Discuss options for the unallocated funds in the 2018-2023 Program Investment Plan  
*Michele Harris, Executive Director*

**VI. Program Update**

**Information/Discussion**

- A. Receive an update on Community Engagement Activities
- B. Receive a report on 2017 Pre-K Academies  
*Juanita Morales, Program Manager*

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

**Information**

The Program and Community Engagement Committee is scheduled to meet next on December 14, 2017 2:00 PM, at 601 Texas Street, Suite 210, Fairfield, CA. Future agenda items include: Community Engagement Update and Early Learning System Activities

**ADJOURN**

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

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

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



## First 5 Solano Children and Families Commission

Program & Community Engagement Committee  
November 16, 2017, 2:00 PM – 3:30 PM  
601 Texas Street, Suite 210, Fairfield, CA

### Minutes

#### I. Introductions, Commissioner Comment, Public Comment

Commissioner Ayala called the meeting to order at 2:02pm.

Commissioners present: Dan Ayala, Lisette Estrella-Henderson, Aaron Crutison

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

Members of the public present: Cookie Powell (Dixon FRC), Mark Mora (Fighting Back Partnership)

Commissioner Comment: None

Public Comment: None

#### II. Consent Calendar

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

***Motion: Approve the Program & Community Engagement Meeting Agenda for November 16, 2017***

**Moved by Commissioner Estrella-Henderson; Seconded by Commissioner Crutison**

**Approved 3-0-0**

**Yea: Commissioners Ayala, Crutison, Estrella-Henderson**

**Nay: None**

**Abstain: None**

B. Approve the July 20, 2017 Program & Community Engagement Meeting Minutes

***Motion: Approve the Program & Community Engagement Meeting Minutes for July 20, 2017***

**Moved by Commissioner Estrella-Henderson; Seconded by Commissioner Crutison**

**Approved 3-0-0**

**Yea: Commissioners Ayala, Crutison, Estrella-Henderson**  
**Nay: None**  
**Abstain: None**

### **III. Harvard Health & Human Services Report**

Jerry Huber presented information regarding the 8<sup>th</sup> annual Harvard HHS conference and the future of H&SS and how to gain better outcomes. Mr. Huber noted several takeaways including: increasing community capacity related to neighborhood-based targeting of services; use of predictive analytics/artificial intelligence as a frontier to feed into generative models – integration into schools, community key members to shape; re-framing the needs of the public: how to create a safety net, child welfare, homelessness; shaping the organization to fit to the eye of the consumer (are we doing a good job in their eyes).

Mr. Huber described a new way of contracting out services toward a “pay for outcome” model, increasing the relationship of funder and grantee to be in tandem. Mr. Huber noted that the current heavily regulated system is recommended to move toward a community and generative model.

Committee members recommended to bring this report to the full commission in the same format as presented and later a larger presentation with a direct representation from Harvard and to discuss the presentation as a multi-departmental effort for the purpose of regional impact.

### **IV. Contract Updates**

#### **A. *Fighting Back Partnership***

Gene Ibe presented a Compliance Action Plan (CAP) for Fighting Back Partnership. Mark Mora detailed the challenges of securing clients and reporting for Q1 of FY2017/18. The committee and Mr. Mora discuss engagement of clients in case management. Mr. Mora agreed that a change in understanding in a paradigm shift is needed in gaining successful case management outcomes.

#### **B. *Dixon Family Services***

Ms. Ibe presented an update on the CAP for Dixon Family Services (DFS). Ms. Ibe re-capped the original CAP and the most recently modified contract since July of FY2017/18, as the CAP was unsuccessful. Ms. Ibe noted that DFS has met 0 Performance Measures for Q1 and only seen 1 client with a child ages 0-5. Based on the current contract performance, DFS has agreed to modify the contract to a fee-for-service contract in which they would be paid for services they performed, rather than based on a line item budget. Commissioner Crutison stated that he does not like the fee-for service structure for contracting. Commissioners stated they support family resource centers and understand that it is challenging work to reach and retain families that need support.

### **V. Unallocated Funds**



Michele Harris reminded the committee that they have \$127,000 in unallocated funds in the 2018-2023 Program Investment Plan. Ms. Harris reported that SCOE (as the contractor for the Commission's IMPACT program) has been contacted to create a proposal for child care training related to services for children with special needs; H&SS Public Health has been contacted regarding Prop 56 potential funds and integration of any dental initiative within their planning. The Prop 56 plan will be complete in June, and staff recommends waiting until then for the full needs assessment report to ensure we are aligning with existing community assets; regarding early literacy opportunities for investment, staff intends to conduct research for early literacy program options for committee consideration.

