

First 5
Sonoma County

Strategic Plan 2021–2025



FIRST



sonoma county

Table of Contents

1

Acknowledgements

2

A Note from Our Leadership

3

About First 5 Sonoma County

9

Sustainability Planning

12

Strategic Planning Process

13

Stakeholder Input

14

Local Landscape

19

Commitment to Equity

23

Investments, Funding & Accountability

35

How We Fund

36

Results Based Accountability

39

Supporting Documents

Acknowledgments

FIRST 5 COMMISSION

Oscar Chavez, Chair
Assistant Director
Sonoma County Human Services
Department

Michele Rogers, PhD, Vice Chair
Executive Director
Early Learning Institute

Kelly Bass Seibel, Treasurer
Director of Government Affairs
Sonoma County Tourism Supervisor

Nora Mallonee Brand
Health Program Manager
Sonoma County Department of Health
Services

Jennielynn Holmes
Director of Housing
Catholic Charities

Lynda Hopkins
Sonoma County Board of Supervisors
5th District

Karissa Kruse
Executive Director
Sonoma County Winegrowers &
Sonoma County Grape Growers
Foundation

José Morales, MD
Pediatrician
Kaiser Permanente Santa Rosa

Socorro Shiels
Superintendent
Sonoma Valley Unified School District

strategic planning design team

Commissioner Kelly Bass Seibel

Commissioner Oscar Chavez

Commissioner Socorro Shiels

Renée Alger
First 5 Sonoma County

Angie Dillon-Shore
First 5 Sonoma County

strategic planning consultants

Moira Kenney

Ana Lugo
Equity First

Tracey Schear
Safire Global

strategic planning advisory team

Commissioner Oscar Chavez

Commissioner Michele Rogers

Commissioner Socorro Shiels

Renée Alger
First 5 Sonoma County

Karin Demarest
Community Foundation Sonoma County &
Cradle to Career Sonoma County

Angie Dillon-Shore
First 5 Sonoma County

Melanie Dodson
Community Child Care Council

Ralph Lewin
Haas Family Fund

Dan Schurman
St. Joseph Health

Amber Twitchell
On The Move

Maleese Warner
Santa Rosa Junior College

leadership advisory roundtable

Melanie Dodson, Chair
Community Child Care Council

Catholic Charities

Child Care Planning Council

Child Parent Institute

Community Action Partnership

Early Learning Institute

La Luz

On The Move

Petaluma Health Center

River to Coast Children's
Services

Santa Rosa City Schools

Santa Rosa Community Health

Santa Rosa Junior College

Sonoma State University



A Note from our Leadership

As we look to the future, we do so in the midst of crisis and complexity. The impacts of a global pandemic, recurring local natural disasters and resulting economic upheaval have left no one untouched, but have deepened pre-existing health, education and economic disparities. At the same time, as a nation and community, we are reckoning with centuries of institutionalized, structural racism that has resulted in systematic barriers to wealth and resources for communities of color over many generations.

Together, these conditions pose a particular threat to the health and well-being of children, especially children of color, with long-term implications for their development, health outcomes and academic achievement. As families navigate historic levels of job loss, child care and school closures, health care challenges, and food and housing insecurity, our community-based organizations are struggling to keep pace with their needs. In the face of all of these challenges, First 5 Commissions across the state continue to grapple with the fiscal reality of Proposition 10 tobacco tax revenue on which the early childhood sector has relied since 1998.

Yet, crisis often pushes us to look at old problems in a different way and to look for solutions beyond the boundaries we've set for ourselves in the past. In the last decade, there have been significant advances in understanding the critical role of the early childhood system of care as a preventive/early intervention strategy for supporting health, prevention of child abuse and neglect, and school readiness. Declining revenue requires the Commission to not only target limited resources in the most impactful way, but to ensure other local public funding streams are leveraged and maximized to their fullest extent and to seek out funding partners that mutually recognize the enormous return on investing in children and families.

There is also growing evidence that to truly move the needle, we must focus on changing policies and practices that perpetuate disparities and undeniably keep children from reaching their optimal health and wellbeing. Families must be supported around access to financial resources, basic needs, and connection to their neighborhood and community. The lack of affordable housing, escalating cost of child care and persistently stagnant wages in the lowest paid sectors of the workforce are critical issues that impact and intersect with child development. We must continue to pivot from a focus on funding direct services to strongly embrace our role as a catalyst, collaborator, capacity builder, and advocate.



First 5 Sonoma County is pleased to present the 2021–2025 Strategic Plan to guide investments for the next four years. We are immensely grateful to the community stakeholders that have provided the foundation for our understanding of the needs of Sonoma County's youngest residents, including hundreds of parents who shared their experiences through focus groups and surveys, and our colleagues who generously shared their time, wisdom and expertise. Inspired by the resilience of our community, we are committed to approach our work in the coming years with grit, optimism and hope.

In Partnership,

Oscar Chavez
First 5 Sonoma Commission Chair

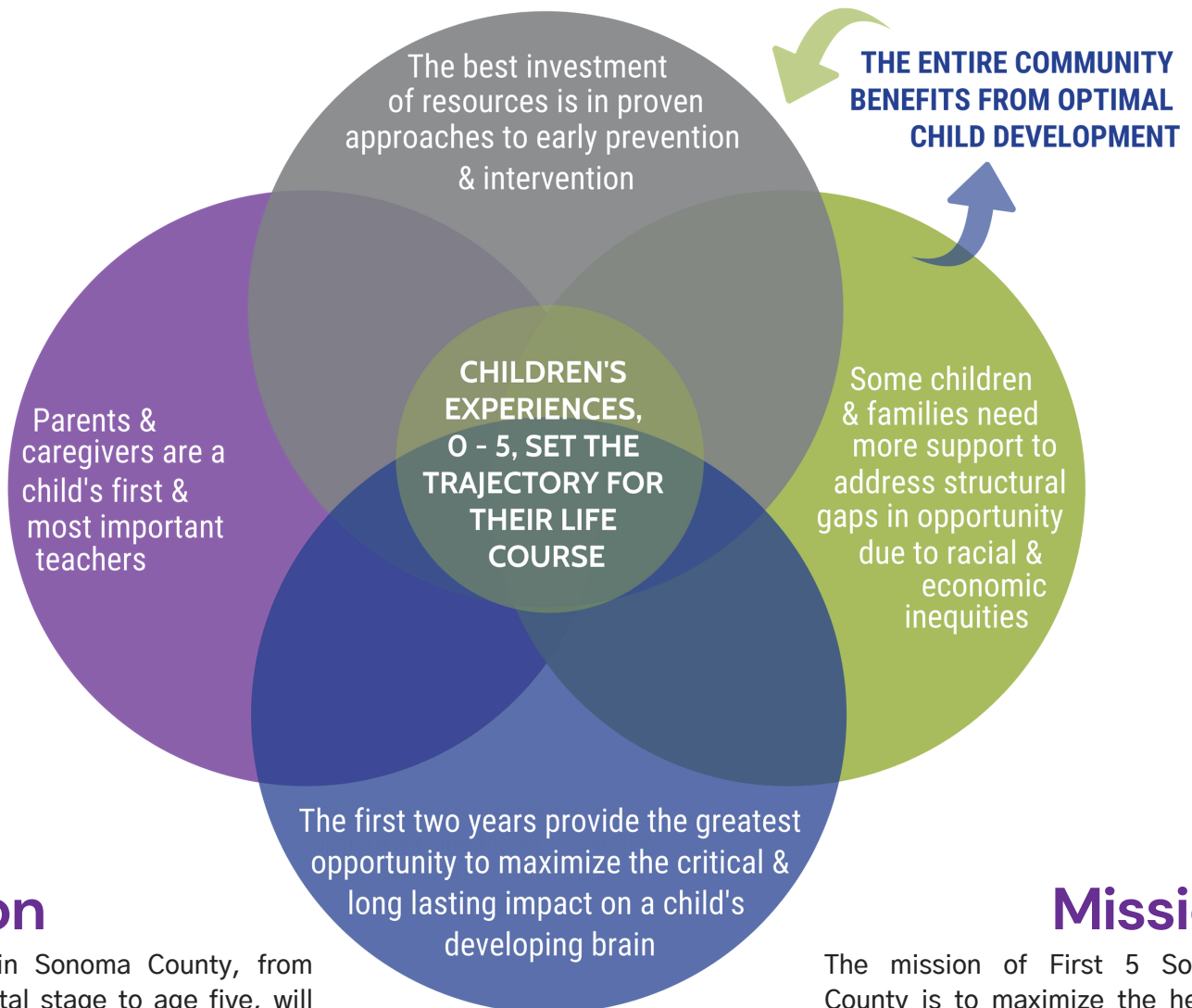
Angie Dillon-Shore
Executive Director

Foundations

In November 1998, California voters passed Proposition 10, the California Children and Families First Initiative, which added a 50-cent per pack tax on cigarettes and tobacco products. As per the Act, the intent of Proposition 10 is to “facilitate the creation and implementation of an integrated, comprehensive, and collaborative system of information and services to enhance optimal early childhood development and to ensure that children are ready to enter school.”

Eighty-percent of the tax revenue is disbursed based on birth rate to the 58 counties in California to promote the early health, learning, and family support for children from the prenatal stage through five years of age.

Our **priority strategies** and **foundational principles** are grounded in current **research** and aligned with the statewide First 5 Network Strategy.



Vision

Children in Sonoma County, from the prenatal stage to age five, will develop to their fullest potential.

Mission

The mission of First 5 Sonoma County is to maximize the healthy development of all Sonoma County children from the prenatal stage through age five through support, education, and advocacy.

Strategic Results

Since 1999, First 5 Sonoma County Commission has aligned investments with the **four strategic results of the Proposition 10 mandate**. The Commission consists of 9 members authorized to administer and allocate Sonoma County's Prop. 10 funds. Three Commissioners represent County government: a member of the Board of Supervisors, and Directors (or their designees) from the Department of Health Services and the Human Services Department. In addition, the Board of Supervisors appoints six members that represent one or more of the following sectors: community-based organizations serving children and families, K-12 education, healthcare systems, the business community, municipal government and parents of children, birth to five.

1 PARENTS & CAREGIVERS ARE RESILIENT & NURTURING

Successful and strong families are those that are able to provide for the physical, mental, and emotional development of their children. Nurturing parents, as the child's first and most important teacher, provide the foundation for a child's ability to create successful relationships, solve problems, and carry out responsibilities.

2 SYSTEMS OF CARE ARE INTEGRATED & COORDINATED

Navigating complex systems of services, benefits and programs can be challenging for many parents and caregivers with young children. Eligibility criteria, geography, degree of alignment across funders and providers, degree of cultural responsiveness, restrictions on funding streams and many other factors can impact navigability and accessibility.

3 ALL CHILDREN 0 – 5 ARE HEALTHY & DEVELOPING OPTIMALLY

Children who are healthy in mind, body, and spirit grow up confident in their ability to live a fulfilling, productive life. Healthy children have sufficient nutrition, health care, nurturing, guidance and mental stimulation; and they live in families and communities that value them.

4 EARLY LEARNING OPPORTUNITIES ARE DIVERSE & HIGH QUALITY

The importance of preparing children to succeed in school is critical. Skills that allow one to problem solve and think creatively are developed in early childhood education settings and nurtured through community and parental reinforcement.



Why it Matters

With the passage of Proposition 10 in 1998, the state of California made a clear commitment to prioritize the health and well-being of young children, prenatal through age five, and their families through a dedicated funding stream.

Over the past two decades, local First 5 Commissions across the state have joined with fellow advocates to increase awareness of the importance of supporting young children and their families during this critical period of rapid and foundational brain development in early childhood.

