



**Commission Meeting
December 11, 2018 at 4:00 p.m.**

***Stanislaus County Office of Education, Board Room
1100 H Street, Modesto, CA***



Commission Meeting Notice

Tuesday, December 11, 2018, 4:00 PM
Stanislaus County Office of Education – Board Room
1100 H Street, Modesto, CA 95354

MEMBERS:

Vicki Bauman
School Representative

Ignacio Cantu Jr.
Community Representative

Vito Chiesa
County Supervisor

David Cooper
Community Representative

Kathy Harwell
Chair
Community Services Agency

Mary Ann Lee
Health Services Agency

Nelly Paredes-Walsborn, Ph.D.
Vice Chair
Community Representative

George Skol
Community Representative

Julie Vaishampayan, MD
Public Health Officer

David T. Jones
Executive Director

The Stanislaus County Children and Families Commission welcomes you to its meetings which are ordinarily held on the fourth Tuesday of most month. Your interest is encouraged and appreciated.

The agenda is divided into two sections:

CONSENT CALENDAR: These matters include routine financial and administrative actions. All items on the consent calendar will be voted on at the beginning of the meeting under the section titled "Approval of the Consent Calendar." If you wish to have an item removed from the Consent Calendar, please make your request at the time the Commission Chairperson asks if any member of the public wishes to remove an item from consent.

REGULAR CALENDAR: These items will be individually discussed and include all items not on the consent calendar and all public hearings.

ANY MEMBER OF THE AUDIENCE DESIRING TO ADDRESS THE COMMISSION ON A MATTER ON THE AGENDA: Please raise your hand or step to the podium at the time the item is announced by the Commission Chairperson. In order that interested parties have an opportunity to speak, any person addressing the Commission will be limited to a maximum of 5 minutes unless the Chairperson of the Commission grants a longer period of time.

PUBLIC COMMENT PERIOD: Matters under the jurisdiction of the Commission, and not on the posted agenda, may be addressed by the general public either at the beginning of the regular agenda and any off-agenda matters before the Commission for consideration. However, California law prohibits the Commission from taking action on any matter which is not on the posted agenda unless it is determined to be an emergency by the Children and Families Commission. Any member of the public wishing to address the Commission during the "Public Comment" period shall be permitted to be heard once for up to 5 minutes.

COMMISSION AGENDAS AND MINUTES: Commission agendas, minutes, and copies of items to be considered by the Children and Families Commission are typically posted on the Internet on Friday afternoons preceding a Tuesday meeting at the following website: www.stanprop10.org.



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Materials related to an item on this agenda submitted to the Commission after distribution of the agenda packet are available for public inspection in the Commission office at 930 15th Street, Modesto, CA during normal business hours. Such documents are also available online, subject to staff's ability to post the documents before the meeting, at the following website: www.stanprop10.org.

NOTICE REGARDING NON-ENGLISH SPEAKERS: Stanislaus County Children & Families Commission meetings are conducted in English and translation to other languages is not provided unless the Commission is notified 72 hours in advance that an interpreter is necessary. Please contact Administration at (209) 558-6218 should you need a translator for this meeting.

Las juntas de la Comision para Niños y Familias son dirigidas en Ingles y no hay traduccion disponible a menos que la Comision sea notificada con 72 horas por avanzado. Si necesita traducción, por favor contacte a la Comision al (209) 558-6218. (Por favor tome nota, el mensaje es en Ingles pero se le asistara en Español cuando lo pida.)

REASONABLE ACCOMMODATIONS: In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the Commission at (209) 558-6218. Notification 72 hours prior to the meeting will enable the County to make reasonable arrangements to ensure accessibility to this meeting.

RECUSALS: California Government Code Section 87100 states that "no public official at any level of state or local government may make, participate in making or in any way use or attempt to use his/her official position to influence governmental decision in which he/she knows or has reason to know he/she has a disqualifying conflict of interest." Likewise, California Government Code section 1090 provides that certain government officials and employees "...shall not be financially interested in any contract made by them in their official capacity."

These sections of law permit the Stanislaus County Children and Families Commission to execute contracts so long as the Commissioner(s) with the conflict recuses himself or herself from making, participating in making, or in any way attempting to use his or her official position to influence a decision on the contract.



COMMISSION MEETING AGENDA

December 11, 2018 • 4:00 P.M.

**Stanislaus County Office of Education – Board Room
1100 H Street, Modesto, CA**

1. Welcome & Introductions – Chair Harwell
2. Pledge of Allegiance
3. Announcement of Recusals¹
4. Public Comment Period (Limit of 5 minutes per person)
5. Approval of the Consent Calendar
 - A. Miscellaneous
 1. Approval of the Commission Meeting Minutes of November 15, 2018
 2. Approval of the Executive Committee Minutes of December 5, 2018
 3. Results Area Fiscal Report as of October 31, 2018
6. Strategic Direction/Planning
7. Agenda Items
 - A. Public Hearing on the Proposed First 5 Stanislaus Strategic Plan 2019-2024
 - B. Approval of One-Year Contract Awards for Fiscal Year 2019-2020
 - C. Authorize Use of \$25,000 of Contingency Funding to Support Grant Applications
 - D. Authorization of the Negotiation and Execution of Agreements with the Community Services Agency for Services Associated with Differential Response Family Resource Center Agreements
8. Correspondence - None
9. Commissioner Reports
10. Staff Reports
11. Adjourn

¹ Commissioners may publicly announce the item(s) or recommendation(s) from which he/she will recuse himself or herself due to an actual or perceived conflict of interest. The Commissioner will excuse himself or herself from the meeting and leave the room when the specific agenda item comes up for discussion and voting.



**STANISLAUS COUNTY
CHILDREN & FAMILIES COMMISSION
MEETING MINUTES
Thursday, November 15, 2018
Sutter Health and Education Conference Center
1700 McHenry Ave, Ste. 60-B, Modesto , CA**

Commissioners Present: Ignacio Cantu, Vito Chiesa, David Cooper, Kathy Harwell (Chair), George Skol, Dr. Julie Vaishampayan

Commissioners Absent: Vicki Bauman, Mary Ann Lee, Nelly Paredes-Walsborn (Vice Chair)

Staff Present: David Jones, Executive Director; Amanda DeHart, Commission Counsel; Veronica Ascencio, Accountant; Stephanie Loomis, Staff Services Coordinator

1. Chair Harwell called the meeting to order at 9:00 a.m. Commission members, staff, and attendees were introduced and welcomed.
2. Pledge of Allegiance was conducted.
3. Announcement of Commissioner Recusals – None
4. Public Comment Period – None
5. Consent Calendar
The Consent Calendar was approved.
Motion by Skol, Second by Cooper. (5-0)(Chiesa absent during motion.)

Commissioner Chiesa arrived at 9:11 a.m.

6. Correspondence – None
7. Commissioner Reports
 - Chair Harwell asked attendees to take some time to think about the communities impacted by wild fires. She shared CSA staff are helping assist.
 - Commissioner Dr. Vaishampayan shared Stanislaus County Public Health staff are working in the Butte emergency shelters providing basic medical assistance.
 - Commissioner Dr. Vaishampayan shared she issued an Air Quality advisory on 11/14/18 urging residents to stay indoors as much as possible.
8. Staff Reports
 - Executive Director Jones shared Dr. Harold Stanislaw from CSU Stanislaus was applying for a grant to process the data collected for the early education programs funding by First 5 Stanislaus.
 - Executive Director Jones highlighted First 5 Stanislaus' 2018 Report to the Community which is now in digital format hosted on First 5's website. The new report features client and provider videos and expanded data presented in a more visual format.

9. Strategic Direction / Planning
 - Maggie Steakley (GPG) provided an agenda for Strategic Direction and Planning.
 - Steakley and Commissioners continued working through principles, roles, and strategies.
 - The next Steering Committee meeting is on Tuesday, December 4, 2018 at 9:30 a.m.
 - The next Commission meeting is on Tuesday, December 11, 2018 at 4:00 p.m. at Stanislaus County Office of Education – Board Room, 1100 H Street, Modesto.
10. The Commission meeting adjourned at 12:56 p.m.



Executive Committee Minutes

Wednesday, December 5, 2018

Commissioners Present: Kathy Harwell, Nelly Paredes-Walsborn, Vito Chiesa

Staff Present: David Jones, Stephanie Loomis

1. Executive Director Report – this item was taken first.
 - a. Staff updated Commissioners on the transition of First 5 staff member Denae Davis who will be transferring to Public Works effective Monday, December 10 to accommodate schedule needs.
 - b. The Results Area Fiscal Report for October 2018 was reviewed and discussed. There was discussion that First 5 staff are reviewing items that might need action in the County Mid-Year budget. No additional appropriations are needed, but staff are looking into whether a revenue adjustment is needed for potential Community Services Agency (CSA) revenue that could be received as well as some allocation changes that might be needed.
 - c. There was discussion of CSA's approval of a proposal that would allow First 5 staff to time study their work on Differential Response Family Resource Center activities associated with the joint contract and receive reimbursement. CSA approved a proposal retroactive to July 1, 2018, for work associated with this contract that would be reimbursed based on approved time studies submitted on a monthly basis for up to \$36,000.
 - d. Staff discussed an agenda item they will bring on December 11 to transfer \$25,000 of Contingency funding to support grant writing activities that involve multiple partners and would bring increased funding into the broader children and families system. There was discussion of the mechanism for how this would occur, which will be included in the agenda item.
 - e. December 26 will be an office closure date for the First 5 office and all partners will be notified.
 - f. Jones discussed his need to go on a medical leave that is currently projected at 6-8 weeks starting around December 20. Stephanie Loomis will serve as the Interim Executive Director and will receive 5% assignment pay during this time period. Loomis will meet with Executive Committee representatives on a periodic basis and consult with the Chair as needed during this time period to ensure continuity of operations.
2. Draft Agenda for December 11, 2018 Commission Meeting – ***Board Room, Stanislaus County Office of Education***
 - a. *Public Hearing on the Proposed Commission Strategic Plan 2019-2024*
3. Strategic Direction and Planning – Committee members discussed the strategic plan process and related elements that would be addressed at the December 11 Commission meeting.
4. Adjournment