## **VI. Program Updates**

### **A. *Community Engagement Activities***

Juanita Morales shared that a social media plan has been submitted to the County's Department of Information Technology to create a website which an outside vendor would create and First 5 Solano would maintain, as well as planning for a social media presence.

### **B. *Early Learning System Activities***

Ms. Morales noted that the Pre-K Academies have concluded with 90% attendance, and 70% of attendees were "nearly ready to go" or "ready to go" to kindergarten.

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

The Program & Community Engagement Committee is scheduled to meet next on Thursday, December 14, 2017, 2:00 PM at 601 Texas Street, Suite 210 Fairfield, CA. Future agenda items include: Community Engagement Update and Early Learning System Activities

## **Adjourn**

Commissioner Dan Ayala adjourned the meeting at 3:36pm.

Andrew Boatright, Office Assistant III

Approved:



**DATE:** November 28, 2017

**TO:** First 5 Solano Commission

**FROM:** Juanita Morales, First 5 Solano Community Engagement Program Manager

**SUBJECT: Communications Update**

**2018 First 5 Solano Calendar**

The 2018 First 5 Solano calendar is now available for distribution. The calendar is organized around quarterly themes which cover physical health, community resources, parenting and family support. The calendar provides tips for parents and caregivers, as well as recognizes observances for young children. There is also information on how to connect with local community resources to support children and families. We have included a tear out page that can be used to engage children in social emotional learning and a developmental milestones page to help parents monitor their child's development. Pictures of local children and families are used when possible.

The calendar is FREE for the community and available in English and Spanish. Calendars may be ordered by calling First 5 Solano or via our website at [First5Solano.org](http://First5Solano.org).

Attachment A: 2018 Calendar Power Point Presentation



# 2018 Calendar



*It's all about the kids!*



# Community Resources

## Help Me Grow Solano

### One call – that’s all!

Help Me Grow Solano is a free service that connects children and their families to programs and services throughout Solano County. Help Me Grow Solano helps with a wide range of services such as:

- Basic needs
- Physical and mental development
- Childcare
- Health care
- And much more!

To connect with a Family Navigator, just call **844.501.5437** or visit them online at [www.helpmegrowsolano.org](http://www.helpmegrowsolano.org)



## Help Available 24-Hours A Day

Child abuse and neglect: 800.544.8696

Domestic violence and sexual assault services and counseling:  
866.4-UR-SAFE (866.487.7233)

Poison Control: 800.222.1222

Emergency mental health/crisis line: 707.428.1131

## Emergencies

In the case of an emergency call  
**911**

Being a prepared family is being a safe family!

Flip to the back to read more about preparing for an emergency BEFORE the emergency happens.

# Social Emotional Learning

## What is social emotional learning?

- Making friends
- Showing frustration in a healthy way
- Resolving conflicts peacefully
- Taking care of someone who has been hurt or is sad
- Waiting patiently
- Following rules
- Enjoying the company of others

All of these qualities, and more, describe the connection of healthy social-emotional development. Like any skill, young children develop these abilities in small steps over time.

## 5 things you can do to help your child develop social emotional skills

1. **Support your child's developing skills.** Children learn best when you let them play, explore, and follow their interests.
2. **Be affectionate and nurturing.** Touching, holding, comforting, rocking, singing and talking to your child all send the message that he is special and loved. Model the behavior that you would like your child to use.
3. **Help your toddler understand her feelings.** Help your child make sense of her feelings by using words to describe emotions.
4. **Encourage early friendships.** Children need practice to learn to share, take turns, resolve conflicts, and experience the joy of friendship. Playing together helps children develop all of these important skills.
5. **Help your child learn to resolve conflict in healthy, appropriate ways.** Keep it simple. Explain what happened in as few words as possible. Talk in a calm voice. Go over what happened to make sure your child understands: "You pushed Justin because you wanted the broom back." Point out the consequences of the child's behavior: "After you pushed Justin, he started to cry. It hurt. He felt sad and mad." Brainstorm better choice(s) your child can make next time: "Maybe Justin would trade the broom for another toy?"

## Why is social emotional learning important?

These are lifelong skills that children need to learn to be happy and get along with others. In addition, just like learning the ABCs and 123s, social emotional skills help prepare children to be successful in school.