Through a combination of research, professional expertise, and families' lived experiences, it is now commonly understood that a child's relationships and experiences in the earliest years of life shape the architecture of their developing brain. Safe, nurturing relationships and experiences build healthy brains, creating a strong foundation for positive outcomes in health, learning, and behavior across the life course.

We also have a far deeper understanding of how trauma, or adverse childhood experiences (ACEs) such as chronic toxic stress, physical and/or emotional abuse, chronic neglect, a caregiver experiencing mental illness, substance use or incarceration, exposure to family violence, and the accumulated effects of poverty – can disrupt children's developing brains, weakening the foundation on which all other health, development, and learning occurs.

Neuroscience and neuroimaging technology provide visible evidence of the effects of both positive and negative early childhood experiences on brain development, confirming the critical importance of the first five years of life.



“There is a growing evidence and recognition that institutionalized discrimination and segregation based on race are detrimental to early childhood development and that policies and practices that create systemic barriers to opportunities and resources are the true root causes of most disparities in children’s health, well-being and readiness to succeed in kindergarten.”

The good news is that multiple research studies have confirmed that investing in developmentally-appropriate and culturally responsive early childhood programs and systems that support optimal development, early learning, behavioral health and resilient families produce tangible benefits. Nobel prize winning economist, James Heckman and his colleagues, have found that investing in high-quality early childhood development programs combined with support for parents, particularly for children impacted by poverty, can deliver up to \$14 for every \$1 invested by improving long-term outcomes related to health, education, employment, and social behaviors. Heckman states, “The highest rate of return comes from investing as early as possible.”

García, Jorge Luis, James J. Heckman, Duncan Ermini Leaf, and María José Prados. “The Life-cycle Benefits of an Influential Early Childhood Program.” (2016)

Heckman, J. 2014. Invest in Early Childhood Development: Reduce Deficits, Strengthen the Economy. www.heckmanequation.org



Investing in Families for Two Decades

First 5 Sonoma County has worked alongside our partners to promote optimal early childhood development since 1999. With investments totaling over \$100 million over two decades, **First 5 has focused on building effective, collaborative and culturally responsive programs and systems to ensure children start kindergarten ready to succeed in school and life.** A few notable highlights:



TRIPLE P - POSITIVE PARENTING PROGRAM

Built expertise and infrastructure countywide for the evidence-based Positive Parenting Program – Triple P.



MHSa - PEI 0 - 5 COLLABORATIVE*

Partnered with Sonoma County Department of Health Services and multiple community-based providers to establish the Collaborative, ensuring a continuum of prevention-focused, evidence-based early relational health and perinatal mental health services.



QUALITY COUNTS SONOMA COUNTY

Led a six-year collaborative effort to establish our local Quality Rating and Improvement System to enhance the quality and diversity of child care options, Quality Counts Sonoma County.



EARLY LEARNING FACILITIES

Mobilized the County Board of Supervisors, philanthropic partners and school districts to invest with First 5 to sustain and significantly expand sorely needed early learning facilities.



UNDERSTANDING KINDER READINESS

Invested in establishing countywide, multi-year trend data through the READY** project to understand the factors influencing children's readiness to succeed as they enter kindergarten.



DISASTER RESPONSE

Addressed the immediate and long-term impacts of recurring disasters and the COVID-19 pandemic on children and families through data-gathering, responsive grantmaking and leveraging of local and state dollars.



NONPROFIT CAPACITY BUILDING

Partnered with Community Foundation Sonoma County and Healthcare Foundation of Northern Sonoma County to grow the operational resilience of local child and family serving nonprofits through an innovative 2-year capacity-building cohort, ROSIE.***



EMPLOYER SUPPORTED CHILDCARE

Partnered with the Metro Chamber of Commerce and Community Child Care Council (4Cs) to make employer-supported child care a reality in Sonoma County.



STATEWIDE ADVOCACY

Worked alongside the First 5 Association, our sister First 5 Commissions, and other advocacy organizations across the state to significantly increase support for legislative policy and funding priorities that address the needs young children and their families.



FAMILY RESOURCE CENTERS

Partnered with On The Move to build the capacity of Family Resource Centers, positioning the unified FRC network to be deployed by the County of Sonoma as key assets in disaster and pandemic response to reach the most vulnerable families.

*MHSA–PEI: Mental Health Services Act–Prevention & Early Intervention

**READY: Road to the Early Achievement and Development of Youth

***ROSIE: Resilient Organizations: Sustainable, Innovative & Effective

This track record of accomplishments bodes well for First 5's continued partnerships and collaborations in early learning, mental health and family support. Our broadening intersectional advocacy work in the areas of housing, income, equality and civic engagement is critical to advancing our impact in the county. First 5 Sonoma's ongoing relationships with local funding partners has built and sustained interest in investing in early childhood. Continuing these relationships, and developing new ones, will be key to ensuring that programs, initiatives, and innovations influencing early care and education receive the focus and support they warrant in Sonoma County.

As First 5 enters its third decade, the statewide landscape has shifted remarkably. For the first time in First 5's history, California's Governor and Legislature are enthusiastic supporters of early childhood. **After a sustained effort by First 5s and many other advocates for children and families, Governor Newsom's administration has sought to support and stabilize families in new ways, including expanded paid family leave, universal trauma screening and a first-ever California child tax credit.** Although the COVID-19 pandemic has put some of the Governor's commitments on hold, there are clear signals that once current economic upheaval is stabilized, universal preschool, expanded childcare and full-day kindergarten are on the table as priorities.

Charting our Trajectory

First 5 Commissions in every California county have seen tobacco tax revenue drop considerably as tobacco consumption has steadily declined. All commissions must reckon with the sustainability challenge of a declining core revenue source and are faced with difficult decisions about prioritizing the use of dwindling resources. Most commissions have successfully sought other sources to support specific programs and initiatives.

In 2018, First 5 Sonoma County Commissioners and leadership worked closely with the Sonoma County Board of Supervisors to analyze the potential fiscal impact of changing First 5's status as a public entity as a strategy to protect and support First 5's long term sustainability.

The sustainability analysis compelled the Board to use their authority to make First 5 an **independent public agency** in 2019, separate from the County of Sonoma.

The Commission's prudent fiscal stewardship, combined with the capacity to attract external funding, and the significant reduction in operational costs by separating from the County in 2019, has extended the life of the reserve funds set aside by the Commission in its earliest years. Even so, the remaining unassigned funds in the Commission's fund balance will not suffice to support all of our current activities, as current external funding ends or declines. This elevates the urgency and importance of First 5's efforts to build strong, sustainable systems of support for young children and their families, in order to maximize the impact of investments.

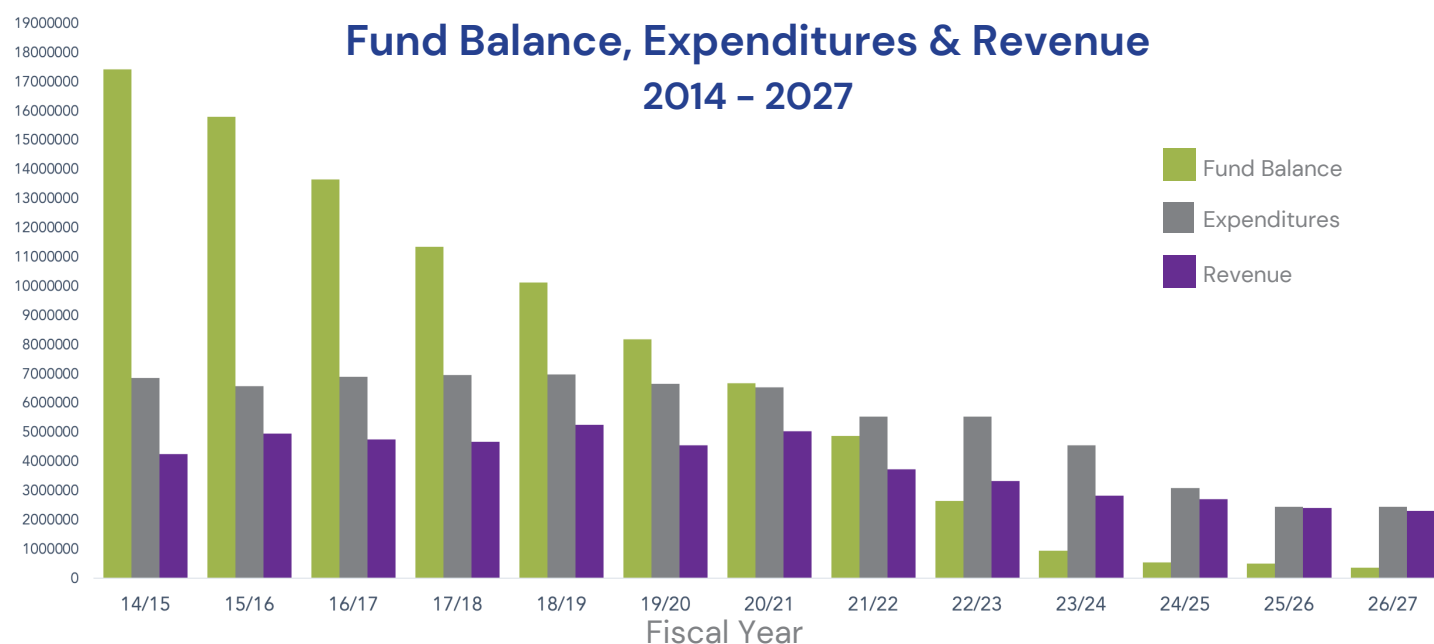
This section provides a framework to guide the Commission's investments during the upcoming four years of the strategic plan. This strategic plan does not name specific programs that will receive funding, nor does it obligate the Commission to actual contracts or funding awards. Rather, it describes First 5's fiscal landscape and projects the resources the Commission will have available over the next four years to sustain its systems-building efforts, exert influence, and achieve lasting change.



Revenue Projections

First 5's principal source of revenue, the Proposition 10 tobacco tax, continues to decline due to the steady drop in tobacco consumption over the last two decades. As shown in the chart below, our annual Prop 10 revenue in this current year is almost 20% lower than what it was in FY 14/15. Prop 10 revenue for the state overall is projected to decline another 20% by FY 25/26.

In addition, since FY 2010–11, First 5 Sonoma County has used the fund balance accumulated in the earliest years to sustain the strategies and initiatives that were developed over the past two decades in order to develop and demonstrate the activities and interventions thought to have the greatest impact for families.



With the remaining fund balance projected to be \$6.6 million at the end of FY 20/21, the Commission will plan to invest \$14 million in programs, services and systems that support early childhood development over the next four years. While this strategic use of the fund balance has allowed the Commission to sustain program investments over the last ten years, and provides for modest investment in the next four, the approach will not be sustainable beyond FY 24/25. **In FY 25/26, the Commission's fund balance will reach a level of "prudent reserve" and will no longer support ongoing investments.**

First 5 Sonoma has also been able to leverage external funding from multiple sources over the past 20 years for restricted purposes, including large contracts with First 5 California and the California Department of Education for QRIS, as well as MHS funding through the County of Sonoma. **Since 2015, external funding has exceeded \$1 million each year. It is likely that the Commission will be able to continue to attract external funding in the coming years.**

Fiscal Strategies

Total revenue projections for FY 21/22 through FY 24/25 include slightly less than \$10 million in Prop 10 revenue and \$2.6 million in external funding and interest income. Beginning FY 25/26, First 5 Sonoma County's available revenue will be limited to its annual Prop 10 tobacco tax allocation and whatever external funding that is available at that time. The Commission's fund balance will no longer be available to support its expenses.