First 5 Stanislaus

Result Area Fiscal Report

YTD as of 10/31/18

	<i>Budget</i>	<i>Actual Expenditures</i>	<i>Remaining Budget</i>	<i>% Actual to Budget</i>
RESULT AREA 1: Improved Family Functioning (Family Support, Education, and Services)				
General Family Support				
<i>211/Family Resource Centers;CBO - Non-Profit;County Office of Ed-School District</i>				
211 Project (United Way)	\$ 72,000	\$ -	\$ 72,000	0%
Family Resource Centers:				
Ceres Partnership for Healthy Children (CHS)	\$ 147,076	\$ 24,539	\$ 122,537	17%
Hughson Family Resource Center (SV)	\$ 132,422	\$ 18,891	\$ 113,531	14%
N. Modesto/Salida Family Resource Center (SV)	\$ 280,032	\$ 55,569	\$ 224,463	20%
Oakdale/Riverbank Family Resource Center (CHS)	\$ 142,962	\$ 21,601	\$ 121,361	15%
Parent Resource Center	\$ 315,411	\$ 27,967	\$ 287,444	9%
Turlock Family Resource Center (Aspiranet)	\$ 171,374	\$ 19,145	\$ 152,229	11%
Westside Family Resource Center (CHS)	\$ 214,144	\$ 30,117	\$ 184,027	14%
The Bridge (Sierra Vista)	\$ 166,500	\$ 25,686	\$ 140,814	15%
Healthy Start	\$ 448,558	\$ -	\$ 448,558	0%
General Family Support Subtotal	\$ 2,090,479	\$ 223,516	\$ 1,866,963	
Intensive Family Support				
<i>Other;CBO - Non-Profit</i>				
Children's Crisis Center	\$ 414,000	\$ 106,819	\$ 307,181	26%
Court Appointed Special Advocates	\$ 57,000	\$ 14,039	\$ 42,961	25%
Family Justice Center	\$ 90,000	\$ -	\$ 90,000	0%
La Familia Counseling Program (El Concilio)	\$ 88,200	\$ 11,695	\$ 76,505	13%
Intensive Family Support Subtotal	\$ 649,200		\$ 516,647	
Total Area 1:	\$ 2,739,679	\$ 356,069	\$ 2,383,610	13%
RESULT AREA 2: Improved Child Development (Child Development Services)				
Early Learning Programs				
<i>Summer Programs;County Office of ED - School District</i>				
Keyes (1)	\$ 9,500	\$ -	\$ 9,500	0%
Riverbank (2)	\$ 19,000	\$ -	\$ 19,000	0%
Total Area 2:	\$ 28,500	\$ -	\$ 28,500	0%
RESULT AREA 3: Improved Health (Health Education and Services)				
Early Intervention				
<i>Assessments and Clinical Intervents</i>				
Zero to Five Early Intervention Partnership (BHRS)	\$ 1,218,407	\$ 44,334	\$ 1,174,073	4%
Prenatal & Infant Home Visiting				
<i>Other;County Health & Human Services</i>				
Healthy Birth Outcomes (Health Services Agency)	\$ 1,071,328	\$ 115,160	\$ 956,168	11%
Oral Health Education and Treatment				
<i>Other;County Health & Human Services</i>				
Dental Education (Health Services Agency)	\$ 20,000	\$ -	\$ 20,000	0%
Total Area 3:	\$ 2,309,735	\$ 159,494	\$ 2,150,241	7%
RESULT AREA 4: Improved Systems of Care				
Program and Systems Improvement Efforts				
Early Care and Education Conference	\$ 12,000	\$ 2,574	\$ 9,426	21%
Total Area 4:	\$ 12,000	\$ 2,574	\$ 9,426	21%
Result Area Total	\$ 5,089,914	\$ 518,138	\$ 4,571,776	
ADJUSTED PROGRAM CONTRACT EXPENDITURES*				
	\$ 5,077,914	\$ 515,563	\$ 4,562,351	10%

* Adjusted Program Contract Expenditures does not include ECE Conference Costs



COMMITTEE ROUTING	
Administrative/Finance	<input type="checkbox"/>
Operation	<input type="checkbox"/>
Executive	<input checked="" type="checkbox"/>

AGENDA DATE: December 11, 2018

COMMISSION AGENDA #: 7A

SUBJECT:

Public Hearing on the Proposed First 5 Stanislaus Strategic Plan 2019-2024

BACKGROUND:

The Commission is considering adoption of a Strategic Plan for calendar years 2019-2024. This plan would become the guiding document for the Commission for the next five years or until replaced. Section 130140 of the California Health and Safety Code requires that “the county commission conduct at least one public hearing on its proposed county strategic plan before the plan is adopted.” The Public Hearing will provide the opportunity for additional feedback before the Commission considers adopting the proposed Stanislaus Strategic Plan 2019-2024.

Consideration of the Strategic Plan 2019-2024 is the result of an extensive, community-focused effort to chart the future direction of First 5 Stanislaus. Commissioners directed staff to conduct and promote extensive stakeholder participation and transparency throughout the entire strategic direction/planning process. This included the use of multiple interviews, surveys, focus groups as well as extensive, publicly-conducted planning sessions on August 30, September 19, October 23, and November 15.

HISTORY

On December 12, 2017, the Commission held a Public Hearing and approved the Strategic Plan 2018-2020. The expressed intent was to then conduct a significant review of its priorities and strategies over the next 12 months resulting in an amendment of the approved strategic plan or that the plan could be completely replaced. The Commission’s intent was to take a significant look at the multiple adaptive change elements facing the community and Commission and to develop a path forward which would result in a five-year strategic plan. At this meeting it was expressed that the planning process outcome could result in a plan that looked significantly different from plans over the recent years.

On February 27, 2018 the Commission took action to approve the issuance of a Request for Proposal for Strategic Direction/Planning to identify a firm that could lead the Commission through an in-depth strategic direction and planning process. It was acknowledged at this meeting that “based on the significance and impact of the past local investment and leadership of the Commission, the significance of the future work of the Commission through leadership and investment, and the gravity of the implications of Commission actions, it is anticipated the strategic direction/planning process will, and should, require a significant investment of time and resources over the next year.”

On February 27, 2018, the Commission also took action three months earlier than usual, and approved contract budget amounts for Fiscal Year 2018-2019 for First 5’s funded partners. This early action gave funded partners knowledge of intended contract security over the next 16 months while the strategic direction/planning process took place. The approval of these contracts also resulted in a decrease of approximately \$935,000 in contract expenditures for Fiscal Year 2018-2019, in anticipation of the need to ultimately balance First 5’s budget and significantly reduce the use of fund balance. All funded partners were clearly notified there was no guarantee of a future contract and that any future investments would need to flow from the new strategic plan.

Commissioners Skol, Cooper, and Cantu, and Executive Director Jones volunteered to participate on the ad hoc review panel for the Request for Proposal (RFP) process which was led by County General Services Agency staff for compliance and procedural purposes. The result of this process was the recommendation for approval, and approval to award an Agreement on May 22, 2018, to the Glen Price Group (GPG) to lead and complete a strategic direction/plan process for First 5 by December 2018 for the sum of \$69,520. This proposal also included an additional sum of \$5,000 in the event additional work was needed past December 2018, for a total Agreement not to exceed \$74,520. Commissioners Paredes-Walsborn and Skol agreed to serve on the ad hoc Steering Committee for the strategic direction/planning process.

First 5 staff had been working since Spring 2017, conducting an intensive series of stakeholder interviews, listening sessions and meetings to inform the future direction of First 5. Staff conducted approximately 50 sessions designed to better understand services being provided and to receive feedback on the work of First 5 as well as future opportunities.

The formal strategic direction/planning process was initiated through the GPG on June 1, 2018. The process was structured in three phases: 1) Discovery; 2) Planning; 3) Plan Development and Finalization.

The Discovery process, as part of the strategic direction and planning effort, included an extensive stakeholder engagement phase designed to gather input from local stakeholders in linguistically and culturally responsive ways to ensure that the resulting plan was informed by community input. The Commission mandated and promoted extensive stakeholder participation and transparency throughout the entire strategic direction/planning process. This included the use of multiple interviews, surveys, focus groups as well as extensive, publicly-conducted Commission planning sessions.

Results of the stakeholder engagement plan showed GPG gathered stakeholder input through the following mechanisms in July and August 2018:

- Interviews (16)
- Online survey (372 responses)
- Short-version online survey (distributed by First 5 Stanislaus via social media) (34 responses)
- Two focus groups with Spanish-speaking parents (22 participants)
- One focus group with First 5 Stanislaus grantees / funded partners (18 participants)

In addition, GPG reviewed key results from stakeholder input previously collected by Executive Director Jones through:

- Listening sessions/meetings with a broad range of close to 50 community leaders and representatives serving young children and their families in the county, held between May 2017 and May 2018
- A 2018 focus group of child care educational leaders through the Local Planning Council (10 participants)
- A 2018 survey of 190 early childhood educators and child care providers
- A 2018 survey of 26 front-line service providers from Family Resource Centers in Stanislaus County

The Discovery Phase was a massive undertaking which included all the activities listed above, plus a deep review of extensive secondary source materials and data at the county, state, and national levels. The Discovery Report became a 100-page document that was an extremely comprehensive landscape assessment compiling all the data sources, including stakeholder feedback.

The Discovery Report was publicly presented and created the foundation for the in-depth Commission planning sessions which occurred on August 30 (eight hours), September 19 (four hours), October 23 (four hours), and November 15 (four hours). Each of the sessions were publicly noticed, Brown Act meetings that occurred in several different locations. Each meeting provided opportunity for public engagement while creating an environment where Commissioners could deeply engage with the data, concepts, and strategies under consideration.

As a result of these sessions, Commissioners were able to engage on multiple topics such as the Mission, Vision, Values and Strategic Principles for First 5 Stanislaus. The Commission was also led through a process where they developed goals, objectives, and indicators based on areas of common agreement. The Commission gained consensus on the transition from a funder role to roles such as capacity builder, systems builder, convener/collaborator, and policy advocate. The Commission also developed strategies and activities associated with its future work, while acknowledging that some areas are not completely developed and will take time to flesh out as part of the implementation of the plan.

The finalized **Goals** of the Strategic Plan 2019-2024 are:

1. Families are supported and safe in communities that are capable of supporting safe families
2. Children are eager and ready learners
3. Children are born healthy and stay healthy
4. Sustainable and coordinated systems are in place that promote the well-being of children

The **Mission** as stated in the Strategic Plan 2019-2024 is to:

Be a catalyst to help give children and families the best start

The **Vision** as stated in the Strategic Plan 2019-2024 is that:

*Stanislaus County's children thrive in supportive and safe environments;
they have empowered, loving, and nurturing caregivers;
they are healthy, eager, and ready multilingual learners;
and become productive, well-adjusted members of society.*

Values for First 5 Stanislaus in the plan are:

- Be exceptional leaders on behalf of the county's children and families
- Work together in strategic ways
- Adhere to high professional standards.

There are also an additional number of supporting values that can be referenced in the complete Strategic Plan 2019-2024 document.

Historically, First 5 Stanislaus funding has been spread across numerous priorities, such as mental health, school readiness, dental services, family resource centers, prenatal programs, etc. In light of declining revenue, the Commission engaged in a process to consider key issues related to its investment priorities. The Commission strategized around:

- Focusing on priorities that address root cause issues.
- Funding systems versus organizations.
- Rebalancing prevention and intervention goals.
- Identifying opportunities to increase and coordinate funding for services for children from prenatal through age five in Stanislaus County.
- Identifying other strategies that promote a sustainable system of support for children prenatal through age five and their families.
- Examining long-term population-based outcomes.