# Feeling Faces

## How do You Feel Today?

Parents/caregivers: Help your child understand their feelings by using these faces to describe their emotions.



Scared



Happy



Sad



Angry



Surprised



Silly



# Developmental Milestones

## Your Child's Early Development is a Journey

You know your child best. If you are concerned about your child's development call Help Me Grow Solano at 844-501-KIDS (5437) to be connected to services and programs in Solano County.



TIP: Respond to your baby's first smiles, gurgles, and coos—she's talking to you and wants you to talk too!

### BIRTH - 2 MONTHS

- Coos, makes gurgling sounds
- Turns head toward sounds



### 4 MONTHS

- Begins to babble
- Babbles with expression and copies sounds he hears



TIP: Hold and talk to your baby; smile and be cheerful while you do.

### 6 MONTHS

- Responds to sounds by making sounds
- Responds to own name
- Begins to say consonant sounds (jabbering with "m" and "b")



TIP: Read books to your baby every day. Praise him when he babbles and "reads" too.

### 9 MONTHS

- Understands "no"
- Makes a lot of different sounds like "mamamama" and "bababababa"

### 18 MONTHS

- Says several single words
- Points to show someone what he wants



TIP: When you read with your child, have her turn the pages. Take turns labeling pictures with your child.

### 12 MONTHS

- Uses simple gestures, like shaking head "no" or waving "bye-bye"
- Tries to say words you say

TIP: Describe what your baby is looking at; for example, "red, round ball."



### 2 YEARS

- Points to things or pictures when named
- Says sentences with 2 to 4 words
- Follows simple instructions

### 3 YEARS

- Follows instructions with 2 or 3 steps
- Talks well enough for strangers to understand most of the time
- Carries on a conversation using 2 to 3 sentences

### 4 YEARS

- Tells stories
- Can say first and last name
- Knows some basic rules of grammar, such as correctly using "he" or "she"

### 5 YEARS

- Speaks very clearly
- Says name and address
- Uses future tense; for example, "Grandma will be here."

## Your Child's Development

The early years of a child's life are very important for his or her health and development. Healthy development means that children of all abilities, including those with special needs, are able to grow up where their social, emotional and educational needs are met. Having a safe and loving home and spending time with family — playing, singing, reading, and talking — are very important. Proper nutrition, exercise, and sleep also can make a big difference.

## Developmental Milestones

Skills such as taking a first step, smiling for the first time, and waving "bye-bye" are called developmental milestones. Children reach milestones in playing, learning, speaking, behavior, and moving.

Children develop at their own pace, so it's impossible to tell exactly when a child will learn a given skill. However, there are general ages when most children meet developmental milestones.

As a parent, you know your child best. If your child is not meeting the milestones for his or her age, or if you think there could be a problem with your child's development, talk with your child's doctor, child care provider, or family navigator and share your concerns.

The earlier concerns are identified, the better chance you can help your child catch up, so don't wait to ask for help.

## Developmental Monitoring and Screening

It's important that a child's growth and development are followed or monitored. This can be done by parents, health care professionals, child care providers, or other family service providers.

Providers may conduct a developmental screening — a short questionnaire to tell if children are learning basic skills when they should, or if they might have delays.

All children should have developmental monitoring and screening. Monitoring healthy development means not only paying attention to symptoms related to a child's condition, but also to the child's physical, mental, social, and emotional well-being.