First 5 will continue to work with the First 5 Association, local funding partners and other local systems leaders to proactively pursue new opportunities to obtain or leverage resources that support the early childhood systems in Sonoma County. Specific efforts related to long term sustainability include:



Joining the other Bay Area First 5 Executive Directors and First 5 Association leadership in **collaborative work** with VIVA Social Impact Partners to develop a stance and strategy for the state network and Association to **advocate for a statewide sustainability solution** to replace declining Prop. 10 revenue.



Intersectional advocacy for policy change on a local level to **increase affordable housing and child care options and increase income** potential for families, particularly those marginalized due to structural inequality and racism.



Partnering with Sonoma County agencies to leverage state and local funds for prevention and early intervention activities in health and social services, including Mental Health Services Act, and other revenue streams.



Building local political and public will to support new dedicated local revenues either by fees, taxes or by other sources, such as cannabis.



Advocacy on the state and federal levels for policy and system/program funding increases that support the optimal development of children in the first five years of life.

Our Planning Process

**AUG
2019**



STRATEGIC PLANNING DESIGN TEAM

- 3 Commissioners and senior staff develop a Roadmap to guide our Strategic Planning process
- Roadmap focuses on First 5's six foundational principles and four outcome areas

**APRIL -
SEPT
2020**



STRATEGIC PLANNING ADVISORY TEAM (SPAT)

- Team of systems & philanthropic leaders analyze landscape scan and READY data with a place-based lens to identify investment priorities

**AUG -
DEC
2020**



LEADERSHIP ADVISORY ROUNDTABLE

- Incorporates perspectives of local providers and families to identify systemic and chronic barriers for families
- Focus on diversity, equity, belonging & anti-racism

**OCT
2020**



PARENT FOCUS GROUPS

- Online English and Spanish parent focus groups identify systemic barriers to access and other areas for systems change and policy work

Proposition 10 requires each local First 5 Commission, as well as the state Commission (First 5 California) to have a strategic plan focused on achieving its mandate to support an integrated system of care for children and their families. Over the last ten years, First 5 Sonoma County has been guided by its 2010–2020 plan, updated in 2017, to address the changing landscape.

**JAN
2020**



EARLY CHILDHOOD LANDSCAPE SCAN

- Extensive analysis of local data related to the health & well-being of children (0 - 5), and the caregiver and community context

**APRIL
2020**



COVID PARENT IMPACT SURVEY I

- Online parent survey in English and Spanish assesses the impacts of COVID-19 on families and children
- Results compel immediate action & highlight systemic inequities

**SEPT
2020**



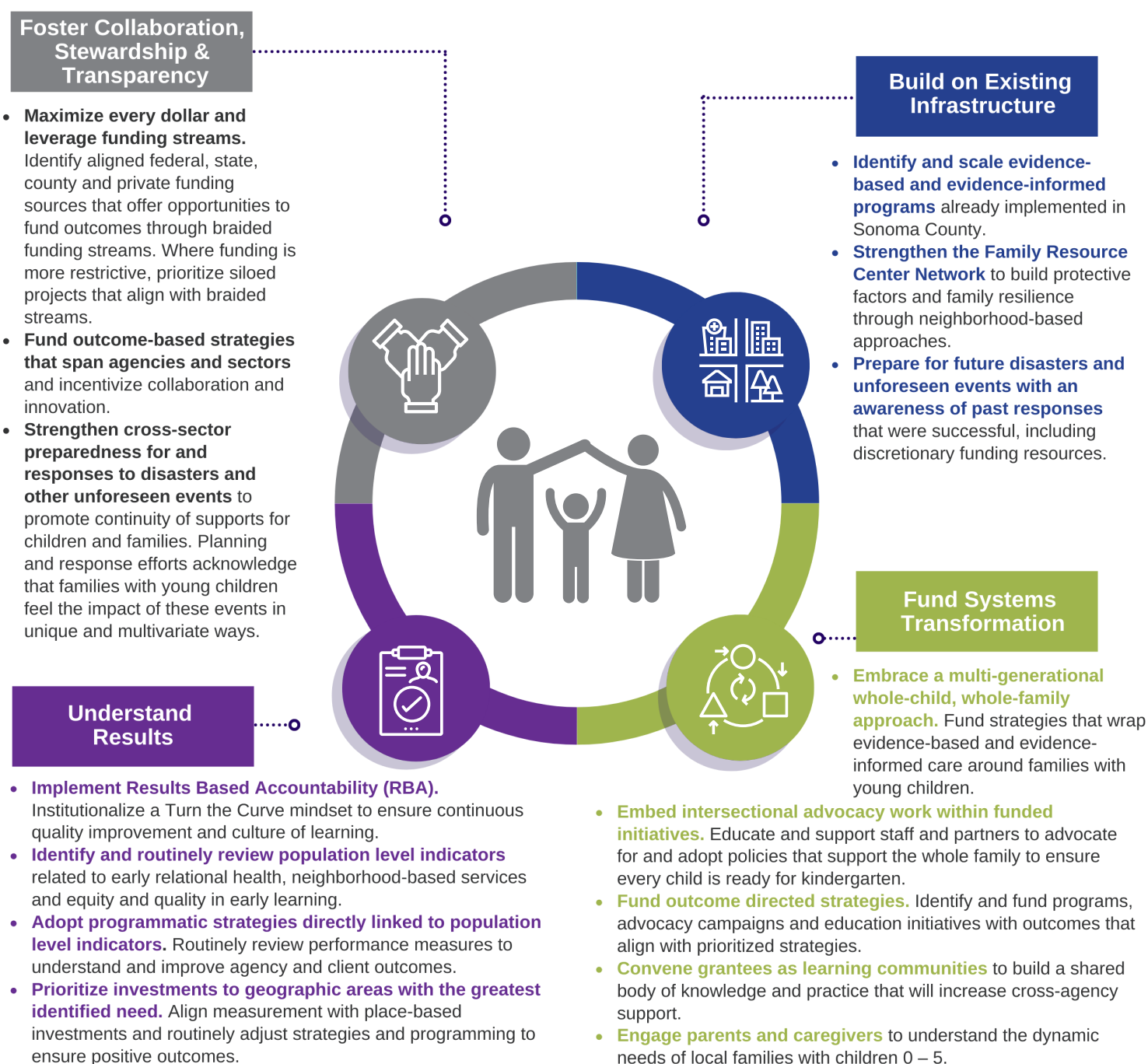
COVID PARENT IMPACT SURVEY II

- Online parent survey in English and Spanish follows up and dives deeper into the persistent and likely long term local impacts of the pandemic on families and children.

Systems Priorities

First 5 Sonoma County convened the Leadership Advisory Roundtable (LAR) and Strategic Planning Advisory Team (SPAT) multiple times over a six-month period to thoughtfully consider local data and systems-level strategies that are reflective of local practice and experience to create a community where every child enters kindergarten ready to succeed.

The LAR is comprised of over 20 provider agency leaders who provide ongoing consultation to the Commission and staff about community conditions and trends that impact children and families. The SPAT was composed of representatives of the Sonoma County Funders Circle, Cradle to Career Sonoma County, the Upstream Investments Policy Committee, the Leadership Advisory Roundtable, as well as four First 5 Sonoma County Commissioners. Their input was sought particularly around the implications of persistent, place-based disparities for potential systems-level solutions.

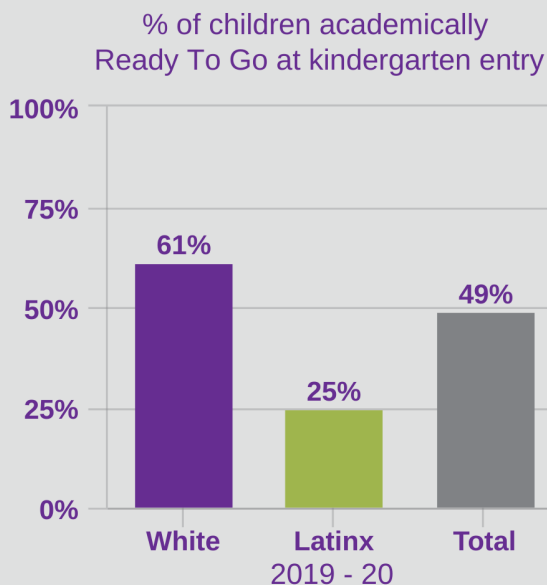
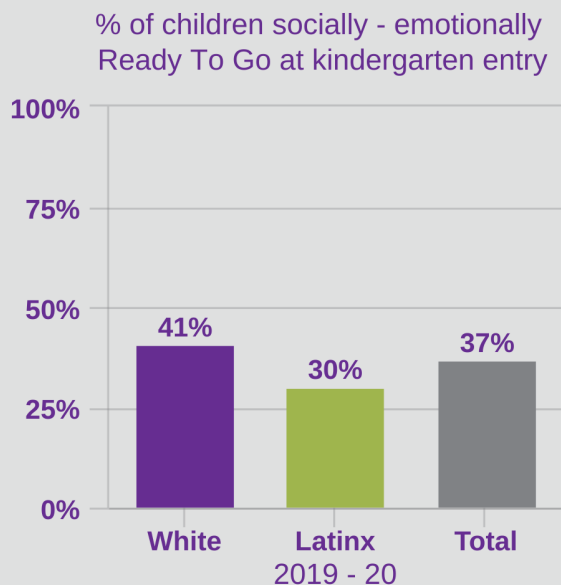


Local Landscape

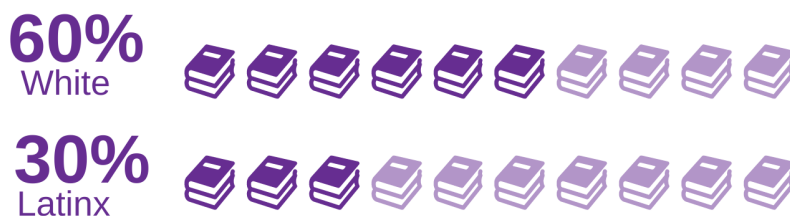
Research has consistently shown that children's health and healthy development is inextricably linked to family and community health. Children born into highly resourced families and communities experience better outcomes across their life span than do children born into lower resourced environments. These factors, which range from the macro to the micro levels, contribute to the divergent health trajectories that young children experience and are starkly reflected in the disparities in some of Sonoma's County's youngest children.

Our plan begins with an understanding of the needs of Sonoma counties families, and our commitment to deploying our staff and financial resources to supporting the most impacted communities with collaborative solutions that lift up community leadership. The data points below highlight the specific challenges that families face.

Education



% of children with proficient 3rd grade literacy scores



Local Landscape

Health

Early health is dependent on the health of the mother, family and community prior and immediately following birth. Prenatal and postpartum maternal health, family functioning and access to healthcare, including access to insurance, are determining factors for child health.

Dental care is incredibly important for preventing and treating tooth decay, the most common chronic condition among children in the US. Untreated tooth decay can have many serious negative consequences including difficulty speaking (which can delay intellectual and social development), difficulty chewing (which can slow physical development and limit children's nutrition), and missed school days.

The impacts of child abuse and neglect can be profound. Research shows that child maltreatment is associated with adverse health and mental health outcomes in children and families, and those negative effects can last a lifetime. Childhood experiences also have a large impact on future violence and perpetration. Ensuring safe, stable, and nurturing environments for children promotes their lifelong well-being.