Also, given significant community need, declining First 5 Stanislaus revenue, and an overall lack of necessary funding for services for young children and families in the county, First 5 Stanislaus has embraced the need to change its fiscal strategy. First 5 Stanislaus expenditures have exceeded revenue for well over a decade. This was part of an intentional strategy to spend down fund balance that was potentially at risk as a result of state policy decisions. The Commission also recognized the practice of spending more than annual revenue was not a sustainable strategy and communicated that to funded partners when the practice was incepted. The Commission has now embraced a "live within our means" fiscal strategy. This new model would include looking for opportunities to maximize funding and pursue additional funding opportunities.

The Commission gained consensus on a set of **Strategic Principles** which include:

- Focus on a narrow set of high-impact strategies
- Prioritize projects that scale up and can reach larger groups of people
- Focus on prevention and long-term outcomes
- Make data informed decisions
- Invest in building systems of care for lasting change
- Address disparities
- Be responsive to community priorities
- Use opportunities to leverage funding
- Pursue efforts that can strengthen First 5 Stanislaus as a fiscal asset

First 5 Stanislaus staff recommend adoption of the Strategic Plan 2019-2024 (attached). If approved, this plan and appropriate documentation would be sent to First 5 California to document the review and approval of the new plan.

The consideration of the 2019-2024 Strategic Plan on the Commission's December 11th agenda requires a public hearing be held prior to adoption of the 2019-2024 Strategic Plan.

The Executive Committee reviewed and discussed this item on December 5, 2018.

STAFF RECOMMENDATIONS:

1. Conduct a public hearing on the 2019-2024 Strategic Plan
 2. Adopt the 2019-2024 Strategic Plan
-

FISCAL IMPACT:

The Strategic Plan is the guiding document for the Commission for the funding of strategic priorities, services, service providers, and service locations for the next five calendar years, until amended or replaced.

COMMISSION ACTION:

On motion of Commissioner___; Seconded by Commissioner___ and approved by the following vote:

Ayes: Commissioner(s): _____

Noes: Commissioner(s): _____

Excused or Absent Commissioner(s): _____

Abstaining: Commissioner(s): _____

1) _____ Approved as recommended.

2) _____ Denied.

3) _____ Approved as amended.

Motion _____

Attest: _____

Stephanie Loomis – Staff Services Coordinator

FIRST 5 STANISLAUS



STRATEGIC PLAN

2019-2024



APPROVED BY THE COMMISSION ON XXXXXXXXX
PREPARED BY THE GLEN PRICE GROUP

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I. INTRODUCTION

Stanislaus County is vibrant, diverse, and genuine. Our children are our community's greatest asset. We honor our children and their families by working to ensure they get a strong start and have access to opportunities and services to meet their needs.

The work of First 5 Stanislaus has always been marked by a passion for the community it serves.

For 20 years, the organization has focused on listening to the community and partnering with multiple organizations to reach areas of the greatest need for children and families. Since its founding, First 5 has invested more the \$120 million toward improving the lives of children and families in Stanislaus County. The organization has invested in a wide range of programs and strategies to meet a broad range of goals and objectives. The organization has been noted for long-term partnerships and investing in ways that closely align to its organizational goals and strategic plan.

First 5 has keenly watched significant changes taking place in the local community and has learned also from the tremendous body of information being created on brain development and program outcomes. As a result, First 5 has committed itself to a rigorous examination of its past, present and most importantly, the future roles that it might play in Stanislaus County.

The Strategic Plan for 2019-24 is the result of this process.

First 5 Stanislaus recognizes our children are an incredible gift. We honor their importance by working with them and their families to ensure they get a strong start in life and have access to opportunities and services to meet their needs.

By the age of three, 80% of a child's brain is already developed. That number increases to an amazing 90% by age five. A growing body of research across disciplines demonstrates the importance of early brain development and the impact that high-quality early learning opportunities and nurturing relationships have on future outcomes for children. Young children's neural connections are formed and strengthened by interactions with adults and other children and through their environment. Physical health, emotional health, social skills, and cognitive-linguistic capacities that emerge in the early years are all important for success in school, the workplace, and in the larger community.

Research also now reveals the negative impact of toxic stress on the brain development of children at a young age. This stress can lead to long-term learning, behavioral, and physical and mental health issues.

First 5 Stanislaus' vision is for a world where Stanislaus County's children thrive in supportive and safe environments; they have empowered, loving, and nurturing caregivers; they are healthy, eager, and ready multilingual learners; and become productive, well-adjusted members of society. To achieve this, we are a catalyst to give children and families the best start.

First 5 Stanislaus was established as the Stanislaus Children and Families Commission by voters through the passage of the California Children and Families Act (Prop 10) in 1998. First 5 Stanislaus, like other Commissions in the state, is funded through tobacco tax revenue. Since its establishment, the Commission has supported programs that make a difference in the emotional, physical, and intellectual experiences in a child's first five years.

The Commission is now at a strategic crossroads. Multiple changes in the environment, as well as long-term issues are impacting past strategies and the future direction of the Commission. State tobacco tax revenue continues to decline and Commission expenditures are significantly exceeding revenues in a planned spend-down of the Commission's fund balance. Economic pressures like poverty, unemployment and lower educational attainment persist. No single organization is pulling together organizations serving children from prenatal through age five to look at systems improvement and long-term outcomes and there is a lack of coordinated local data. However, there is a tremendous willingness on the part of community stakeholders to participate in collaborative work and this is a significant strength in the County.

To respond strategically, First 5 Stanislaus engaged in a reflective, stakeholder-informed, community needs-driven strategic direction and planning process. Section Two below outlines this process, including a review of key findings. The resulting plan can be found in Sections Three and Four.



II. STRATEGIC DIRECTION & PLANNING PROCESS

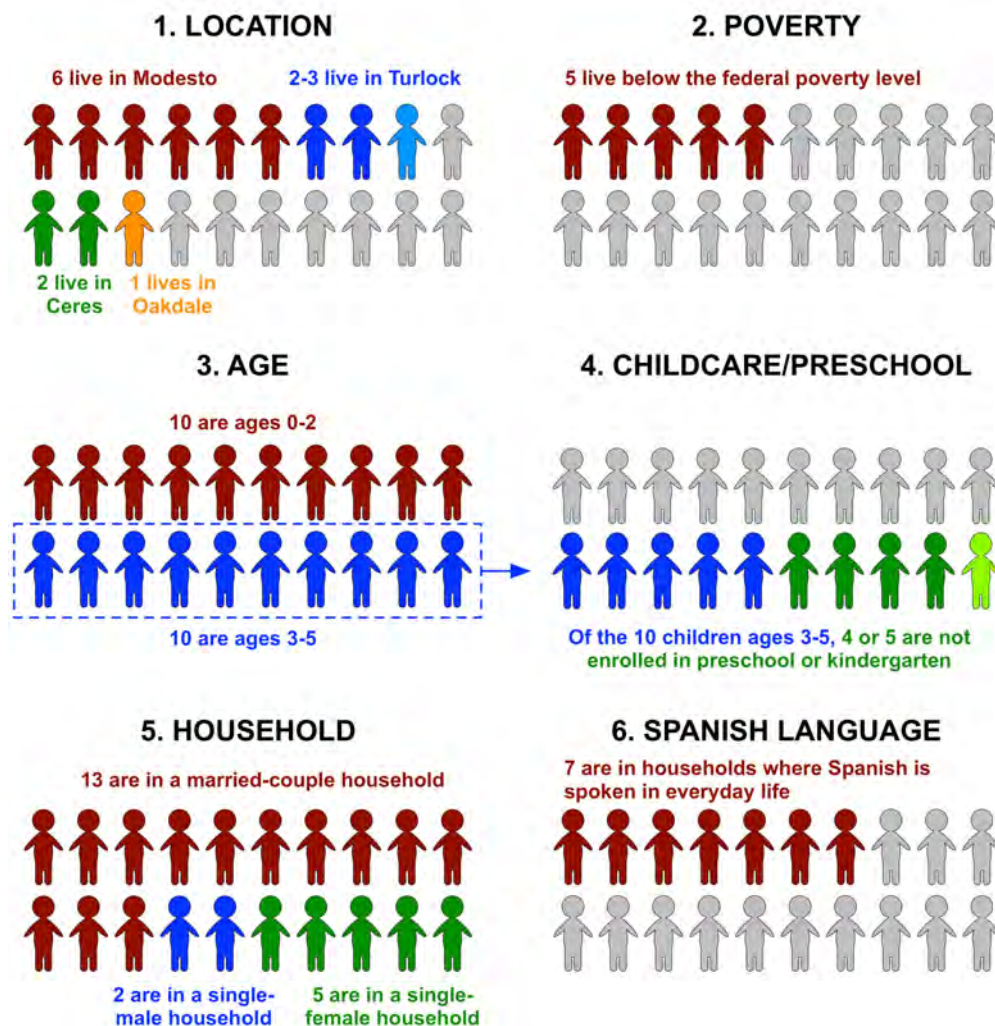
First 5 Stanislaus is a force for positive impact and an incredible asset in Stanislaus County. The Commission viewed its 2018 strategic direction and planning process as a tremendous opportunity to create systems and strategies to drive long-term change in a vibrant community. First 5 Stanislaus conducted a deep review and assessment of community needs, stakeholder input, and Commission priorities to chart its strategic direction and develop a long-range strategic plan. The Commission sought to examine its role in the county and to create a shared vision of the future and a relevant and cohesive long-range strategic plan.

The process began in mid-2017 when the new First 5 Stanislaus Executive Director conducted an intensive series of stakeholder interviews, listening sessions and meetings to inform the future direction of First 5 over an 8-month time period. The formal strategic direction and planning process was initiated on June 1, 2018, with support of the Glen Price Group (GPG)¹ after a formal request for proposals process. The process was structured in three phases: I. Discovery, II. Planning, and III. Plan Development and Finalization.