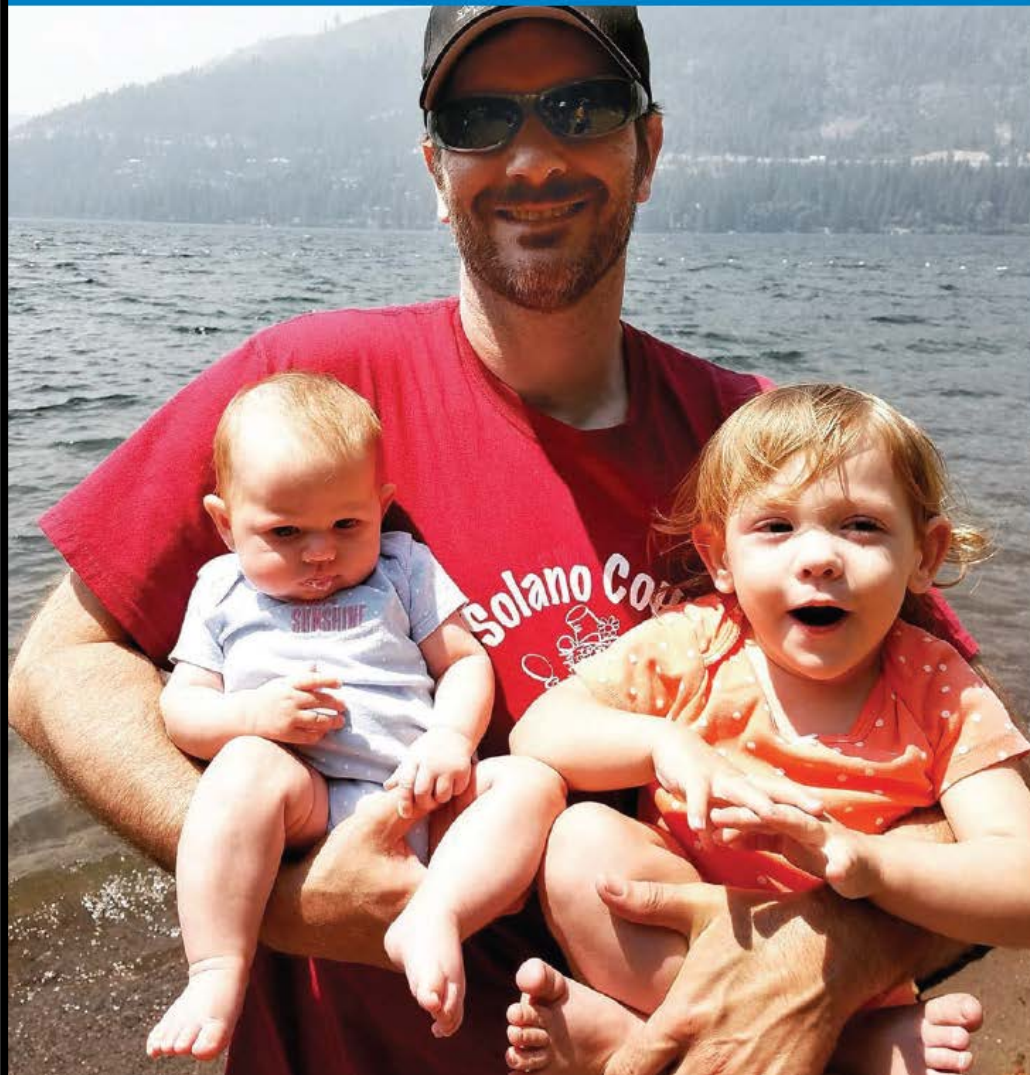
If a child has a developmental delay, it is important to get help as soon as possible. When a developmental delay is not found early, children must wait to get the help they need. This can make it hard for them to learn when they start school.





## TIP

*Be the example. If your kids see you doing more physical activity, they will want to move more too!*



## Family Fitness

Does your family spend too much time watching TV and not enough time exploring outdoors? January is Family Fit Lifestyle month, but becoming healthy should be a lifelong commitment.

Parents and other adults are the best role models to teach children about healthy living.

Here are a few ways to make regular physical fitness a part of your family's daily routine.

- Go for a family walk after dinner instead of watching TV.
- Take the stairs instead of the escalator or elevator. Make it fun by counting the steps with your child.
- Walk your children to school or the store.
- If you cannot walk there, park farther from the store and walk from there.
- Ask children to help with age-appropriate chores.
- Make a game out of cleaning up. First person to pick up 10 toys wins!

Engaging in active indoor and outdoor activities is a great way for spending time with the whole family while promoting the importance of a healthy lifestyle.


# January

DECEMBER 2017

S	M	T	W	T	F	S
				1	2	
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

FEBRUARY 2018

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28			

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
	1  New Year's Day	2	3	4	5	6
7	8	9	10	11	12	13
14	15 Martin Luther King Jr. Day	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

## **CONSEJO** | *Desarrolle rituales para celebrar a un padre que está lejos.*



### **Mes de Niño Militar**

Separaciones familiares debido a una implementación pueden ser estresantes para los niños. Es importante saber que los bebés y niños pequeños comunican sus sentimientos a través de su comportamiento y no es inusual para su niño a mostrar signos de tristeza o retirarse durante tiempos de despliegue, cuando un padre vuelve o regresa a casa heridos o diferentes. Aquí están algunas cosas que puede hacer para proporcionar al niño una base segura que permite la exploración, descubrimiento y aprendizaje durante momentos de estrés:

- Ofrece abrazos, besos y abrazos extras. Usted se sentirá mejor también.
- Guarde recuerdos de mamá o papá alrededor durante separaciones. Hagan un libro o revista de fotos de la familia.
- Mantenga las rutinas diarias lo mejor que se puede.
- Repite el mensaje: te ama tu mamá (o papá).
- Espere que su niño puede presentar con comportamiento desafiantes. Crea límites razonables y adhieren a ellos.
- Mantenga su sentido del humor.