Maternal & Mental Health

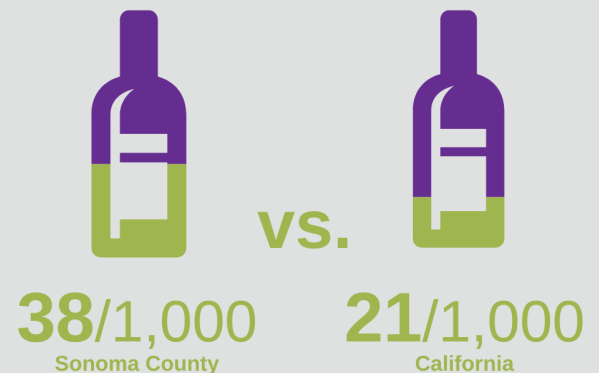
From 2013 - 2015 **49%** of births in Sonoma County were covered by private insurance and **47%** were covered by Medi-Cal.

Women who had Medi-Cal births reported greater likelihood than women who had private insurance to experience the following changes:

- Food insecurity during pregnancy (~ 1 in 4)
- Inadequate weight gain during pregnancy (~ 1 in 5)
- Prenatal depression symptoms (1 in 5)
- Physical or psychosocial intimate partner violence during pregnancy (~11%)
- A job loss or partner's job loss during pregnancy (~36%)
- Two or more ACES* during childhood
- Lower daily folic acid use during pregnancy (nearly half the rate, 28% vs. 50%)

*Adverse Childhood Experiences

Substance use diagnosis among hospitalized pregnant females in Sonoma County is significantly higher than the statewide rate:

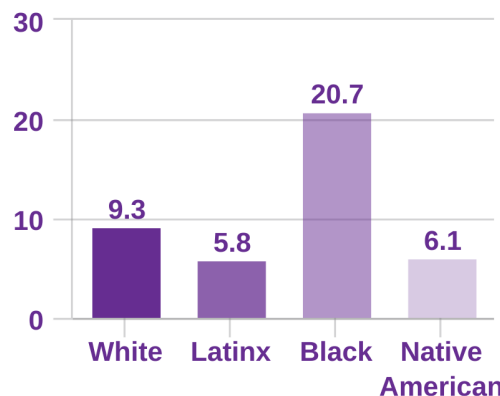


Child Health Access & Safety

In 2019, **NEARLY ALL** children 0 – 5 years of age in Sonoma County had health insurance.



In 2016, **32%** of children 0 – 5 years of age in Sonoma County had visited the dentist in the last year.



Rates of substantiated child abuse and neglect per 1000 children vary by race and ethnicity.

Rates of substantiated child abuse and neglect for children under 1 year is

3Xs

higher than for children 3 - 5 years.



Local Landscape

Income & Housing

Numerous studies reveal that children's health and healthy development is inextricably linked to their family's health and neighborhood conditions. Children who are born into highly-resourced families and communities experience better health outcomes across their lifespan than do children born into lower resourced environments. Children's early experiences vary considerably by race, ethnicity, and family income. These inequities, driven in part by historical and current institutionalized racism, such as segregated neighborhoods, result in development, health and educational gaps that solidify before children arrive at kindergarten and can persist into adulthood. As a result, communities of color often have higher rates of preterm birth, infant mortality, and exposure to adverse childhood experiences, to name just a few.

The costs of housing and childcare make Sonoma County unaffordable for many families. Affordable housing and childcare would go a long way towards helping families become self-sufficient.

Income

The cost of living in Sonoma County is **78%** higher than the U.S. average.

Primary employment sectors declared in a First 5 survey of Sonoma County parents by race/ethnicity include:



44%

of all Sonoma County households with 1 or more children live below the Self-Sufficiency Standard (the amount of income necessary to meet basic needs without public assistance).

Cost of Living



Average monthly Sonoma County rent for a 2 - bedroom (compare to \$1,723 statewide average)

87 families
representing
279 members
were **homeless**
in 2019



The #1 cause of homelessness for families is **eviction (32%)**, up from 4% in 2016.

\$13,143

estimated annual per-child cost for full-year preschool



COVID-19 in Sonoma County

Deepening Inequities

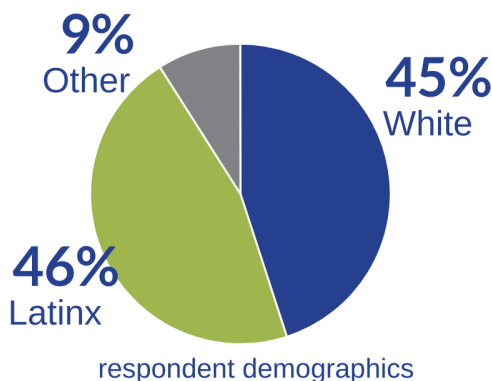
Inequities existed in Sonoma County before the COVID-19 pandemic. Many of these challenges originate from long standing policies that ignore and marginalize people of color. Although there were already disparities in economic stability and health outcomes, the impact of COVID-19 in Sonoma County has deepened these disparities.

While infants and toddlers are not more likely to contract COVID-19 than adults, the pandemic can still impact development for a number of reasons. Sonoma County babies who were born in 2020 only know life in the pandemic world. Many families in Sonoma County were already facing challenges, but these challenges have been intensified by the ripple effect of COVID-19. Families have lost income, lost child care providers due to temporary or permanent closures, and are now attempting to balance working and an alternate child care plan. With income from employment reduced or lost in many households resources are stretched thin. For many families basic necessities such as the cost of rent, utilities, food, or diapers may be more difficult to cover.

In April and September 2020 First 5 surveyed Sonoma County parents to better understand emerging needs for immediate and long term action. The complete report, *Impact of COVID-19 Shelter in Place Order on Parents and Parenting*, is included in the Appendices.

191

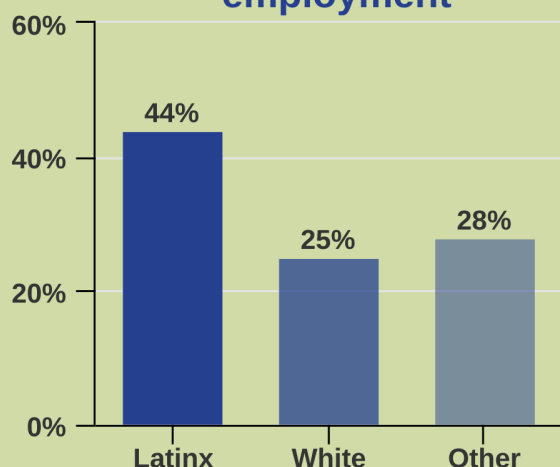
households
responded



3/5

respondents have
children under 6

% of respondents that lost employment



50%



White

97%



Latinx

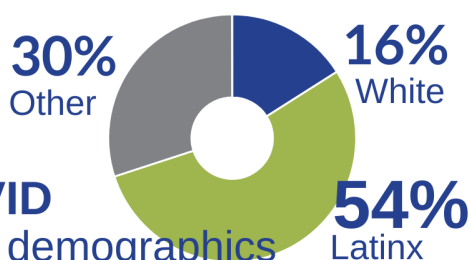
75%



Other

% of households with at least one parent
working outside the home

COVID
case demographics
(September 2020)



A family member
working outside the
home increases a
family's risk of
COVID exposure



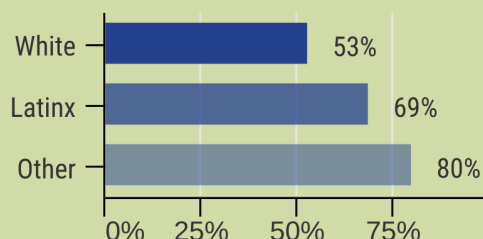
COVID-19 in Sonoma County

Social - Emotional Supports



48%

say emergency and/or respite child care would be very or somewhat helpful



Parents reporting parenting groups would be somewhat or very helpful



59%

say mental health support for themselves or their children would be somewhat or very helpful



Basic Need Supports



respondents that say financial supports for rent or other household basics would be very useful

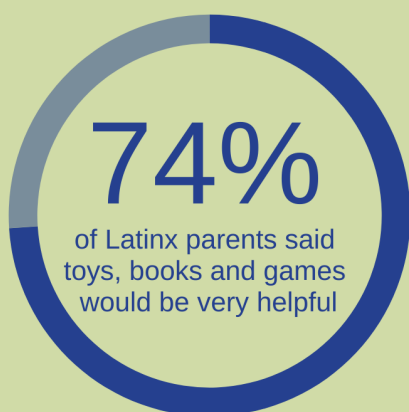


60%

of Latinx parents say food, diapers and other essential items would be very helpful compared to 11% of White and 40% of other



Other Supports

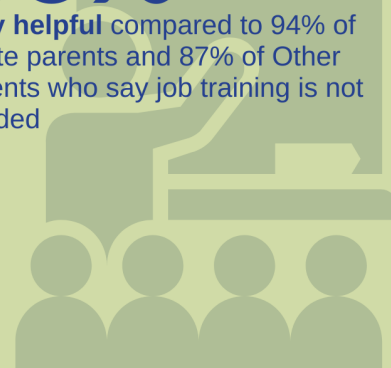


compare with 11% of White parents with the same response



23% of Latinx parents say legal help would be very helpful
compare with 0% white and 7% of Other parents

36% of Latinx parents say job training or ESL would be very helpful compared to 94% of White parents and 87% of Other parents who say job training is not needed



Our Commitment

to diversity, equity, belonging, & anti-racism

To address the persistent and worsening local disparities in child and family outcomes across race, the First 5 Sonoma County Commission has formally adopted a commitment to an intentional focus on diversity, equity and belonging in the implementation of the 2021–2025 Strategic Plan, and to develop the capacity to practice and embed anti-racist approaches across our work. True, long-term, systemic change to address racial disparities in school readiness, family self-sufficiency, and health outcomes cannot occur without action to address the root causes of inequity.

First 5 Sonoma County Commission's Statement of Commitment to Diversity, Equity, Belonging & Anti-Racism

First 5 Sonoma County envisions and contributes to a community and society where children 0–5, families and everyone in our communities can fully and safely participate, regardless of their race or ethnicity, the languages they speak, the makeup of their family, gender identity, sexual orientation, ability, where they live, immigration status, their family's economic status or any other defining characteristic. We will work to dismantle racism in our own operations, transform our systems, and partner with organizations that demonstrate commitment to anti-racism.

The Commission is positioned to mobilize resources, align funding policies and practices and to act as a catalyst for change, while ensuring that the internal culture of staff and governance is fair, diverse, inclusive and just. In order for families and community-based organizations to thrive, community partners must ensure spaces of belonging are created and fostered where parents, caregivers and frontline service providers are able to hold full agency, experience safety, make demands upon, and take part in leading organizational, cultural, institutional, and systemic change.

Beyond a statement of commitment, the Commission will invest during the first year of strategic plan implementation in co-creating a framework with providers, parents and caregivers, that guides capacity building goals and activities and provides metrics and benchmarks to ensure accountability. Opportunities are needed for the Commission, staff and stakeholders to develop a deeper understanding of the root causes of inequity in Sonoma County and to learn about and adopt best practices to advancing racial equity in the field of early childhood development, as well as practice on an organizational level. The following table provides examples of strategies, drivers and outcomes that may be explored.