The discovery process resulted in a comprehensive Discovery Report that outlined the analysis of extensive stakeholder input and information from secondary source materials. It reviewed the national and state context and political and demographic changes in California; presented a snapshot of children in Stanislaus County and their families, looked at social determinants of health that are impacting Stanislaus County residents, and identified community needs and opportunities; and outlined important strategy considerations.²

A SNAPSHOT OF STANISLAUS COUNTY'S CHILDREN AND FAMILIES

To identify the right strategies for supporting young children and their families in Stanislaus County, the Commission wanted to understand who these young children and their families are. As an example, imagine a playground in the heart of Stanislaus County. There are 20 young children age five and under playing, learning, and interacting with one another.³ Of the 20 children on the playground:



Sources: 1) US Census Bureau Population Estimates (V2017); 2) 2016 5-Year ACS S1701; 3) 2016 5-Year ACS B09001; 4) Kidsdata.org: Population Reference Bureau, analysis of data from the U.S. Census Bureau's American Community Survey microdata files (Mar. 2016); 5) 2016 5-Year ACS B11003; 6) Draft 2018 Stanislaus County Maternal Child & Adolescent Need Assessment Report

While the playground example above is a way to more symbolically understand the different circumstances and diversity of children and families in Stanislaus County, it is also important to dig deeper into data on the demographics and social determinants of health in the region. Of Stanislaus County adults with children from birth to age five:⁴

- 13.6% went without at least one basic need in the past 12 months
- 50.2% are employed full-time
- 9.3% reported less than \$929 in monthly household income
- 42% have a high school diploma / GED or less in formal education
- 45.4% are Hispanic/Latino (vs. 34.3% of all county adults)
- 9.6% are Asian (vs. 6.6% of all county adults)
- 65.5% are married or in a registered domestic partnership (vs. 59.1% of all county adults)
- 17.6% are in a long-term relationship and/or living together (vs. 13.8% of all county adults)
- 73.6% speak English in everyday life (vs. 84.3% of all county adults)
- 36.7% speak Spanish in everyday life (vs. 25.6% of all county adults)
- 20.2% of women experienced prenatal depressive symptoms and 16.8% experienced postpartum depressive symptoms

While California's annual number of births is projected to decrease from 488,490 in 2016 to 464,957 in 2030 and then increase slightly to 474,034 by 2040, the annual births for Stanislaus County is projected to increase from 7,867 in 2016 to 8,384 in 2030 and to 8,507 by 2040.⁵



COMMUNITY CONTEXT AND NEEDS

First 5 Stanislaus has a recognized role in the community and a history of making important investments for children and families. The Commission also has great future potential. As noted above, the birth rate in Stanislaus County is projected to increase over the next two decades while the state birth rate is projected to decrease over this period. This makes it all the more important for Stanislaus County to establish strong systems of support for young children and their families. Strong systems of support for young children and their families are critical in Stanislaus County because residents face significant economic challenges compared to residents of California generally. A lower median income, lower levels of educational attainment, and high rates of unemployment contribute to economic instability in Stanislaus County and correlate highly with other negative outcomes for children and families. The discovery process revealed the following:

- Both domestic violence reports and child abuse and neglect reports and substantiated cases have higher rates in the county than the statewide average. For Black and Native American children these rates are more than twice the rate of any other racial/ethnic group.
- Measures on a number of key indicators (such as adverse childhood experience rates, instances of child abuse, etc.) indicate the need to strengthen families.
- Educational attainment in the county is overall lower than the state, and parents of young children (birth through age five) have lower formal education levels than others in the county.
- Stanislaus County trails the state in third grade reading proficiency and in preschool and kindergarten attendance rates.
- The ratios of residents to primary care physicians, dentists, and mental health providers in Stanislaus County are higher (each medical professional serves more people) than the statewide ratios. The county ratio for mental health providers (550:1) is more than 70% higher than the state ratio (320:1).
- With regard to health outcomes, there are considerable health disparities among different demographic groups, with particularly poor health outcomes for African Americans.⁶



Photo: "Modesto California photo D Ramey Logan.jpg" by D Ramey Logan is licensed under CC-BY 4.0

Stakeholder perspectives about the key issues facing children and families generally aligned with the data on social determinants of health in the county that were evaluated as part of the discovery process. Stakeholders suggested that meeting basic needs; parent education and involvement; child education and care; and other factors such as drug and alcohol abuse, domestic violence, and immigration status were critical issues for young children and their families. The following themes were also elevated by stakeholders during the discovery process:

- Parenting skills are a key factor in long-term child outcomes and parents need support in improving these skills.
- A significant number of families in Stanislaus County face considerable economic challenges and need support to develop the Protective Factors.⁷
- Children and families need access to more early education and enrichment opportunities, ranging from accessible and affordable childcare and preschool, to more cultural and educational activities and events for families.
- More communication and awareness building is needed about the needs of young children and their families, and the services and opportunities that are available to them.
- Family Resource Centers play a critical role in reaching families where they are across the county.
- First 5 Stanislaus could be a more visible champion for children and families while also being a leader and partner to ongoing collaborative efforts.
- First 5 Stanislaus could play a role in identifying clear focus areas and objectives, identify outcomes, and support data coordination to drive towards those outcomes.

Stakeholders also highlighted the critical impact that immigration status and federal immigration policy has on families in the county. The Commission recognizes the effect that immigration policies has on children and families, and will support services that are accessible, culturally competent, and responsive to the needs of all families.



EVOLVING ROLE AND STRATEGY

First 5 Stanislaus sought to develop a strategic plan that is responsive to community needs, prioritizes high-impact investments and strategies, and amplifies and leverages other community assets and investments to create sustained impact on young children and families in the county. Nevertheless, as community context and needs evolve, First 5 Stanislaus must be an adaptive change agent. An adaptive change agent is one that leads change in a situation where both the problem and the solution are unclear and new learning is required by all the participants. Instead of being asked to “fix” problems, adaptive change requires learning about new paths that can be taken. There are a number of adaptive change elements that First 5 Stanislaus must consider in the current context.

- First 5 Stanislaus has declining revenue and is drawing down its fund balance.
- Stanislaus County residents face considerable economic needs linked to long-term regional poverty, unemployment, and poor educational outcomes.
- The high likelihood of another recession will result in significantly greater community need
- Community needs continue to evolve.
- There have been considerable changes in the environment/ecosystem around families (ex: where they get information, technology, how they interact, changes in family structure, how children receive care, etc.).
- A growing body of research on early childhood education demonstrates the impact of key investments.
- There is an overall increased focus on prevention that is supported by literature and the community.
- There is more collaboration at the local level with a significant groundswell of organizations and individuals focused on making long-term change and a number of organized efforts under way.
- There is a growing emphasis on child, family, and population-level data, more available data, and a greater emphasis on data-informed efforts and outcomes-based funding.
- The early learning landscape in California is evolving. There is growing public support for early childhood education and increases in public investments over recent years.

The Commission recognized that there were opportunities for First 5 Stanislaus to play a number of different roles that go beyond the role of funding direct services. Stakeholders identified important roles for First 5 Stanislaus to play around systems building, capacity building, convening and collaborating, advocating for policy, funding, and supporting data management. First 5 Stanislaus also has an opportunity to align with other organizations and collaboratives working in the county and the state. The Commission can look to the First 5 Network Strategy as a way to better affiliate with, align with, and leverage the work of First 5 efforts across the state. There are also significant opportunities to align with local collaborations in Stanislaus County.

Historically, First 5 Stanislaus funding has been spread across numerous priorities, such as mental health, school readiness, dental services, family resource centers, prenatal programs, etc. In light of declining revenue, the Commission engaged in a process to consider key issues related to its investment priorities. The Commission strategized around:

- Focusing on priorities that address root cause issues.
- Funding systems versus organizations.
- Rebalancing prevention and intervention goals.
- Identifying opportunities to increase and coordinate funding for services for children from prenatal through age five in Stanislaus County.
- Identifying other strategies that promote a sustainable system of support for children prenatal through age five and their families.
- Examining long-term population-based outcomes.

Finally, given significant community need, declining First 5 Stanislaus revenue, and an overall lack of necessary funding for services for young children and families in the county, First 5 Stanislaus has embraced the need to change its fiscal strategy. First 5 Stanislaus expenditures have exceeded revenue for well over a decade. This was part of an intentional strategy to spend down fund balance that was potentially at risk as a result of state policy decisions. The Commission also recognized the practice of spending more than annual revenue was not a sustainable strategy and communicated that to funded partners when the practice was incepted. The Commission has now embraced a “live within our means” fiscal strategy. This new model would include looking for opportunities to maximize funding and pursue additional funding opportunities.

The plan outlined in the sections below responds to community need, adaptive change elements described above, and roles for the Commission moving into the future so it can sustain and amplify its impact on young children and their families.



III. STATEMENT OF STRATEGIC DIRECTION

The statement of strategic direction provides an overview of First 5 Stanislaus' core operating principles and what it seeks to accomplish. This portion of the strategic plan includes the vision, mission, and values. Together, these outline the organization's "true north", purpose, and enduring guidelines and commitments. It also includes First 5 Stanislaus' goals and objectives, which outline the desired impact and intended results of the Commission's work.

VISION

Stanislaus County's children thrive in supportive and safe environments; they have empowered, loving, and nurturing caregivers; they are healthy, eager, and ready multilingual learners; and become productive, well-adjusted members of society.

MISSION

Be a catalyst to help give children and families the best start.

VALUES

Be exceptional leaders on behalf of the county's children and families

- Put children and families first
- Think big, be bold, and inspire others
- Listen closely to the community and partners
- Be willing to take risk, foster creativity and support innovation
- Make difficult decisions wisely
- Value evidence-based strategies, long-term outcomes, a focus on results, and continuous learning

Work together in strategic ways

- Recognize that the strength of the Commission and its partners lies in the diversity of individuals' experience and ideas
- Develop strategic relationships, collaborate without fear, and avoid duplication of efforts
- Strive for services that are accessible, culturally competent, and responsive
- Respect the diversity, strengths, uniqueness, and potential of all people
- Promote efforts that build community for families
- Share responsibility and accountability in partnerships

Adhere to high professional standards

- Observe high ethical standards
- Manage resources with fiscal prudence, cost-effectiveness and a long-term perspective
- Operate with the highest levels of integrity
- Strive for quality and excellence internally and externally

STRATEGIC PRINCIPLES

Strategic principles inform how First 5 Stanislaus operates and makes decisions around its focus and investments:

- Focus on a narrow set of high-impact strategies
- Prioritize projects that scale up and can reach larger groups of people
- Focus on prevention and long-term outcomes
- Make data informed decisions
- Invest in building systems of care for lasting change
- Address disparities
- Be responsive to community priorities
- Use opportunities to leverage funding
- Pursue efforts that can strengthen First 5 Stanislaus as a fiscal asset

GOALS AND OBJECTIVES

First 5 Stanislaus' goals are broad statements that describes the Commission's desired impact and the end towards which all objectives are directed. These goals are aligned with the Commission's mission and vision, and with the intent of 1998 Children and Families Act that established the Commission. First 5 Stanislaus' objectives are the intended results it seeks. They are measurable steps that directly support the achievement of the Commission's goals and outline the major steps the Commission must implement to make progress.

First 5 Stanislaus recognizes that many of its goals and objectives are interrelated and reinforcing. Furthermore, achieving these goals and objectives will have intergenerational impacts. For instance, the commission recognizes that it's work to strengthen families (primarily in goal 1) will have an impact on rates of child abuse and neglect, which will hopefully decrease rates of abuse and neglect in the future as those children that grow up free of abuse and neglect are less likely to abuse their own children. Furthermore, strengthening families will have an impact on the extent to which children are progressing at developmentally and physically healthy rates (goals 2 and 3). Finally, the Commission's work to strengthen systems (goal 4) will have an impact on the extent to which First 5 Stanislaus and community partners are able to serve children and families across all goals.