Bebés y niños pequeños son increíblemente flexibles e ingeniosos. Al proporcionar al niño una base segura, se refuerzan estas características.

**TIP** | *You are your child's first teacher! No one matters more in your young child's life.*



## School Readiness

Your child may be starting preschool or kindergarten soon! This is an exciting time, but it can be scary too. You may have questions about whether your child is ready to go to school, or you may be wondering how you can help him get off to a good start. Here are some suggestions to make it an easy transition for everyone:

- Visit the school and if possible meet the teacher before school starts.
- Talk about what is going to happen the first day. Children are less anxious when they know what to expect.
- Adjust to new bedtimes or wake up times a few weeks before school begins.
- Read books together about starting school. Ask your librarian for some suggestions.
- On the first day of school give your child a smile and a hug, tell her you love her, wave goodbye, and reassure her that you will see her later.
- Avoid things that might upset your child such as crying when you drop him off, battling with your child about what clothes he should wear, or forcing him to have a big breakfast.

Enjoy your child's new independence! This is your child's first step into school and a special time in childhood. Enjoy!

**TIP** | *An ideal time to begin teaching your children about the basics of money is when they first begin to notice it.*

## Earning, Spending and Saving

In a child's world, money comes from Mom and Dad's pockets and when it is gone, a machine magically spouts out dollars after merely pushing a few buttons. It's natural for them to assume money is always available to buy the latest toy. As parents, we know how challenging that can be, so teaching them some basics can set the groundwork for their future financial success.

Here are a few tips to help you help your child begin to understand the concepts of money:

- Explain to your children that money is earned by working, and you can only spend what you earn.
- Explain to very young children that each coin and bill has a special name and is worth a certain amount of money.
- Use a piggy bank or other savings mechanism to begin teaching your child about savings and interest. Start small, every nickel and dime counts.
- Explain that money is limited and things the family needs like food and housing come first.
- Set a saving goal. When you reach your goal, visit the bank and open a savings account for your child.

Lessons about money are important for your child – Managing money no matter how big or small your budget is an important life skill.



# Be Prepared

## Before a disaster

Teach your kids about different disasters and how to react in each of them:

- **Earthquake:** Practice the 'Drop, Cover and Hold On' method, and learn to recognize safe places in each room at home and at school.
- **Fire:** Stop, drop and roll! Teaching children these important safety steps can prevent serious burns if their clothes are on fire. Have them demonstrate the steps for you, and remind them to cover their face and mouth.
- **Flooding:** Don't go into flooded areas. Just 6 inches of moving water can knock you off your feet, and standing floodwater could be contaminated or contain sharp objects.

## During a disaster

Uncertainty makes everyone very anxious. Children, especially, can often become stressed and frightened during emergency situations. To help with this:

- Keep yourself as calm as possible and let your children know what you are doing and how they can help.
- Give your child a comfort item, such as a stuffed animal or blanket.
- Reassure your child that she will always be taken care of, no matter what.

## After a disaster

- When the danger has passed, concentrate on your child's emotional needs by asking what's on his or her mind.
- Prevent young children from watching television news reports of the event. The images can be very upsetting, particularly if the child is too young to realize they are watching repeated footage and not a new emergency.

**A prepared family is a safe family!**





# Raise a Child who Loves to Read

Simple activities help young children get ready to read!

## For children of all ages:

- Read to your child every day.
- Ask your child questions before, during and after reading.
- Let your child see you reading a variety of books.

## Toddlers and young preschoolers:

- Look for letters on signs when out and about.
- Have fun rhyming!

## Older preschoolers:

- Encourage your child to sound out short words such as CAT, BUG, or MOM.
- Practice memorizing a few sight words every day.

Most of all, have fun reading together!



## Books and more:

Children learn vocabulary and concepts like shapes and colors much easier from experiencing a variety of books and activities. Your Solano County Library has plenty of books for you to share with your child. Your librarian can help you find books that are right for your child. Library cards and services are free.