Preliminary Framework:

Advancing Diversity, Equity, Belonging and Anti-Racism

Potential Strategies	Levers/Drivers	Long Term Outcomes
Staff and Commission - Allocate funding to build capacity to understand and act on systems of oppression. - Review HR processes to ensure inclusivity and promote diverse and equitable staffing. - Recruit and recommend Commissioner appointments to the Board of Supervisors that ensure Commission diversity and that will advance the goals of the equity framework.	- Systems change - Strong and aligned public sector leadership - Public opinion - Greater collaboration across philanthropic and public sector investing - Intersectional collaboration - Diverse Commission - Data transparency	- Staff and Commission have a deep understanding of equity driven and non-Eurocentric systems change - Staff and Commission are reflective of the fabric of community - Staff and Commission are well connected with the community - Culturally responsive and anti-racist programs and systems - Healthy, thriving children are ready to succeed in school and life - Engaged and empowered parents and caregivers - Diverse, mixed-income neighborhoods, safe and affordable housing, civic engagement, neighborhood services - Effective nonprofit sector - Life, education, wealth, and health outcomes are not predictable by a person's background, race, ethnicity, etc. - Families and children have full agency to co-create spaces of belonging
Funding Mechanisms/Grantees - Conduct careful review of Commission's procurement processes to ensure process does not replicate systems of oppression. - Identify metrics for increasing diversity and equity and implement in contracts. - Develop evaluation practice and policy that elevates root causes of disparities, promotes action to dismantle oppressive systems and guards against perpetuation of racism. - Allocate funding to support CBOs to move toward greater diversity in leadership. - Fund organizations with demonstrated commitment to increase diverse leadership. - Contract with equity-driven, diverse, mission-aligned vendors and consultants. - Allocate funding for place-based efforts that help to empower parents and anchor communities.		
Community - Expand access to opportunity by listening, understanding, promoting and funding what parents need to increase their social and political capital, and strengthen resilience. - Learn about, engage in genuine relationship with, and elevate the work of nontraditional community groups supporting families in Sonoma County.		
Advocacy - Dedicate staff time to legislative advocacy that addresses root causes of inequity. - Support local advocacy efforts that invest in low-income neighborhoods and communities of color. - Support opportunities for parents to organize, build capacity and power that can demand investments in people and place and ensure a greater political voice for all.		

A Targeted Universalism Approach

For 20 years, local First 5 Commissions counties have balanced the seemingly competing demands of Proposition 10: 1) to create a system of care that supports the school readiness of all children; and 2) addresses the widening equity and school readiness gap across California. A resolution to this conundrum is to apply targeted universalism*, an approach that strategically focuses on the needs of a specific group while aiming for a universal goal with the overall assumption that we are all part of the same social fabric. Targeted universalism calls for an approach to public policy, systems, and resourcing that emphasizes a deep awareness of how some people are differently situated and targeting supports to those who are most marginalized.

For Sonoma County, the evidence is clear, that Latinx families and children need significantly more supports in order to meet our universal goal: that all children enter kindergarten ready to succeed. The strategic planning process included a deep orientation to this approach and a consideration of strategies and investments to identify efforts that target those children impacted by the systemic racism families encounter. The analysis followed the 5-step process of a targeted universalism approach:

1. Establish or elevate existing universal goals based on recognition of a broadly shared problem
2. Assess overall population performance
3. Identify groups & places that are performing differently as a result of racist and classist private and public policies and practices
4. Assess and understand the structures that support or impede each group or community
5. Develop and implement targeted strategies for each group to reach the universal goal

First 5 Sonoma County will take an equity-driven approach to improve the lives of children and their families through place-based efforts, partnerships, and community-driven programming during the next four year, 2021–2025.

To ensure an equity-focused prioritization of funding, First 5 Sonoma will continue to use the Focus School list developed in consultation with the community, with an expanded methodology. Focus schools include all those elementary schools where 50% or more students are: eligible for the Free or Reduced Meal Plan (FRMP), English Language Learners (ELL), and/or foster youth. In 2018–19, 50 schools had 50% or more students (nearly 13,000 students) who met these criteria. These schools are located throughout Sonoma County.

The First 5 Sonoma County Equity Index is a weighted composite of four publicly available indicators that illustrate the diversity of access and experience young children experience in Sonoma County:



Together, these four indicators provide for comparable analysis of resource needs at the school level. As seen on page 22, each Focus School has been ranked from greatest to least resource need, using the Equity Index.

The Equity Index ranking will not be used as a single determinant for funding decisions, but is one of a number of criteria that will be employed in a fair and transparent procurement process.

*<https://belonging.berkeley.edu/targeted-universalism> Targeted Universalism: Policy and Practice, A Primer, John A. Powell, Stephen Menendian, Wendy Ake, 2019.

Equity Index

Region	School District	School Name	Student Population	Equity Index
Central	Roseland	Roseland	549	3
Central	Bellevue Union Elementary	Meadow View	414	3
Central	Roseland	Roseland Creek	367	4
Central	Rincon Valley Union Elementary	Binkley Charter	360	4
Central	Roseland	Sheppard	493	4
Central	Bellevue Union Elementary	Taylor Mountain	439	4
Central	Santa Rosa Elementary	James Monroe	402	4
Central	Piner-Olivet Union Elementary	Morrice Shaefer Charter	345	4
Central	Santa Rosa Elementary	Steele Lane	413	4
Central	Santa Rosa Elementary	Cesar Chavez Language Academy	368	4
Central	Rincon Valley Union Elementary	Whited Charter	406	4
Central	Bellevue Union Elementary	Bellevue	406	4
Central	Wright Elementary	Wright Charter	456	4
Central	Santa Rosa Elementary	Luther Burbank	315	4
Central	Wright Elementary	Robert L. Stevens	545	5
Central	Santa Rosa Elementary	Abraham Lincoln	284	5
Central	Mark West Union Elementary	Mark West	438	5
Central	Santa Rosa Elementary	Brook Hill	388	5
Central	Piner-Olivet Union Elementary	Olivet Charter	319	5
Central	Santa Rosa Elementary	Helen M. Lehman	508	5
Central	Santa Rosa Elementary	Albert F. Beilla	330	5
Central	Piner-Olivet Union Elementary	Jack London	279	5
Central	Bellevue Union Elementary	Kawana Springs	354	5
Central	Wright Elementary	J.X. Wilson	473	6
Central	Santa Rosa Elementary	Kid Street Learning Center Charter	116	6
Central	Rincon Valley Union Elementary	Spring Creek Matanzas Charter	533	6
Central	Rincon Valley Union Elementary	Village Charter	364	6
East	Sonoma Valley Unified	Dunbar	187	2
East	Sonoma Valley Unified	Sassarini	320	4
East	Sonoma Valley Unified	El Verano	363	4
East	Sonoma Valley Unified	Flowery	339	5
North	Geyserville Unified	Geyserville	107	3
North	Cloverdale Unified	Jefferson	536	3
North	Healdsburg Unified	Healdsburg	262	4
North	Windsor Unified	Cali Calmecac Language Academy	1138	8
South	Petaluma City Elementary	McDowell	251	4
South	Two Rock Union	Two Rock	154	5
South	Old Adobe Union	Miwok Valley Language Academy Charter	325	5
South	Petaluma City Elementary	Valley Vista	280	5
South	Cinnabar Elementary	Cinnabar Charter	240	5
South	Old Adobe Union	Loma Vista Immersion Academy	400	5
South	Cotati-Rohnert Park Unified	Thomas Page Academy	385	5
South	Cotati-Rohnert Park Unified	University at La Fiesta	204	5
South	Cotati-Rohnert Park Unified	John Reed Primary	425	7
West	Kashia Elementary	Kashia	15	2
West	Horicon Elementary	Horicon	68	2
West	Monte Rio Union Elementary	Monte Rio	84	3
West	Sebastopol Union Elementary	Park Side	261	5
West	Guerneville Elementary	Guerneville	242	7
West	Fort Ross Elementary	Fort Ross	21	8

Embracing a Bold Strategy

As described in previous section, the 2021–2025 strategic planning process identified areas of early childhood development in Sonoma County where the needs, resource gaps and racial disparities are the greatest, and therefore present the greatest opportunity for impact. **This section describes five Strategic Goal Areas, associated Priority Outcomes and funding allocations for each Goal Area by fiscal year.**

In addition, program strategies and strategies aimed at improving systems of care have been prioritized and align within each Goal Area based on five types of analysis and vetting:



1. Approaches with proven results through research findings and/or local data
2. Current understanding re: best practices through the broader early childhood development field
3. Stakeholder input: systems leaders, parents, practitioners and providers
4. Potential for sustainability of impact
5. Feasibility of leveraging a funding partnership and/or additional funding streams to support

Priority strategies in the first three Goal Areas will be elements of competitive funding opportunities for three core Strategic Initiatives. Request for Proposals (RFP) processes will be employed, to be released in December, 2020, to identify implementation partners and collaborations, refine strategies and determine specific expenditures within each Strategic Goal Area. RFPs will drive the funding and implementation of primarily programmatic, direct service strategies. Cross-cutting strategies are aimed primarily at capacity-building and systems change, while strategies that engage the broader community have a more universal focus and will be primarily implemented by First 5 staff and consultants.

Once provider agencies and collaborations have been selected through the RFP processes, contractual scopes of work and budgets will be negotiated. Specific recommendations for expenditures of allocations will be brought forward to the Commission for approval, along with multi-year contracts, as part of a Strategic Implementation Plan that will be developed as a companion to the First 5 Sonoma County 2021–2025 Strategic Plan.



Strategic Allocation Plan FY 2021–2025

Goal Area	Priority Outcomes	4-Year Total
1 Early Relational Health	Priority Outcome 1A: Increase early detection of developmental and behavioral health concerns among infants and toddlers and improve access to early intervention services Priority Outcome 1B: Increase community awareness, access to screening and linkage to early intervention for perinatal mood disorders Priority Outcome 1C: Increase support for pregnant and new parents to strengthen their parenting capacity, especially those at-risk.	\$3,500,000
2 Neighborhood-Based Services	Priority Outcome 2A: Increase place-based family resource supports in high-opportunity neighborhoods Priority Outcome 2B: Increase place-based support for parenting education and family literacy Priority Outcome 2C: Increase parents' engagement and cultivate leadership in advocating for neighborhood/school improvement and other self-identified community issues. Priority Outcome 2D: Increase family economic self-sufficiency and reduce the impacts of poverty on children 0-5 through financial supports, coaching, connection to benefits and college savings accounts.	\$3,000,000
3 Equity & Quality in Early Learning	Priority Outcome 3A: Expand Quality Counts participation to increase provider knowledge, improve adult-child interactions, improve children's social emotional competence and improve integration and connection of community supports for optimal child development. Priority Outcome 3B: Integrate learning and expertise from TALLK into Quality Counts to prioritize the needs of dual language learners and address persistent racial disparities in school readiness Priority Outcome 3C: Expand access to mini grants & scholarships to improve the quality of ECE environments and incentivize ECE professionals to continue professional development	\$2,800,000
4 Community Resilience & Engagement	Priority Outcome 4A: Increase parent and community awareness of the needs of children 0-5, their parents and caregivers through universal approaches. Priority Outcome 4B: Ensure parents and caregivers have access to information about child development and resources across the county that are specific to the needs of families with children 0-5 through universal approaches. Priority Outcome 4C: Promote and enhance community resiliency by providing discretionary grants that address emergent needs. Priority Outcome 4D: Inform and engage the private sector to understand and value the high return on investment in early childhood and to create a unified voice to elevate social determinants that impact children and families.	\$3,500,000
5 Cross-Cutting Strategies	Priority Outcome 5A: Co-create a framework for increasing diversity, equity, belonging and anti-racism in the work of First 5 Sonoma County and its partners and stakeholders. Priority Outcome 5B: Convene learning communities embedded with strategic initiatives to advance and build organizational and provider capacity around diversity, equity, belonging and anti-racism, trauma-informed organizations and services and other critical topics. Priority Outcome 5C: Advocate for policies and funding streams that support children's ability to develop to their fullest potential and that address disparities in the social determinants of health and school readiness, especially poverty. Priority Outcome 5D: Measure and monitor trends in school readiness and align measurement efforts with investments.	\$1,200,000
Total Funded		\$14,000,000

Early Relational Health: Outcomes and Funding

STRATEGIC GOAL 1: Children and their parents/caregivers access preventative and early relational and therapeutic supports to ensure positive birth outcomes, prevent ACEs and promote healthy development in the first two years.