First 5 Stanislaus also recognizes that the deep-rooted issues outlined in its goals and objectives are major challenges. The population-level results that First 5 Stanislaus seeks to improve will require long-term efforts and incremental progress. Nevertheless, First 5 Stanislaus has put forth an ambitious set of goals and objectives and had made a commitment leading and collaborating to make a positive difference in the lives of young children and their families.

Goal 1

Families are supported and safe in communities that are capable of strengthening families

- 1.1 Increase parental and caregiver knowledge, skills, and access to resources to support their child's development
 - a. *Strive to ensure all parents and caregivers of children in Stanislaus County receive parenting education from the earliest possible moment*
 - b. *Decrease child abuse and neglect*
- 1.2 Improve a sense of community in the lives of families (connections, supports, etc.) by increasing connections, relationships, and concrete support for parents and caregivers.

Goal 2**Children are eager and ready learners**

- 2.1 Increase the number of children that are read to daily
- 2.2 Increase access to opportunities for professional growth for Family, Friend, and Neighbor childcare providers
- 2.3 Increase the number of children who are “ready to go” when they enter kindergarten (as measured by the Kindergarten Student Entrance Profile/KSEP)

Goal 3**Children are born healthy and stay healthy**

- 3.1 Increase the rate of healthy births
 - a. Increase the number of pregnant women and teens who receive prenatal care*
 - b. Maintain infant mortality rates below state levels*
 - c. Decrease the number of low birth weight babies*
 - d. Decrease the percentage of women who smoke during pregnancy*
- 3.2 Increase children’s access to and utilization of health insurance benefits

Goal 4**Sustainable and coordinated systems are in place that promote the well-being of children prenatal through age five**

- 4.1 Increase funding and/or alignment of funding for a coordinated system of support for children and families
- 4.2 Increase the level of county data integration/alignment of indicators, associated monitoring, and use of data to inform course-correction as needed to improve outcomes for children and families
- 4.3 Increase the knowledge of individuals serving young children about available resources (including professional development), services, and referral opportunities.

PRIORITIZED ROLES

First 5 Stanislaus examined a number of strategic roles it could play to improve child and family outcomes in the County. They specifically assessed key adaptive change elements and the challenging fiscal climate associated with declining levels of tobacco tax revenue. The Commission evaluated roles based on multiple factors, including whether leadership in a given areas was necessary in the county, and whether First 5 Stanislaus was well positioned to play that role. Specifically, the commission considered ways to deliver long-term community value, opportunities to align the Commission priorities and investments with root cause issues impacting children from prenatal through age five, and the role the Commission should play in making systems change to achieve community-level outcomes.

Based on evidence from the Discovery Report and robust discussions through the strategic direction and planning process, Commissioners prioritized the following roles for First 5 Stanislaus' strategic direction:

- **Capacity builder:** Support service providers to increase their capacity to better support and serve children prenatal through age five and their families
- **Systems builder:** Support efforts to integrate, streamline, and design systems to maximize cost-effectiveness and outcomes
- **Convener/collaborator:** Bring together partner organizations to find energy and alignment around common priorities impacting children from prenatal through age five and their families.
- **Policy advocate:** Advocate for greater support and increased resources for children from prenatal through age five and their families

First 5 Stanislaus will prioritize investments to build capacity, create more aligned and integrated systems, convene and collaborate with partners, and advocate for policies that improve outcomes for children from prenatal through age five and their families.

STRATEGIC DIRECTION: AT A GLANCE

First 5 Stanislaus is working towards the following vision and goals for the county:

VISION

Stanislaus County's children thrive in supportive and safe environments; they have empowered, loving, and nurturing caregivers; they are healthy, eager, and ready multilingual learners; and become productive, well-adjusted members of society.

GOALS

1. Families are supported and safe in communities that are capable of strengthening families
2. Children are eager and ready learners
3. Children are born healthy and stay healthy
4. Sustainable and coordinated systems are in place that promote the well-being of children prenatal through age five

First 5 Stanislaus' work is guided by its values, mission, strategic principles, and prioritized roles:

STRATEGIC PRINCIPLES

- Focus on a narrow set of high-impact strategies
- Prioritize projects that scale up and can reach larger groups of people
- Focus on prevention and long-term outcomes
- Make data informed decisions
- Invest in building systems of care for lasting change
- Address disparities
- Be responsive to community priorities
- Use opportunities to leverage funding
- Pursue efforts that can strengthen First 5 Stanislaus as a fiscal asset

PRIORITIZED ROLES

- **Capacity builder:** Support service providers to increase their capacity to better support and serve children birth to age five and their families
- **Systems builder:** Support efforts to integrate, streamline, and design systems to maximize cost-effectiveness and outcomes
- **Convener/collaborator:** Bring together partner organizations to find energy and alignment around common priorities impacting children from birth to age five and their families.
- **Policy advocate:** Advocate for greater support and increased resources for children from birth to age five and their families

MISSION *Be a catalyst to help give children and families the best start*

VALUES

Be exceptional leaders on behalf of the county's children and families

Work together in strategic ways

Adhere to high professional standards

IV. IMPLEMENTATION AND MONITORING PLAN

The implementation and monitoring plan identifies the indicators by which First 5 Stanislaus will measure progress towards meeting its goals and objectives. It also details the strategies, activities, and performance measures First 5 Stanislaus will use to advance its goals and objectives, and assess its organizational effectiveness. It answers the questions, *how will First 5 Stanislaus accomplish its work and how will it know if it has been successful?*

STRATEGIES

First 5 Stanislaus will pursue a set of strategies to advance its goals and objectives. Each strategy advances multiple objectives. These strategies also align with First 5 Stanislaus' prioritized roles. Strategies are **not** listed in order of importance:

1. Align and secure funding
2. Establish a comprehensive parenting program
3. Establish a resource and referral hub/network
4. Build capacity for individuals/organizations serving young children
5. Scale integrated early childhood reading access, strategies, and support
6. Serve as an advocate/voice for children and families
7. Coordinate data alignment and outcome monitoring among organizations serving children and families
8. Facilitate systems improvement to better serve children and families

The matrix in appendix 1 shows how each of these strategies relate to First 5 Stanislaus' prioritized roles while appendix 2 shows how each objectives is advanced by these cross-cutting strategies.

GOAL AREA SUMMARIES: GOALS, OBJECTIVES, INDICATORS, AND STRATEGIES

Each table below presents one of First 5 Stanislaus' goals, and its associated objectives, indicators, and strategies. First 5 Stanislaus seeks to create lasting positive change for children, families, and systems and will have to collaborate in order to make progress on these objectives. First 5 Stanislaus will monitor progress on the indicators associated with its objectives, and will track its own performance internally through the performance measures related to its identified strategies. These performance measures will be developed and refined throughout the implementation process.

GOAL 1 Families are supported and safe in communities that are capable of strengthening families

OBJECTIVES

- 1.1 Increase parental and caregiver knowledge, skills, and access to resources to support their child's development
 - a. *Strive to ensure all parents and caregivers of children in Stanislaus County receive parenting education from the earliest possible moment*
 - b. *Decrease child abuse and neglect*
- 1.2 Improve a sense of community in the lives of families (connections, supports, etc.) by increasing connections, relationships, and concrete support for parents and caregivers.

INDICATORS

- Number and percent of new parents receiving parenting education
- County rate of child abuse and neglect
- Level of agreement on California Health Index Survey, social cohesion questions

STRATEGIES

1. Align and secure funding
2. Establish a comprehensive parenting program
3. Establish a resource and referral hub/network
4. Build capacity for individuals/organizations serving young children
5. Scale integrated early childhood reading programs/reading support

GOAL 2 Children are eager and ready learners

OBJECTIVES

- 2.1 Increase the number of children that are read to daily
- 2.2 Increase access to opportunities for professional growth for Family, Friend, and Neighbor providers
- 2.3 Increase the number of children who are “ready to go” when they enter kindergarten (as measured by the Kindergarten Student Entrance Profile/KSEP)

INDICATORS

- Number of children read to daily
- Percent of Family, Friend, and Neighbor caregivers accessing professional development opportunities through First 5 Stanislaus partners
- Number of children that score “ready to go” on the Kindergarten Student Entrance Profile (KSEP)

STRATEGIES

1. Align and secure funding
2. Establish a comprehensive parenting program
3. Establish a resource and referral hub/network
4. Build capacity for individuals/organizations serving young children
5. Scale integrated early childhood reading programs/reading support
7. Coordinate data alignment and outcome monitoring among organizations serving children and families

GOAL 3 Children are born healthy and stay healthy

OBJECTIVES

- 3.1 Increase the rate of healthy births
- a. Increase the number of pregnant women and teens who receive prenatal care*
 - b. Maintain infant mortality rates below state levels*
 - c. Decrease the number of low birth weight babies*
 - d. Decrease the percentage of women who smoke during pregnancy*
- 3.2 Increase children's access to and utilization of health insurance benefits

INDICATORS

- Prenatal care rates
- Rates of infant mortality
- Rates of preterm births
- Rates of low birth weight births
- Percent of children with a usual source of health care
- Percent of children who saw a doctor in the last 12 months

STRATEGIES

1. Align and secure funding
2. Establish a comprehensive parenting program
3. Establish a resource and referral hub/network
6. Serve as an advocate/voice for children and families
8. Facilitate systems improvement to better serve children and families

GOAL 4 Sustainable and coordinated systems are in place that promote the well-being of children from prenatal through age five

OBJECTIVES

- 4.1 Increase funding and/or alignment of funding for a coordinated system of support for children and families
- 4.2 Increase the level of county data integration/alignment of indicators, associated monitoring, and use of data to inform course-correction as needed to improve outcomes for children and families
- 4.3 Increase the knowledge of individuals serving young children about available resources (including professional development), services, and referral opportunities.

INDICATORS

- Amount of increased funding brought into the county for children/families
- Established inventory of common indicators, number of organizations using common indicators
- Level of organizational awareness of available resources

STRATEGIES

1. Align and secure funding
3. Establish a resource and referral hub/network
4. Build capacity for individuals/organizations serving young children
6. Facilitate systems improvement to better serve children and families
7. Coordinate data alignment and outcome monitoring among organizations serving children and families
8. Facilitate systems improvement to better serve children and families

ACTIVITIES

Strategies and Activities

First 5 Stanislaus will implement cross-cutting strategies to advance its goals and objectives. The activities below will be conducted as part of each strategy. An implementation timelines is presented in appendix 3.

1. Align and secure Funding

- a. Facilitate targeted systems gatherings to map systems, align priorities, and decrease duplication
- b. Research and identify funding needs, existing funding streams, and new funding opportunities based on Commission priorities
- c. Develop and implement fund development infrastructure and services
- d. Support collaborative funding proposals/application development for opportunities that match funding priorities

2. Establish a comprehensive parenting program

- a. Establish priorities and goals for a comprehensive parenting program
- b. Conduct a scan of existing organizations/services that deliver parenting programs and the parenting programs currently in use
- c. Evaluate and select parenting curricula for implementation
- d. Engage new and existing partners
- e. Appropriately invest in curriculum and training for partners
- f. Develop and implement a multi-layered parenting strategy across different channels.