## Discover and Go

Get free and discounted passes to local museums and cultural institutions through Discover & Go. Discover & Go, the Library's museum pass reservation system, provides card holders who are Solano County residents with the ability to make up to 2 reservations to local museums and cultural institutions. Number of persons admitted per pass varies by venue.

## Story times

The Library provides a variety of story times for children. The stories, songs and activities that are featured each week will vary from branch to branch. All library story times are free. Registration is usually not required.

Check your local branch for more information at [www.solanolibrary.com](http://www.solanolibrary.com)

# 2018 Calendar



*It's all about the kids!*

**DATE:** November 28, 2017  
**TO:** First 5 Solano Children and Families Commission  
**FROM:** Michele Harris, Executive Director  
**SUBJ:** **Executive Director's Report for December 2017**

**Action Item:**

**Motion:** Consider approval of an allocation of up to \$7,000 to the Children's Network of Solano County to support the work of the Local Child Care Planning Council (LPC) to develop a local Child Care Subsidy Pilot Plan for Solano County (*Source of Funds: Program Investment Plan - Systems Change*)

**Staff Report:** Governor Brown signed AB-377 (Frazier) which provides Solano with flexibility in subsidized child care contracts to avoid the return of state-allocated subsidy funds. This has cost Solano County \$1,791,849 in child care resources between 2012 and 2015. By 2019, subsidy programs in our county will have the flexibility to improve the efficiency of our system, such as increasing income eligibility guidelines for families and offering higher reimbursement rates to providers. Consequently, the subsidized child care programs will be able to more fully use available subsidies and serve approximately 100 additional children and families.

In order to make these changes, Solano is required to create a Child Care Subsidy Pilot Plan with meaningful input from local stakeholders. There is no new funding in the bill to help support the year-long planning and approval process. This \$7,000 allocation would be used to support the development of the plan, as well as provide encouragement for the support of other community partners.

**Updates:**

**January 2018 Commission Meeting Time Change:** We have a unique opportunity to hold a joint First 5 Solano and Board of Supervisors meeting in lieu of our regularly scheduled Commission meeting on January 9th. At this meeting we will be able to discuss the status of young children in Solano, and update the Board of Supervisors on the Commission's approach to its new funding cycle. Additionally, we will also be able to hear from (and engage with) several other stakeholders involved in children's issues, as well as discuss the continuum of children's services from birth to adulthood. The meeting will take place January 9 (the Commission's usually scheduled date), but will begin at 2pm at 601 Texas St., Conference Room A.

**First 5 California/First 5 Association Wildfire Relief Fund (Attachment A):**

In response to the needs in several First 5 counties affected by the recent and unprecedented wildfires, First 5 California and First 5 Association have established a relief fund to address the needs associated with rebuilding support for young children and families. In the coming weeks and months, these funds will be directed to affected counties for recovery services such as:

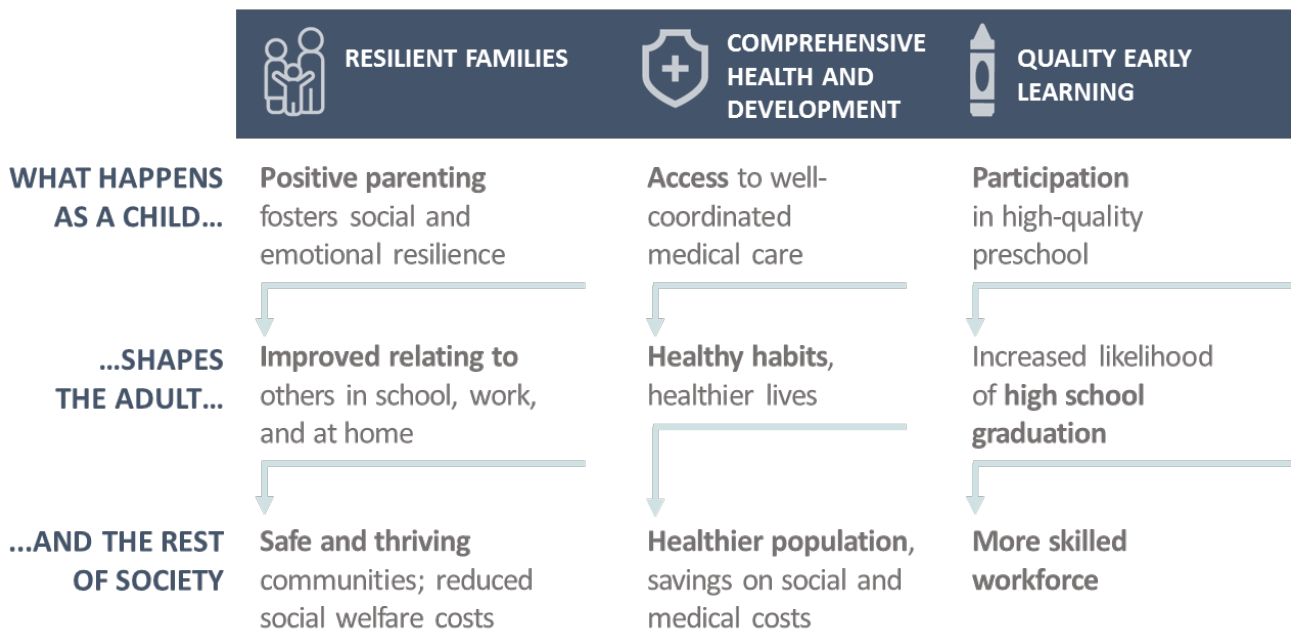
mental health supports for evacuated families, supplies for damaged family child care homes and preschool, additional family programs to support children affected by the fires, and temporary child care supports. All donations to this specific fund will be used by First 5s in their communities for recovery efforts focusing on the needs of children 0-5 and their families. The link to the donation portal is <https://www.generosity.com/emergencies-fundraising/first-5-wildfire-recovery-effort>

**First 5 Association Conference:** The First 5 Association held its annual conference, at which First 5 counties discussed better integration of messaging to improve focus, clarity and alignment around:

- **Strategy** – develop and promote a common mission, vision and strategy for the First 5 network so the system can align around shared goals and activities
- **Structure** – clarify roles and responsibilities in the network, recommend processes for ongoing coordination across the network
- **Advocacy** – identify opportunities for greater effectiveness in the policy space; integrate advocacy into work on the strategy and structure
- **Communications** – create communications approach to launch strategy, clarify First 5's role in the field, and establish ongoing ways to communicate with impact.

In particular, the Association shared the graphic below, which supports the attention on the early years of life.

Attention to supporting the early years can change the trajectory of a whole lifetime



**Supply Bank Kick-off:** First 5 Solano staff attended the Supply Bank Kickoff luncheon at the Berkeley City Club on November 17th. Supply Bank began as a local school supplies distribution program and has since expanded to launch the nation's largest diaper kit assistance program. The diaper kit program provides diapers, baby wipes and other hygiene items to low-income families, with 0-3 year olds and was piloted in Solano County at the Vacaville Family Resource Center distributing diapers to over 200 needy families over the course of 5 months. Also in attendance at the Kick-Off were state and local leaders including Solano Commissioner and Supervisor Erin Hannigan and First 5 Association Executive Director Moira Kenney who both received an award of appreciation for their support. The event kicks off a 70,000 square foot distribution center under construction in the east bay, which will immensely expand the capacity of Supply Banks programs to address the unmet material needs of disadvantaged families.

**Resilient Yolo Summit:** As part of its Collective Impact efforts, members of Solano Kids Thrive and First 5 Solano staff attended the 2<sup>nd</sup> Annual 'Building a Resilient Yolo' Summit in October 2017. Attendees learned about the latest in relationship-based strategies for keeping youth and families engaged in the community, along with hearing examples of trauma informed approaches for building resilience.

**Vallejo Resiliency Screening:** Mark your calendar for January 31, 2018 at 3pm. Solano Kids Thrive will host a screening of "*Resilience: The Biology of Stress & the Science of Hope*" at John F. Kennedy Library in Vallejo. The movie examines the science of Adverse Childhood Experiences (ACEs) and a new movement among pediatricians, therapists, educators, and communities to prevent and treat toxic stress. Group discussions will occur following the film, so attendees can consider methods to address ACEs within their own community. Additional screenings will be offered in Solano County in the upcoming months.

**Rescheduled Poverty Simulation:** In partnership with the Department of Child Support Services and Public Health, First 5 Solano will host a community poverty simulation exercise, rescheduled to take place in February 28 and March 1, 2018. The simulation is a unique training for service providers interested in learning about challenges and situations experienced by families served in Solano. Role-play simulates a one-month time frame in which participants are randomly assigned to "families" and given a different life scenario. The simulation requires participants to work, access benefits, buy food, and maintain housing given the scenario assigned. Additional volunteers in the simulation play vital roles of "community resources", such as the bank, an employer, or the doctor, with whom the families interact during role-play.