Goal 1 Priority Outcomes



1A

Increase early detection of developmental and behavioral health concerns among infants and toddlers and improve access to early intervention services



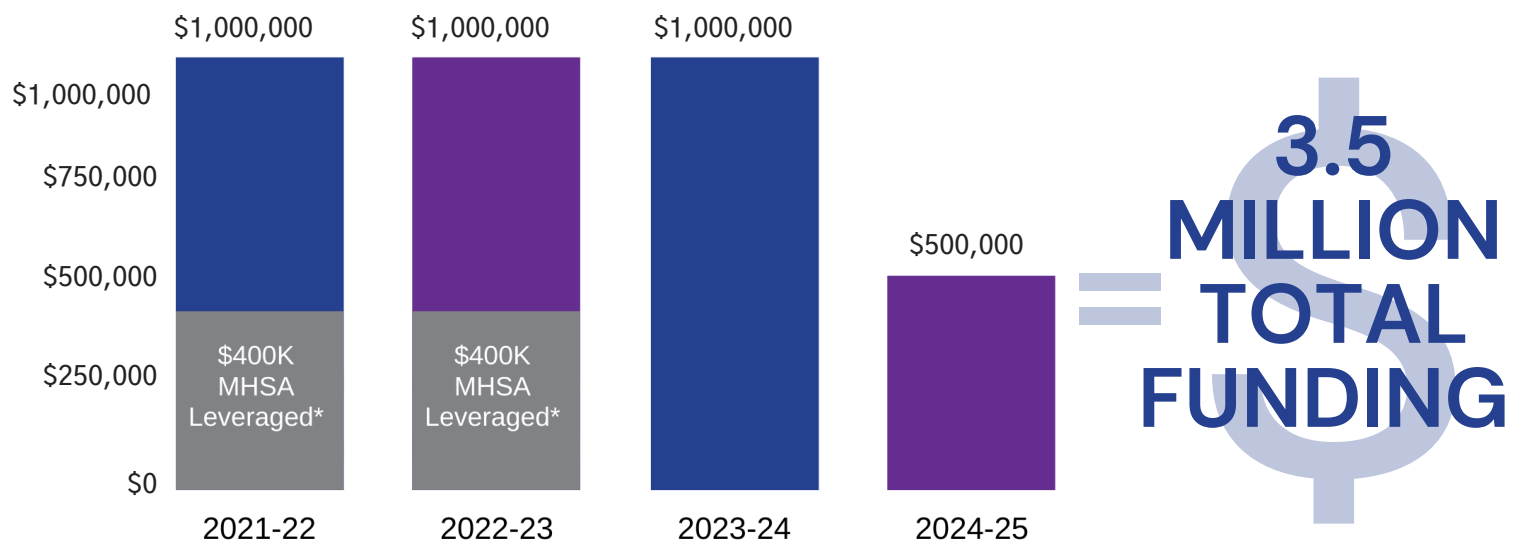
1B

Increase community awareness, access to screening and linkage to early intervention for perinatal mood disorders



1C

Increase support for pregnant and new parents to strengthen their parenting capacity, especially those at-risk



Early Relational Health: Strategies and Population

The Early Relational Health Goal Area focuses on scaling, expanding and ensuring the sustainability of critical strategies that promote optimal development in the first two years of life and mitigate adverse childhood experiences, such as child abuse, parental substance abuse and the impacts of poverty.

Goal 1 Priority Strategies	Target Population	Funding Sources to Leverage
Home visiting <i>Evidence-based, evidence-informed approaches that provide intensive support to promote positive birth, early development and longer-term outcomes, prevent child maltreatment</i>	High-risk mothers, history of AOD misuse; child welfare involvement	Prop. 10, TCM, CHVP, Community Benefit
New Parent TLC <i>Gatekeeper training to increase knowledge and skills to identify new parents experiencing PMAD and link to supports</i>	Child care providers, hairstylists, public	MHSA-Innovation
Help Me Grow <i>Through countywide systems improvement efforts, expand access, reduce disparities and improve practice, care coordination and integration of developmental/social emotional screening, early intervention and early relational health</i>	Healthcare providers, early childhood development providers	MHSA-PEI, Prop. 10
Navigation <i>Warmline navigation to assist pregnant and new parents access resources, self-advocate and make decisions related to birth, breastfeeding, parenting and perinatal mental health</i>	Parents at-risk	MHSA-PEI, Prop. 10
Positive Parenting Program <i>Improve early childhood social-emotional health by facilitating systems change in agencies working with Sonoma County's highest-risk families by continuing to coordinate training and accreditation to provide Triple P – Level III & IV</i>	Parents at-risk	Prop. 10, Title IV-E reimbursement via HSD
Maternal Mental Health <i>Promotion of a trauma-informed and integrated relational model that informs a system of care to promote children's optimal development and learning by identifying and addressing maternal mental health issues as early as possible (individual treatment, mother-child dyadic tx, peer support, social support for family, linkage to psychiatry/medication, clinical resources). Address cultural, emotional, and practical barriers to treatment i.e. stigma, child care, transportation, limited time and competing interests.</i>	Mothers at-risk for and experiencing symptoms of perinatal depression and/or anxiety	MHSA-PEI, Prop. 10



Neighborhood-Based Services: Outcomes and Funding

STRATEGIC GOAL 2: Families in high-opportunity neighborhoods access resources, referrals, linkage and supports to strengthen family literacy, resiliency and financial stability

Goal 2 Priority Outcomes



2A

Increase place-based family resource supports in high-opportunity neighborhoods



2B

Increase place-based support for parenting education and family literacy



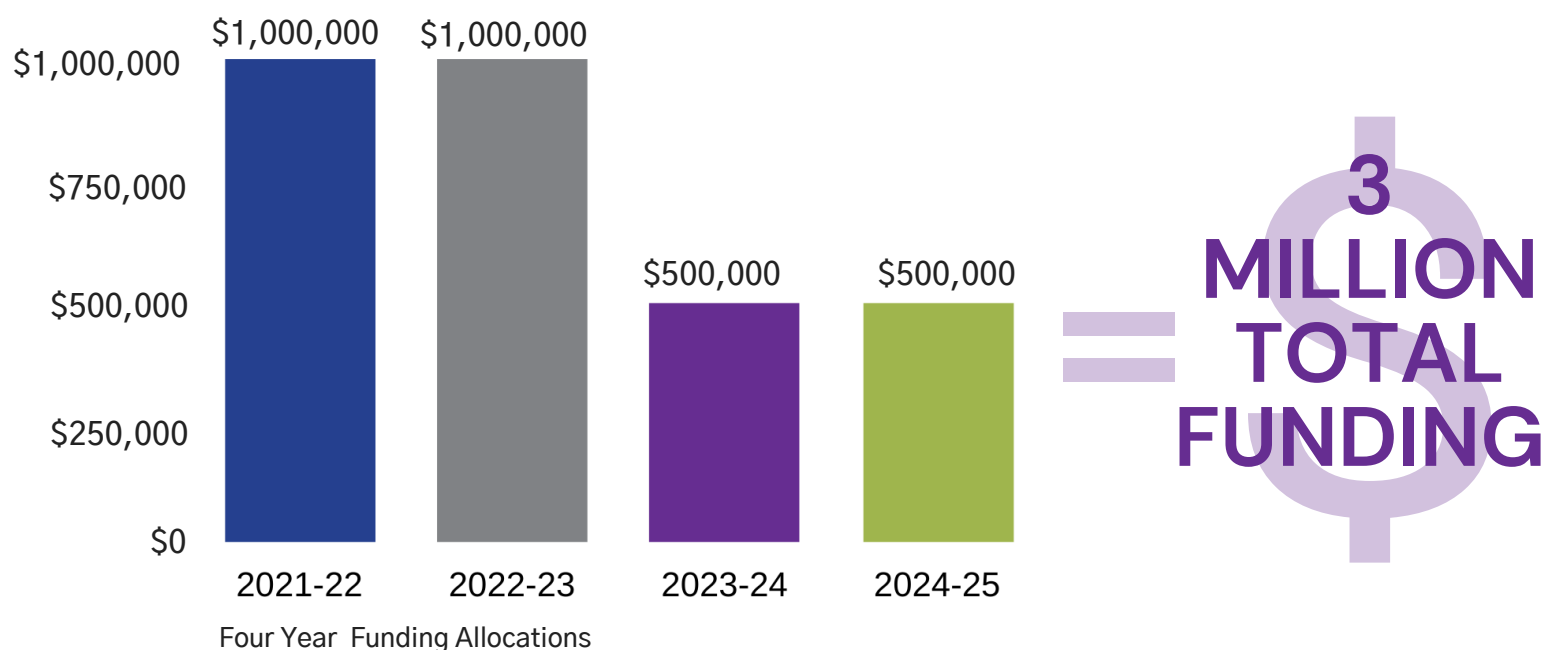
2C

Increase parents' engagement and cultivate leadership in advocating for neighborhood/school improvement and other self-identified community issues



2D

Increase family economic self-sufficiency and reduce the impacts of poverty on children 0-5 through financial supports, coaching, connection to benefits and college savings accounts



Neighborhood-Based Services: Strategies and Population

The Neighborhood-based Services Goal Area focuses on establishing and expanding existing place-based hubs of services that address the needs of the whole child and whole family.

Goal 2 Priority Strategies	Target Population	Funding Sources to Leverage
Place-Based Hubs <i>Establish and/or expand existing neighborhood-based services at school sites, FQHCs, WIC and other centrally located service sites where integrated programs and services can be offered.</i>	Families with children 0-5, particularly LatinX and indigenous communities impacted by poverty. Geographic targets: School attendance areas with high concentration of poverty, low broadband adoption rate, high number of dual language learners as per First 5 Equity Index score.	Prop. 10, LCFF, private philanthropy
Parenting Education & Promotion of Family Literacy <i>Proven strategies such as Pasitos, AVANCE, Reach Out and Read to ensure that parents have the tools and knowledge to engage as their child's first and most important teacher. Training for parents to have the skills to support optimal child development, literacy, and school readiness, with special attention to the importance of reading, nutrition and effective discipline.</i>		
Financial Supports <i>"Mobility" coaching, financial education, case management, linkage to community college, college savings account programs</i>		
Outreach & Linkage <i>Outreach and linkage to health insurance, WIC and other benefits enrollment and medical/dental homes, resource and referral for child care, screening for SE and developmental concerns, perinatal mood disorders and dental health</i>		
Parent Engagement & Organizing <i>Parent Voices, Abriendo Puertas, Parent Cafes, CBI organizing and advocacy</i>		



Equity & Quality in Early Learning: Outcomes and Funding

STRATEGIC GOAL 3: Ensure that Sonoma County's early care and education sector has access to tools, resources and supports to build, sustain and enhance a diverse, culturally responsive mixed-delivery system that meets the need of working families.