3. Establish a resource and referral hub/network

- a. Create a systems-map of the providers, resources, and services that serve and support young children and their families
- b. Support implementation of a resource hub
- c. Develop and implement an online training calendar
- d. Develop and implement an online community calendar of family/parents events and opportunities
- e. Develop and implement a promotional strategy
- f. Develop or license a mobile app

4. Build capacity for individuals/organizations serving young children

- a. Collect information about current needs and existing opportunities, and establish priorities for building capacity among individuals/organizations serving young children in Stanislaus County
- b. Identify and develop a partnership(s) to support nonprofit sustainability
- c. Identify training and technical assistance partners
- d. Implement enhanced training opportunities for:
 - Home-based childcare providers
 - Organizations serving young children and their families

5. Scale integrated early childhood reading access, strategies, and support.

- a. Support efforts to increase reading to young children through effective reading programs and strategies
- b. Promote new partnerships and establish common priorities and implementation plans (Ex: libraries, WIC, medical providers, etc.)
- c. Promote and appropriately develop reading resources
- d. Support efforts to assess progress through standardized measurement

6. Serve as an advocate/voice for children and families

- a. Develop and update a brief legislative/policy platform
- b. Participate selectively in ongoing collaborative efforts/community engagements as appropriate (Ex: Focus on Prevention, Cradle-to-Career, etc.)
- c. Advocate on legislative/policy issues

7. Coordinate data alignment and outcome monitoring among organizations serving children and families

- a. Engage partners to identify shared outcomes
- b. Lead efforts to remove barriers to data sharing with key partners
- c. Appropriately support countywide or multi-agency efforts to standardize, collect and use data targeting prenatal through age five and to develop shared outcomes
- d. Develop a data interface for partners
- e. Support technology infrastructure for outcomes monitoring

8. Facilitate systems improvement to better serve children & families

- a. Conduct mapping efforts to better understand the current system (see 2a, 3b, 4a, 5a)
- b. Engage partners to evaluate mapping results and identify and support areas of greater alignment, cost-efficiency, policy change, etc.
- c. Improve the communitywide high-risk prenatal care system through stakeholder collaboration
- d. Support efforts to provide joint case management of high intensity clients across multiple organizations



9. Implement administrative and fiscal strategies

- a. Implement and evaluate administrative processes and human resource strategies (Implement a cost-effective invoicing strategy, evaluate staffing, review office lease)
- b. Realign funding for long-term priorities and restructure budget for long-term sustainability
- c. Develop strategies to create long-term relationships with families
- d. Identify, contract, and work with a consultant to review program implementation efficacy and identify course-corrections as needed
- e. Develop strategies for monitoring and tracking indicators
- f. Establish and refine fiscal policies and a long-term fiscal model

V. REFERENCES

1. See <http://www.glenpricegroup.com> for additional information.
2. Highlighted findings from the report are included in this document. The full document is accessible at: <http://www.stanprop10.org/pdf/commission/2018/discovery08-30-2018.pdf>
3. For the purpose of this example, assume the playground is representative over the overall demographics in Stanislaus County.
4. All data drawn from DRAFT 2018 Stanislaus County MCAH Assessment Report.
5. California Department of Finance. Demographic Research Unit. 2018. Historical and Projected Fertility Rates and Births, 1990-2040. Sacramento: California Department of Finance. January 2018.
6. Data sources for all statistics cited here are included in the discovery report at: <http://www.stanprop10.org/pdf/commission/2018/discovery08-30-2018.pdf>
7. Protective factors are conditions or attributes (skills, strengths, resources, supports or coping strategies) in individuals, families, communities or the larger society that help people deal more effectively with stressful events and mitigate or eliminate risk in families and communities.
8. For more information of the First 5 Network see: <http://first5association.org/>

VI. APPENDICES

The following appendices add additional detail about the strategic direction and planning process or aspects of the plan.
























1. ALIGNMENT OF STRATEGIES AND ROLES

First 5 Stanislaus identified the following prioritized roles for its work to support Children and Families in Stanislaus County:

- **Capacity builder:** Support service providers to increase their capacity to better support and serve children prenatal through age five and their families
- **Systems builder:** Support efforts to integrate, streamline, and design systems to maximize cost-effectiveness and outcomes
- **Convener/collaborator:** Bring together partner organizations to find energy and alignment around common priorities impacting children from prenatal through age five and their families.
- **Policy advocate:** Advocate for greater support and increased resources for children from prenatal through age five and their families

The Matrix below illustrates the way First 5 Stanislaus will serve in these roles through its strategies:

Prioritized Roles

Strategies	Capacity Builder	Systems Builder	Convener / Collaborator	Policy Advocate
1. Align and securing funding				
2. Establish a comprehensive parenting program				
3. Establish a resource and referral hub/network				
4. Build capacity for individuals/ organizations serving young children				
5. Scale integrated early childhood reading access, strategies, and support				
6. Serve as an advocate/voice for children and families				
7. Coordinate data alignment and outcome monitoring among organizations serving children and families				
8. Facilitate systems improvement to better serve children and families				

2. ALIGNMENT OF STRATEGIES AND OBJECTIVES

Strategies	Objectives									
	1.1	1.2	2.1	2.2	2.3	3.1	3.2	4.1	4.2	4.3
1. Align and secure funding	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2. Establish a comprehensive parenting program	✓	✓	✓		✓	✓	✓			
3. Establish a resource and referral hub/network	✓	✓		✓	✓	✓				✓
4. Build capacity for individuals/organizations serving young children	✓			✓	✓					✓
5. Scale integrated early childhood reading access, strategies, and support	✓	✓	✓	✓	✓					
6. Serve as an advocate/voice for children and families		✓					✓	✓	✓	✓
7. Coordinate data alignment and outcome monitoring among organizations serving children and families					✓			✓	✓	
8. Facilitate systems improvement to better serve children and families						✓	✓	✓	✓	✓

3. IMPLEMENTATION TIMELINE

The timeline below presents a general workflow for each strategy, in which an “X” indicates when First 5 Stanislaus will implement each activity. The timeline is organized into three fluid phases, which can be thought of as a beginning, middle, and end of the five-year strategic plan period.

This strategic plan represents a significant change in First 5 Stanislaus priorities and operations. Given the scope of this organizational pivot, the Commission recognizes that collaboration, partnership, and shared learning will be key to its success. As the Commission learns and partners in new ways, it will evaluate this implementation timeline on a regular basis and make course-corrections as needed.

	Phase 1	Phase 2	Phase 3
1. Align and Secure Funding			
a. Facilitate targeted systems gatherings to map systems, align priorities, and decrease duplication	X	X	X
b. Research and identify funding needs, existing funding streams, and new funding opportunities based on Commission priorities	X	X	X
c. Develop and implement fund development infrastructure and services	X	X	X
d. Support collaborative funding proposals/application development for opportunities that match funding priorities		X	X
2. Establish a comprehensive parenting program			
a. Establish priorities and goals for a comprehensive parenting program	X		
b. Conduct a scan of existing organizations/services that deliver parenting programs and the parenting programs currently in use	X		
c. Evaluate and select parenting curricula for implementation	X	X	
d. Engage new and existing partners	X	X	X
e. Appropriately invest in curriculum and training for partners		X	X
f. Develop and implement a multi-layered parenting strategy across different channels.	X	X	X

Phase 1

Phase 2

Phase 3

3. Establish a resource and referral hub/network

- | | Phase 1 | Phase 2 | Phase 3 |
|--|---------|---------|---------|
| a. Create a systems-map of the providers, resources, and services that serve and support young children and their families | X | | |
| b. Support implementation of a resource hub | | X | X |
| c. Develop and implement an online training calendar | X | | |
| d. Develop and implement an online community calendar of family/parents events and opportunities | X | | |
| e. Develop and implement a promotional strategy | | X | X |
| f. Develop or license a mobile app | | X | X |

4. Build capacity for individuals/organizations serving young children

- | | Phase 1 | Phase 2 | Phase 3 |
|---|---------|---------|---------|
| a. Collect information about current needs and existing opportunities, and establish priorities for building capacity among individuals/organizations serving young children in Stanislaus County | | X | |
| b. Identify and develop a partnership(s) to support nonprofit sustainability | | X | |
| c. Identify training and technical assistance partners | | X | |
| d. Implement enhanced training opportunities for: | | X | |
| • Home-based childcare providers | | X | |
| • Organizations serving young children and their families | | X | X |

Phase 1

Phase 2

Phase 3

5. Scale integrated early childhood reading access, strategies, and support

- a. Support efforts to increase reading to young children through effective reading programs and strategies
- b. Promote new partnerships and establish common priorities and implementation plans (Ex: libraries, WIC, medical providers, etc.)
- c. Promote and appropriately develop reading resources
- d. Support efforts to assess progress through standardized measurement

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6. Serve as an advocate/voice for children and families

- a. Develop and update a brief legislative/policy platform
- b. Participate selectively in ongoing collaborative efforts/community engagements as appropriate (Ex: Focus on Prevention, Cradle-to-Career, etc.)
- c. Advocate on legislative/policy issues

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7. Coordinate data alignment and outcome monitoring among organizations serving children and families

- a. Engage partners to identify shared outcomes
- b. Lead efforts to remove barriers to data sharing with key partners
- c. Appropriately support countywide or multi-agency efforts to standardize, collect and use data targeting prenatal through age five and to develop shared outcomes
- d. Develop a data interface for partners
- e. Support technology infrastructure for outcomes monitoring

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Phase 1

Phase 2

Phase 3

8. Facilitate systems improvement to better serve children and families

- a. Conduct mapping efforts to better understand the current system (see 2a, 3b, 4a, 5a)
- b. Engage partners to evaluate mapping results and identify and support areas of greater alignment, cost-efficiency, policy change, etc.
- c. Improve the community-wide high-risk prenatal care system through stakeholder collaboration
- d. Support efforts to provide joint case management of high intensity clients across multiple organizations

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9. Implement administrative and fiscal strategies

- a. Implement and evaluate administrative processes and human resource strategies (Implement a cost-effective invoicing strategy, evaluate staffing, review office lease)
- b. Realign funding for long-term priorities and restructure budget for long-term sustainability
- c. Develop strategies to create long-term relationships with families
- d. Identify, contract, and work with a consultant to review program implementation efficacy and identify course-corrections as needed
- e. Develop strategies for monitoring and tracking indicators
- f. Establish and refine fiscal policies and a long-term fiscal model

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**COMMITTEE ROUTING**

Administrative/Finance	<input type="checkbox"/>
Operations	<input type="checkbox"/>
Executive	<input checked="" type="checkbox"/>

ACTION AGENDA SUMMARYAGENDA DATE: December 11, 2018COMMISSION AGENDA # 7B**SUBJECT:**

Approval of One-Year Contract Awards for Fiscal Year 2019-2020

BACKGROUND:

First 5 Stanislaus is completing a significant strategic direction/planning process. This has been a major undertaking to shift the organization from strategies of the past into a new strategic direction that is aligned with the adaptive change elements it faces. First 5 has made a considerable investment of time and financial resources to bring this strategic plan to finalization.