**Solano County Convening with Northern California Grantmakers (NCG):** First 5 staff is continuing a partnership with NCG to connect with Bay Area funders. Staff worked with Steve Barton, Director of Regional Vibrancy and Sustainability, to convene a group of foundation representatives on November 8, 2017. The goals of this meeting were: to reconnect since the last meeting in March 2017; to learn about funder supported efforts in Solano; and, to identify strategies and next steps to build capacity in the region. There was an active discussion about current capacity building efforts, funding ideas, and what the group would like to accomplish. Staff will be following up with NCG, and will continue this effort through future convenings and individual conversations with foundation representatives.

**Solano Nonprofit Capacity Assessment:** First 5 Solano, in partnership with Health & Social Services, is working with Learning for Action (LFA) to conduct an assessment of Solano nonprofit capacity to guide future opportunities for training and technical assistance. The online assessment tool was open a total of 4 weeks and had 58 responses from nonprofits providing human services in Solano. The results of the survey will be available in early 2018. Once the results are released, First 5 Solano will be convening a committee of nonprofits, capacity building agencies, and funders to review the results and make recommendations on next steps for nonprofit capacity building activities.

**Fundraising and Volunteer Management Program:** The UC Berkeley Extension four-month Professional Program in Fundraising and Volunteer Management is underway with a cohort of 25 nonprofit leaders. The classes and activities have included hands on work, and presentations from several professionals who work in this field. Final projects that are being completed by First 5 Solano participants include a “Grant Proposal Template for the Vallejo Early Childhood Center” by Lorraine Fernandez; and “Annual Grant Fundraising Plan” by Megan Richards. The final class will be held on Friday, December 1st, and will be followed by a Certificate Ceremony and Reception. All participants, their directors, Commissioners, and other guests are invited to participate in this gathering from 5 pm to 7 pm to honor participants and present certificates of completion, as well as to reflect on positive results of the course and solidify connections made for the future.

**Barnes & Noble Partnership:** First 5 Solano, in partnership with Barnes & Noble, is working with the Solano County Library Foundation to get books in the hands of kids. The partnership allows patrons of Barnes & Noble to purchase and donate age-appropriate books to the Library Foundation’s Reach Out and Read program throughout the year. The Library Foundation will get a steady supply of books for this pediatric program which ensures that children receive a book at every well child exam. First 5 Solano is happy to be a facilitator of this innovative partnership where everybody wins.

Attachment A: First 5 Wildlife Relief Letter



October 13, 2017

Dear First 5 Partners:

In response to the recent and unprecedented wildfires in California counties, First 5s across California and their early childhood partners are stepping up to aid impacted families with babies and young children. These devastating fires have left families, schools, and child care providers without the basic necessities they need to care for our youngest children.

As you know, First 5 works in every county to improving the lives of children ages 0 to 5. Some of the services we support include family resource centers, parent education classes, home visits for newborns, and family child care homes and preschools. Deeply connected to their communities, the commissions are well positioned to address the needs associated with rebuilding support for young children and families.

The First 5 Association and First 5 California are already working together with the First 5s in each of the affected counties to address the immediate needs of families and providers. However, recognizing the fires have had an immense impact on the programs and services upon which families rely, we know rebuilding these services will require additional resources.

Thus, we have established a relief fund to support First 5 counties in these efforts. In the coming weeks and months, these funds will be directed (100%) to affected counties for recovery services such as mental health supports for evacuated families, supplies for damaged family child care homes and preschools, additional family programs to support children affected by the fires, and temporary child care supports. If you would like to make a donation, please visit our Generosity site at <https://igg.me/at/K3lyCTcSw4o>. Again, all donations to this specific fund will be used by First 5s in their communities for recovery efforts focusing on the needs of children 0 to 5 and their families. If you would like to make a donation and prefer another method, please contact Moira at the Association.

If you have any questions about this effort, please don't hesitate to reach out to either one of us. We appreciate all your support for the children and families of California.

In partnership,

A handwritten signature in blue ink that reads "Moira Kenney".

Moira Kenney, PhD  
Executive Director, First 5 Association

A handwritten signature in blue ink that reads "Camille Maben".

Camille Maben  
Executive Director, First 5 California