Goal 3 Priority Outcomes



3A

Expand Quality Counts participation to increase provider knowledge, improve adult child interactions, improve children's social emotional competence and improve integration and connection of community supports for optimal child development



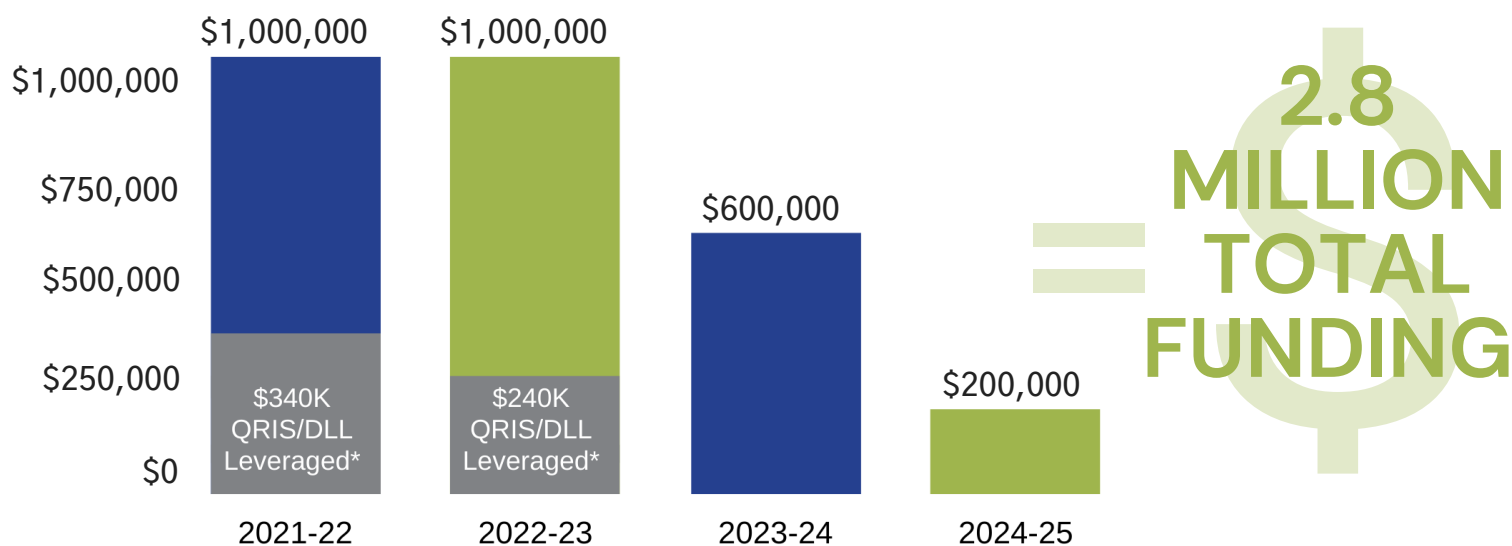
3B

Integrate learning and expertise from TALLK into Quality Counts to prioritize the needs of dual language learners and address persistent racial disparities in school readiness



3C

Expand access to mini grants & scholarships to improve the quality of ECE environments and incentivize ECE professionals to continue professional development



Four Year Funding Allocations

*State funding to support quality in early learning and dual language learners

Equity & Quality in Early Learning: Strategies and Population

The Equity & Quality in Early Learning Goal Area focuses on ensuring that the ECE sector has the supports needed to build capacity in trauma-informed interactions, social emotional learning strategies and strategies that support dual language learners.

Goal 3 Priority Strategies

Target Population

Funding Sources to Leverage

Quality Counts Sonoma County

Professional development, coaching, technical assistance, recognition program and other resources to increase quality across multiple domains, including curriculum and teaching strategies, social emotional learning and trauma-informed strategies, family partnerships, health and safety.

ECE providers, including licensed family child care homes, private and subsidized center-based care, alternative settings (i.e. playgroups) and "family friend and neighbor" care

Prop. 10, First 5 CA IMPACT, CDE (QCC)

Integrate TALLK (Teachers Acquiring Language Learner Knowledge) program

The TALLK project provides preschool teachers with training and coaching in specific strategies for interacting with English Learner (EL) children—especially those whose home language is Spanish—to best support their language acquisition.

Providers working with dual language learners in ECE settings in First 5 Equity Index school attendance areas

Prop. 10, First 5 CA IMPACT, CDE (QCC)

Minigrants for Child Care Providers

Small grants of up to \$5,000 to new and existing child care providers to establish and/or improve learning environments
Financial incentives available to ECE providers who demonstrate progress toward a research-based academic standard of quality.

Providers in First 5 Equity Index school attendance areas

Prop. 10, private philanthropy

Behavioral Consultation

Effective behavioral consultation models provide technical assistance to childcare providers and preschool teachers seeking help to manage difficult behaviors and temperaments of children in their care. Early childhood mental health and education specialists work with providers to strengthen their understanding, willingness to persevere, and ability to intervene effectively with a challenging child.

Providers working with children exhibiting behavioral health challenges in the learning environment

MHSA-PEI, Prop. 10, First 5 CA IMPACT, CDE (QCC)



Community Resiliency & Engagement: Outcomes and Funding

STRATEGIC GOAL 4: Engage the entire community to support the achievement of First 5 Sonoma County's goals

Goal 4 Priority Outcomes



2A

Increase parent and community awareness of the needs of children 0–5, their parents and caregivers through universal approaches



2B

Ensure parents and caregivers have access to information about child development and resources across the county that are specific to the needs of families with children 0–5 through universal approaches



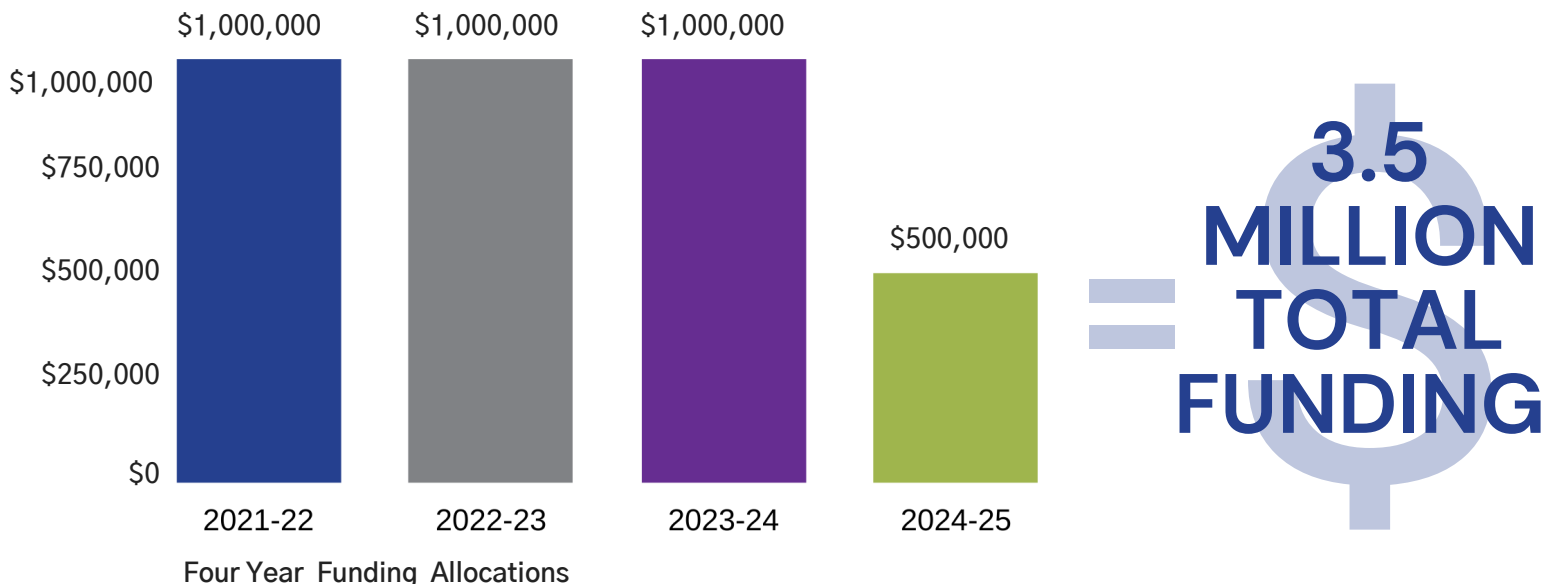
2C

Promote and enhance community resiliency by providing discretionary grants that address emergent needs



2D

Inform and engage the private sector to understand and value the high return on investment in early childhood and to create a unified voice to elevate social determinants that impact children and families



Community Resiliency & Engagement: Strategies and Population

Engage the entire community to support the achievement of First 5 Sonoma County's goals.

Goal 4 Priority Strategies

Target Population

New Parent Kits & Parent Resource Guides

The Kit for New Parents (KNP) is a comprehensive set of resources filled with advice and useful tips for first-time parents provided by First 5 California. First 5 Sonoma County augments the KNP with a Parent Resource Guide. Community-based providers countywide distribute and utilize the Parent Resource Guide to support clients and help them navigate community resources and services.

Parents and Caregivers

Communications

Expand and maintain the First 5 Sonoma County website and social media presence to inform our community about child development, advocacy opportunities, programs and services and First 5's impact. Promote parent engagement in all aspects of children's lives from the prenatal stage through age five, prevent child abuse, improve children's readiness for school, promote early childhood mental health, and raise the level of concern among community decision makers about the effect their decisions have on children.

Radio, digital and television communication campaign leverages First 5 CA's Talk.Read.Sing message to promote optimal development.

Community at-large

Responsive Grants Program

Recurring disasters, political upheaval, pandemic and unexpected economic downturn have contributed to an environment in which unexpected, emergent and urgent needs emerge that may not be reflected in the strategic plan. Responsive grants address emergent needs, while also addressing the goals of First 5 Sonoma County to improve the development and support of young children and their families in Sonoma County.

Community-based service providers

Sponsorships

By supporting community convenings, events, conferences and supporting professional development and academic training through scholarships, First 5 Sonoma County is able to elevate the voices of community members and groups, promote cross-sector pollination and increase diverse representation in the early childhood development sector and influence decision-making. Examples include Los Cien, Latino Leadership, Early Learning Conference, ECE Provider Annual Celebration, scholarships to offset the cost of the Infant Mental Health Training Program.

Community groups and organizations

Intersectional Strategies: Employer Engagement

Leveraging trusted messengers to the business community such as Chambers of Commerce to engage employers around the return on investment of family friendly workplace policies like flexible scheduling and paid family leave, as well as engagement of employers to invest in supporting child care solutions, including subsidies and onsite or near site facilities.

Business sector, employers, Chambers of Commerce

Intersectional Strategies: Engagement of the Housing Sector

Leveraging advocacy and public will building to increase affordable housing opportunities to increase family self-sufficiency, as well as promote inclusion of child care facilities in new housing development when there is a geographic unmet need.

Housing developers, housing advocates, Cities and Towns, Economic Development Board



Cross-Cutting Strategies: Outcomes and Funding

STRATEGIC GOAL 5: Leverage, maximize and connect efforts to advocate, build capacity, increase equity, measure results and manage change

Goal 5 Priority Outcomes



5A

Co-create a framework for increasing diversity, equity, belonging and anti-racism in the work of First 5 Sonoma County and its partners and stakeholders



5B

Convene learning communities embedded with strategic initiatives to advance and build organizational and provider capacity around diversity, equity, belonging and anti-racism, trauma-informed organizations and services and other critical topics



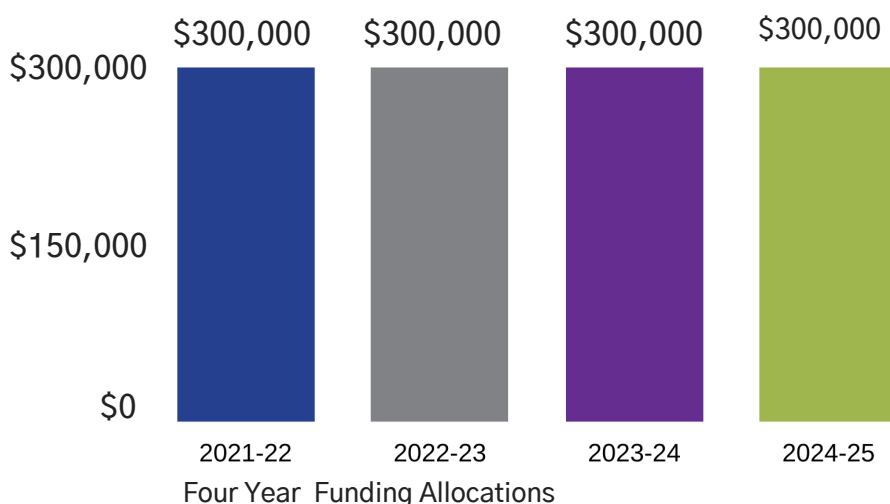
5C

Advocate for policies and funding streams that support children's ability to develop to their fullest potential and that address disparities in the social determinants of health and school readiness, especially poverty



5D

Measure and monitor trends in school readiness and align measurement efforts with investments



**1.2
MILLION
TOTAL
FUNDING**

Cross-Cutting Strategies: Strategies and Population

The Cross-Cutting Strategies Goal Area focuses on creating systems change across all goal areas to ensure all children have opportunities for optimal growth and development in communities that value diversity, equity, belonging and anti-racism.