In accordance with this new plan and direction, First 5 needs to ensure that funding in Fiscal Year (FY) 2019-2020 aligns with the Strategic Plan 2019-2024. It is recommended the Commission approve funding of \$3,264,255 for local funded service providers for FY 2019-2020. This approved funding would align with Commission priorities of budget balancing and moving toward alignment with the new Strategic Plan 2019-2024. This also allows First 5 staff the time to work on identifying systems and funding opportunities that highly align with Strategic Plan elements during the remaining years of the plan.

The final approved Strategic Plan 2019-2024 will take significant resources to implement and will involve significant structural changes for First 5. Major changes will involve considerably scaling back annual expenses to reflect alignment with long-term goals of the plan. This means significant funding will need to be cut from the annual expense budget and funding will need to be significantly cut that has previously been used to fund partner organizations. There will likely be new expenses for implementing new goals and strategies associated with the plan and these would appear when the Commission considers the complete First 5 budget proposal for FY 2019-2020.

Funding for the FY 2019-2020 budget will need to reflect:

- Alignment with the Strategic Plan for 2019-2024.
- Appropriate use of taxpayer funding to operate within a re-balanced budget.
- Significantly decreased/eliminate use of fund balance for budget balancing.
- Prioritized funding to support/protect funded partner work that might be needed to implement future systems associated with parenting and prevention initiatives, as well as other First 5 strategies.
- Funding to support analysis and development of systems.
- Funding to support other elements of strategic plan implementation.

Commissioners also identified during the strategic direction/planning process a desire to:

- Focus on priorities that address root cause issues.
- Fund systems versus organizations.
- Rebalance prevention and intervention goals.
- Identify opportunities to increase and coordinate funding for services for children from prenatal through age five in Stanislaus County.
- Identify other strategies that promote a sustainable system of support for children prenatal through age five and their families.
- Examine long-term population-based outcomes.

As part of a fiscal discussion near the end of the planning process, when looking at funding options for FY 2019-2020, Commissioners provided additional guidance to protect funding for Family Resource Centers, recognizing their focus on prevention and early intervention, their complex funding structures and high degree of possible alignment with the Strategic Plan 2019-2024. They also spoke to closely looking at the Healthy Birth Outcomes (HBO) program because of its focus, as well as its close operating relationship with Family Resource Centers. Commissioners requested consideration be given to protect funding, as possible, where there could potentially be a high-level of specific alignment of programs with the new strategic plan.

These multiple factors helped to clearly identify a strong lens with which to look at and seek alignment for Fiscal Year 2019-2020 funding.

Key Considerations

It has been communicated to funded partners for the past 18 months - and going back to at least the year 2009 - that at some point in the future, First 5 could no longer continue using fund balance to support contracts. It was initially projected that 2013 would be the time period for what has long-been referred to as the fiscal cliff; but, that moment was actually delayed for nearly five years. First 5 revenue has continued to decline over the years and is one of the reasons that First 5 budget actions needed to be changed.

The Commission voted to reduce funded partner contracts by \$935,010 on February 27, 2018, while staff continuously communicated that the days had finally arrived when the difficult steps of major funding cuts or contract eliminations would need to occur. At the February 2018 Commission meeting, partners in essence received a 16-month funding commitment which allowed them to plan for future budget reductions or potentially complete cuts, with the clear expectation that major changes would come for the FY 2019-2020 budget as a result of the strategic planning process.

For Fiscal Year 2019-2020, from a strictly fiscal analysis, First 5 needs to reduce approximately another \$2 million of contractor funding and begin shifting to a more “systems” approach for funding in future budgets in accordance with the strategic plan.

Based on multiple criteria established during the planning process, direction from Commissioners, staff analysis and the entirety of the Strategic Plan for 2019-2024, key goals are:

- 1) Commissioners will approve contracts for FY 2019-2020 for First 5 that will allow it to fulfill its fiscal goals for FY 2019-2020 including a re-balanced budget and to significantly decrease/eliminate use of fund balance;
- 2) Contract funding recommendations support the Strategic Plan for 2019-2024;
- 3) Family Resource Centers are protected during the transition year FY 2019-2020 as possible vital components of key First 5 strategies outlined in the strategic plan;
- 4) Funding of non-FRC partners where funding is intricately woven into the FRCs are reasonably protected in FY 2019-2020;
- 5) Funding of other organizations that may directly align with the Strategic Plan for 2019-2024 are protected, as possible, based on available funding.

Incorporating the intent of all of the previously discussed criteria that would drive the FY 2019-2020 budget, certain partners had immediate alignment through highly connected service relationships/funding, other alignment elements and also with the Strategic Plan 2019-2024. These providers include the Family Resource Centers, the Healthy Birth Outcomes program, Healthy Start programs and the United Way of Stanislaus County 211 services. When analyzing what contract funding could look like for these specific partners in FY 2019-2020, it quickly became evident that even with reductions, restorations, or no changes in some programs, funding these specific contracts would account for the highest alignment of funding and also require the totality of First 5 contractor funding for FY 2019-2020. Therefore, these contracts are recommended to be funded in FY 2019-2020.

Assessment 1. All Differential Response Family Resource Center contracts should be honored for the third year of their current three-year contract which would end June 30, 2020. Differential Response Family Resource Centers (FRCs) are highly complex and important geographically dispersed locations where future work of First 5 could occur. FRCs also reflect a close and long-term, critical, funding relationship with the Community Services Agency and other strategic partners;

Assessment 2. The Healthy Birth Outcomes (HBO) program should be funded at \$1,000,000 for FY 2019-2020 as this program is intricately woven into the FRC braided funding structure. While this would be the most expensive First 5 investment, a slight reduction is recommended for FY 2019-2020 while continuing with the program during the transition year. This time would allow for the program to be closely evaluated at a systems level in conjunction with First 5 priorities;

Assessment 3. The Healthy Start program, for both the administrative component and the ten sites associated with this contract, should be funded for FY 2019-2020 at a level equal to FY 2017-2018 (pre-contract reduction). There are ten funded Healthy Start sites that focus on families, parenting and other services that could potentially tie to the future work of First 5. While funding for the Healthy Start sites is less complex than FRCs, the number of locations and the type of services taking place make it important to preserve this contract during the FY 2019-2020 transition. The significant network would also then be evaluated in conjunction with First 5 priorities;

Assessment 4. The Bridge is not a Differential Response FRC contract, but it is a First 5 funded Family Resource Center and should be included with the FRCs and Healthy Start locations for funding in the FY 2019-2020 transition to align with Commissioner direction. It is recommended to be funded at its current FY 2018-2019 funding level.

Assessment 5. United Way 211 services could potentially tie to the future work of First 5 as part of a resource and referral hub strategy. It is recommended to reduce, but retain, this contract in the FY 2019-2020 funding cycle as the concept of a resource hub is developed.

Assessment 6. The remaining, existing one-year First 5 contracts will not be extended past June 30, 2019. While these organizations are recognized for their excellent work and partnership with the Commission in the past, it is not feasible to continue funding for FY 2019-2020.

- Children's Crisis Center
- Court Appointed Special Advocates (CASA)
- El Concilio - La Familia
- Keyes Union School District - Kindergarten Readiness Program
- Riverbank Unified School District - Kindergarten Readiness Program
- Stan County Behavioral Health and Recovery Services - Zero to Five EIP
- Stanislaus Family Justice Center
- Stan Coounty Health Services Agency - Dental Disease Prevention

A total amount of \$3,264,255 is recommended to fund the all provider contracts for the FY 2019-2020 transition. This would be a decrease of \$1,813,659 from the FY 2018-2019 budget contract amounts of \$5,077,914.

Recommended Funded Partner Contract Analysis for Fiscal Years 2018-2019 and 2019-2010

		Recommended	
One-Year Agreements		FY 18-19	FY 19-20
United Way of Stanislaus	211 Program	\$72,000	\$40,000
Sierra Vista Child & Family Services	The Bridge	\$166,500	\$166,500
Stan Co Health Services Agency	Healthy Birth Outcome/Perinatal H. V.	\$1,071,328	\$1,000,000
Stanislaus Office of Education	Healthy Start	\$448,558	\$498,398
Three-Year Agreements			
Aspiranet	Turlock Family Resource Center	\$171,374	\$190,415
Center for Human Services	Ceres Partnership for Healthy Children	\$147,076	\$163,418
Center for Human Services	Oakdale Family Resource Center	\$142,962	\$158,847
Center for Human Services	Patterson/Newman Family Resource Ce	\$214,144	\$237,938
Parent Resource Center	Parent Resource Center - Modesto	\$315,411	\$350,457
Sierra Vista Child & Family Services	Hughson/Waterford Family Resource Ce	\$132,422	\$147,135
Sierra Vista Child & Family Services	North Modesto Family Resource Center	\$280,032	\$311,147
Total		\$3,161,807	\$3,264,255

Funded Partner Agreements for Fiscal Year 2019-2020

One Year Agreements for Fiscal Year 2019-2020

There is a recommendation for approval of four one-year Agreements for Fiscal Year 2019-2020 totaling \$1,704,898.

		Recommended
One-Year Agreements		FY 19-20
United Way of Stanislaus	211 Program	\$40,000
Sierra Vista Child & Family Services	The Bridge	\$166,500
Stan Co Health Services Agency	Healthy Birth Outcomes/Perinatal H. V.	\$1,000,000
Stanislaus Office of Education	Healthy Start	\$498,398
Total		\$1,704,898

It is recommended for First 5 staff to negotiate the contract terms, including scope and outcomes of these agreements, in accordance with the funding allocations for the period of FY 2019-2020.

Differential Response Family Resource Center Agreements

No action is needed on the Differential Response Family Resource Center Agreements for Fiscal Year 2019-2020, as they would all continue forward to fulfill their obligations for a third year of a three-year agreement. The total First 5 funding commitment previously made to these programs for FY 2019-2020 is \$1,559,357

The seven Differential Response Family Resource Center (DR FRC) contracts are currently in year two of a three-year contract. The third year of the contract is for Fiscal Year 2019-2020. The Children and Families Commission, in partnership with CSA, issued Request for Proposal (RFP) #17-17-FQ on March 2, 2017, for the provision of services to children by Family Resource Centers (FRCs) in seven geographic areas of Stanislaus County for a three-year period. The RFP was designed to identify contractors who would provide family support, strengthen program services at the community or neighborhood level, and promote child abuse/neglect prevention and early intervention programs through the Differential Response (DR) approach. CSA allocated \$900,000 annually (a total of \$2,700,000) to fund FRC/DR services for a three-year period. This was an increase from the \$500,000 annual

contribution they had been previously making. The three-year contracts were approved by the Commission on May 23, 2017.

At the February 27, 2018, Commission meeting, the Commission took action on a one-year contract reduction of 10% for these DR FRCs for First 5 Stanislaus funding only. The CSA portion of funding in the contract was unchanged. The contract reduction was for *Commission funding only* for the one-year period of Fiscal Year 2018-2019 only. If no additional action was taken, the contract would then continue as written with full Commission funding in Fiscal Year 2019-2020.

Approval of these contract allocations for Fiscal Year 2019-2020 would become part of the Fiscal Year 2019-2020 budget, and authorization would be given to the First 5 Executive Director to negotiate and execute these contracts. The complete Fiscal Year 2019-2020 budget and long-range model for First 5 Stanislaus is scheduled to be presented to Commissioners on May 28, 2019. This process was used by the Commission on February 27, 2018, to approve contracts before the budget was adopted by the Commission in entirety. Early notification is helpful to any organization associated with First 5 funding for their planning purposes.

The Executive Committee discussed this proposal on December 5, 2018.

STAFF RECOMMENDATIONS:

1. Authorize the Executive Director to negotiate and execute one-year agreements for Fiscal Year 2019-2020 with service providers.
2. Designate the following agencies as one-year contractors for Fiscal Year 2018-2019:

<u>Agency</u>	<u>Amount of Contract</u>
United Way of Stanislaus (211 Project)	\$40,000
Sierra Vista Child & Family Services (The Bridge)	\$166,500
Stan. Co. Health Services Agency (HBO Program)	\$1,000,000
Stanislaus County Office of Education (Healthy Start)	\$498,398

3. Authorize staff to work with contractors to develop budgets up to the amounts specified on the attached contract schedules.

FISCAL IMPACT:

The approved one-year contracts for Fiscal Year 2019-2020 totaling \$1,704,898 and the existing third year of the three-year DR FRC contacts totaling \$1,559,357 would add up to a total commitment of funding of \$3,264,255 for funded partners in Fiscal Year 2019-2020. This would be a decrease of \$1,813,659 from Fiscal Year 2018-2019 and would be in the range of staff estimates of needed contract reductions. The \$3,264,255 funding commitment would allow the Commission to prepare a complete Fiscal Year Budget for 2019-2020 that could potentially eliminate the use of fund balance for that fiscal year in accordance with the directive of the Commission to re-balance the budget in alignment with the Commission's Strategic Plan 2019-2024.

COMMISSION ACTION:

On motion of Commissioner _____; Seconded by Commissioner _____

and approved by the following vote:

Ayes: Commissioner(s): _____

Noes: Commissioner(s): _____

Excused or Absent Commissioner(s): _____

Abstaining: Commissioner(s): _____

1) _____ Approved as recommended.

2) _____ Denied.

3) _____ Approved as amended.

Motion: _____

Attest: _____

Stephanie Loomis, Staff Services Coordinator

MOTIONS TO ADOPT 2019-2020 CONTRACT ALLOCATIONS

December 11, 2018

1. ALL COMMISSIONERS CAN VOTE ON THE FOLLOWING MOTION:

I move that the Commission approve the following contract allocation recommendations on page 49 of the agenda packet and authorize the ED or his designee to negotiate and execute the contracts:

Agency	Program	Line	Amount
Sierra Vista Child & Family Services	The BRIDGE	Line 2	\$166,500

2. Commissioners Lee and Vaishampayan leave the room:

I move that the Commission approve the following contract allocation recommendations on page 49 of the agenda packet and authorize the ED or his designee to negotiate and execute the contracts:

Agency	Program	Line	Amount
Stanislaus County Health Services Agency	Healthy Birth Outcomes/Perinatal Home Visitations	Line 3	\$1,000,000

3. Commissioners Lee and Vaishampayan return and Commissioner Bauman leaves the room:

I move that the Commission approve the following contract allocation recommendations on page 49 of the agenda packet and authorize the ED or his designee to negotiate and execute the contract:

Agency	Program	Line	Amount
Stanislaus County Office of Education	Healthy Start	Line 4	\$498,398

4. Commissioner Bauman returns and Commissioner Harwell leaves the room:

I move that the Commission approve the following contract allocation recommendations on page 49 of the agenda packet and authorize the ED or his designee to negotiate and execute the contracts:

Agency	Program	Line	Amount
United Way of Stanislaus	211 Program	Line 1	\$40,000

5. Commissioner Harwell returns and the meeting continues.

**COMMITTEE ROUTING**

Administrative/Finance	<input type="checkbox"/>
Operations	<input type="checkbox"/>
Executive	<input checked="" type="checkbox"/>

ACTION AGENDA SUMMARYAGENDA DATE: December 11, 2018COMMISSION AGENDA # 7C**SUBJECT:**

Authorize Use of \$25,000 of Contract Adjustment Funding to Support Grant Applications

BACKGROUND:

First 5 Stanislaus plays an important role in promoting the development and well-being of the prenatal to age 5 population of the community, as well as their families. First 5 is also uniquely positioned to support the development of systems where services are provided to this same population.

There have been multiple discussions over the past 18 months between staff, community organizations and Commissioners about the need to develop systems that provide important services to the First 5 population, especially in light of decreased funding from First 5 to community programs. First 5 supports and encourages the development of thoughtful, integrated, multi-partner grant applications that would bring additional fiscal and other resources into the systems serving the First 5 population. First 5 staff have also acknowledged that First 5 could play a unique role in helping support these joint grant applications by selectively investing funds to pay for grant writing services. First 5 support of joint grant applications could take multiple forms including things such as, staff participation and advice, letters of support, and partial or total financial support of grant writing services as appropriate.

Currently, funding is not designated in the Fiscal Year 2018-2019 budget for First 5 to support paying for grant writing services for these joint grant applications. Approval of this request would authorize the use of up to \$25,000 of First 5 Contract Adjustment funds during Fiscal Year 2018-2019, and for staff to make the necessary technical budget adjustments and to expend these funds as appropriate.

The Executive Committee has recommended that First 5 staff consult with the Chair and Vice Chair before expenditure commitments are made using the approved funds. Staff would report back any use of these funds to Commissioners at Commission meetings, as well as results of grant applications that occur.

The Executive Committee discussed this item on December 5, 2018.

STAFF RECOMMENDATIONS:

1. Authorize the use of up to \$25,000 of Contract Adjustments line item appropriations in the Fiscal Year 2018-2019 budget to support appropriate joint grant applications, for staff to make necessary technical budget adjustments, and to expend these funds as needed.

FISCAL IMPACT:

If approved, up to \$25,000 of Contract Adjustments line item appropriations will be used to support targeted grant applications. Contract Adjustment funds of \$25,000 are available in the Fiscal Year 2018-2019 approved budget.

COMMISSION ACTION:

On motion of Commissioner _____; Seconded by Commissioner _____
and approved by the following vote:

Ayes: Commissioner(s): _____

Noes: Commissioner(s): _____

Excused or Absent Commissioner(s): _____

Abstaining: Commissioner(s): _____

1) _____ Approved as recommended.

2) _____ Denied.

3) _____ Approved as amended.

Motion: _____

Attest: _____

Stephanie Loomis, Staff Services Coordinator

**COMMITTEE ROUTING**

Administrative/Finance	<input type="checkbox"/>
Operations	<input type="checkbox"/>
Executive	<input checked="" type="checkbox"/>

ACTION AGENDA SUMMARYAGENDA DATE: December 11, 2018COMMISSION AGENDA # 7D**SUBJECT:**

Authorization of the Negotiation and Execution of Agreements with the Community Services Agency for Services Associated with Differential Response Family Resource Center Agreements

BACKGROUND:

First 5 Stanislaus has been in partnership with the Community Services Agency (CSA) on seven joint Agreements for Differential Response Family Resource Centers (DR FRCs) for more than 10 years. This important partnership has been the foundation of a very important and complex “braided funding” mechanism that supports the provision of multiple services through the DR FRCs.

Through the partnership, both First 5 and CSA play important roles. First 5 staff fulfill key responsibilities which span across multiple disciplines such as: the negotiation, writing and execution of contracts; creation of scopes of services and outcomes measures; monitoring of programs and outcomes on a periodic basis; detailed review, analysis, auditing, problem resolution and processing of monthly invoices; ongoing fiscal monitoring of contracts; compliance with federal compliance measures and risk assessment, etc.

There is a significant amount of First 5 staff work associated with this project and in recognition of this work, CSA has agreed to reimburse First 5 up to \$36,000 for Fiscal Year 2018-2019 for approved and appropriate services documented through monthly time studies. A one-year Agreement with CSA would be retroactive to July 1, 2018 and end on June 30, 2019. Additional appropriations are not requested as a result of executing this Agreement.

It would also be the intention of First 5 staff to pursue an additional one-year agreement for FY 2019-2020 as soon as possible, although these discussions are not currently underway with CSA.

The recommendation to the Commission is to approve First 5 staff to move forward in negotiating and executing an agreement for the current Fiscal Year 2018-2019, and to authorize staff to simultaneously negotiate and approve an agreement for Fiscal Year 2019-2020, if possible.

The Executive Committee reviewed and discussed this item on December 5, 2018.

STAFF RECOMMENDATIONS:

1. Authorize the Executive Director or Designee to negotiate and execute an agreement with the Community Services Agency for administrative services associated with the Differential Response Family Resource Center joint contracts for Fiscal Year 2018-2019.
2. Authorize the Executive Director or Designee to negotiate and execute an agreement with the Community Services Agency for administrative services associated with the Differential Response Family Resource Center joint contracts for Fiscal Year 2019-2020.
3. Authorize staff to submit time studies, receive and record revenue associated with these Agreements, and to make necessary technical budget adjustments as needed.

FISCAL IMPACT:

There is no negative fiscal impact associated with this item. Approval of this agreement will allow First 5 to submit time-studies to CSA for Fiscal Year 2018-2019 to receive reimbursements for administrative services associated with DR FRC joint contracts. Reimbursements for Fiscal Year 2018-2019 will be in an amount up to, and not to exceed, \$36,000. Maximum reimbursement amounts for Fiscal Year 2019-2020 are currently unknown and contingent upon an agreement with CSA for said Fiscal Year.

COMMISSION ACTION:

On motion of Commissioner _____; Seconded by Commissioner _____
and approved by the following vote:

Ayes: Commissioner(s): _____

Noes: Commissioner(s): _____

Excused or Absent Commissioner(s): _____

Abstaining: Commissioner(s): _____

1) _____ Approved as recommended.

2) _____ Denied.

3) _____ Approved as amended.

Motion: _____

Attest: _____

Stephanie Loomis, Staff Services Coordinator