Goal 5 Priority Strategies

Target Population

Diversity, Equity, Belonging and Anti-Racism Framework

Seek out an expert consulting firm to guide the co-creation of a framework to include drivers, benchmarks, metrics for measuring change. Align with REDI framework and activities at the state level through First 5 Association. Explore opportunities to co-fund with other local funders.

First 5 Sonoma County staff, Commission & Stakeholders

READY

Sustain investment in annual KSEP and parent survey and strengthening linkage between early learning and kindergarten. Prioritize data collection to align with Commission's place-based investments, as per the First 5 Equity Index and apply to understanding of results of funded interventions.

First 5 Sonoma County staff, Commission & Stakeholders

Learning Communities

Promote a culture of learning by convening grantees in Goal Areas on a regular basis to deepen understanding of the roots of inequity and unconscious bias in service delivery, policy and systems; build capacity in trauma informed practice. Explore opportunities to co-fund with other local funders.

First 5 Sonoma County staff and grantees

Advocacy & Policy Change

Dedicated First 5 staff role; develop an annual policy platform aligned with First 5 Association.

Collaborate with First 5 statewide network to advocate for programs and policies that support children and families; maintain representation on First 5 Association policy committee.

Policy makers, elected officials at local, state and federal level

Collaborate with local child and family-serving agencies, parent groups and advocacy groups to advocate for policy change that better serves and supports children and families, such as the Child Care Planning Council, Commission on the Status of Women and Cradle to Career Sonoma County.



How We Fund

A competitive funding process to select community partners will be launched in December 2020. In addition to utilizing the First 5 Equity Index (see Section X.), additional parameters, requirements and criteria will be articulated and variously weighted in the proposal scoring process to reflect the critical systems change goals for each Goal Area and the foundational principles that guide the Commission's funding priorities overall. Similar criteria will be applied, as appropriate, in annual funding cycles for Responsive Grants Program funding and Minigrants, as well as the selection of consultants supporting First 5's work in the areas of communications, advocacy, capacity building and evaluation. **The following are criteria that will be applied to programs and services and community partner organizations:**

Programs and Services

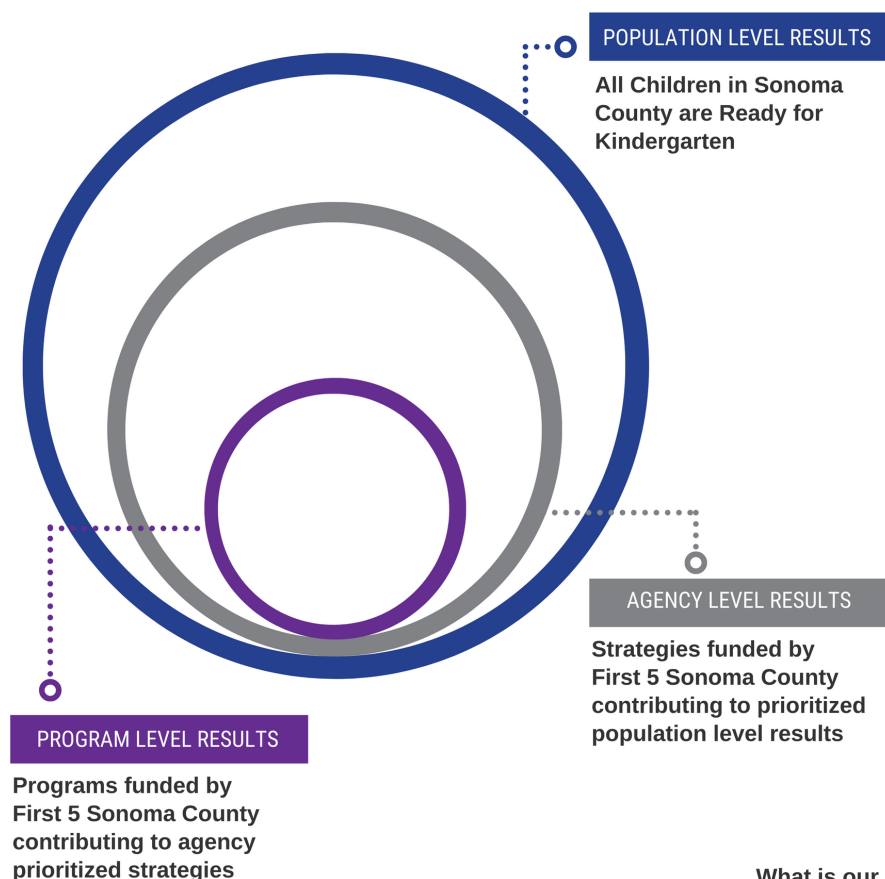
- Targets disparities in health, access, school readiness and/or other specific indicators as appropriate
- Prioritizes the needs of marginalized populations
- Evidence-based or evidence-informed
- Builds on existing program infrastructure OR Co-creates infrastructure using inclusive practices
- Approach reflects effective collaboration within and across sectors to promote systems integration and ensure the needs of the whole child and whole family are met
- Addresses child's need in context of parent/caregivers' needs (or vice versa)
- Promotes parental resilience and other protective factors (as per Strengthening Families Framework)
- Incorporates meaningful parent input and/or opportunities for parent leadership that promote agency and belonging
- Incorporates trauma-informed approaches

Community Partner Organizations

- Demonstrates commitment to participate in a First 5 grantee learning community
- Demonstrates established organizational practices that promote diversity, equity, belonging and anti-racism OR commitment to develop organizational practices that promote diversity, equity, belonging and anti-racism, if funded
- Demonstrates commitment to participate in data collection, data entry, interagency referral protocol and Results Based Accountability, if funded
- Demonstrates established trauma-informed practice at all levels of service & within organization OR commitment to develop and implement trauma-informed practice at all levels of service & within organization, if funded
- Demonstrated strong capacity to rapidly adapt programming to support families and children in a disaster environment (wildfires, PSPS events, pandemic)
- Demonstrated strong capacity across agency programs to collaborate across and within sectors to ensure the needs of the whole child and whole family are met

Understanding Results

As First 5 Sonoma County looks to the future, we do so with a heightened awareness of our unique role and responsibility to deploy our resources to strategically advance the development of a vibrant system for children and their families. We also recognize that it is not enough to fund and implement evidence-informed strategies and programs, we are accountable to measure results and use them to direct our trajectory in an unbroken cycle of continuous quality improvement. **First 5 Sonoma County has adopted Results Based Accountability (RBA) to measure and improve the outcomes of our investments in children and families.**



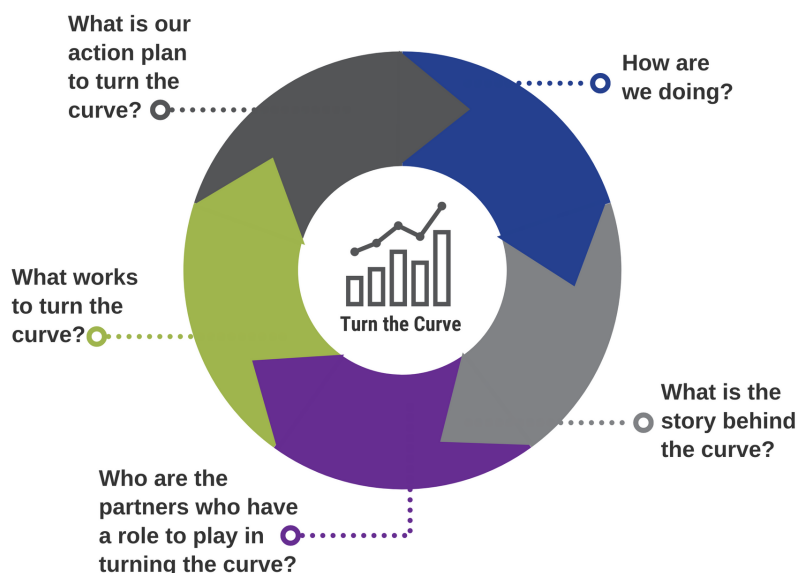
At an agency level, First 5 Sonoma County uses performance measures to hold ourselves accountable to our prioritized strategies. At a program level, First 5 works in partnership with grantees to set and monitor meaningful performance measures linked to our community-wide strategies. Grantees are accountable to monitor performance measures and engage in regular “Turn the Curve” conversations to understand results and ensure continuous quality improvement.

A Turn the Curve mindset uses data and experience to understand why a program or agency is achieving certain results and to create an action plan to turn the curve on community-wide results.

RBA is a tool, a way of thinking and doing business, that begins with the “ends”, the desired result or goal, and works backward to create the “means,” the strategic plan to achieve the desired result. It provides a simple, concrete way to engage partners in program planning, outcome measurement and continuous quality improvement to turn the curve on program, agency and population level results.

RBA uses performance measures to ensure program and agency accountability for client and strategy level outcomes. **There are three types of performance measures:**

1. How much did we do?
2. How well did we do it?
3. Is anyone better off?



Agency Accountability

As community leader, First 5 Sonoma County implements and funds strategies to collectively magnify the impact of local programming and advocacy efforts directed toward ensuring the well-being of children 0 – 5 and their families. We serve as a catalyst, collaborator, capacity builder and policy advocate by engaging in the following strategies and holding ourselves accountable to agency-wide performance measures. Agency performance measures will be defined and adopted in our Strategic Implementation Plan.

ALL CHILDREN ENTER KINDERGARTEN READY TO SUCCEED

Population Indicators

Children are ready for kindergarten

Children are reading at grade level in 3rd grade

Children are free from abuse and neglect

Intra-Agency Strategies (Responsibilities)

Contribute to a countywide collective impact strategy to ensure all children are ready for kindergarten

Serve as an intermediary and convener

Sustain and grow investments to support systems integration, advocacy, policy change and prevention and early intervention service strategies

Advocate for policy change at the local, state, and national level that supports the well-being of children, 0-5, their parents and caregivers

SAMPLE Agency Performance Measures

of cross-sector partners engaged in strategic plan implementation (how much)

weeks to draft and approve strategic implementation plan (how well)

% of children "ready to go" when they enter kindergarten (better off)

of cross-partner convenings initiated (how much)

of learning communities convened around prioritized common outcomes (how well)

% of organizations achieving 1 or more prioritized outcomes (better off)

of dollars invested in priority outcomes (how much)

#!/% of dollars invested in evidence-based or evidence-informed strategies (how well)

% change in priority outcomes (better off)

of advocacy actions/campaigns (how much)

#!/% of First 5 Sonoma County agency policies that support diversity, equity, belonging and anti-racism (how well)

% of local, state and federal policies that support the well being of children 0 - 5 (better off)

Activities

Aligned Activities (TBD)

Aligned Activities (TBD)

Aligned Activities (TBD)

Aligned Activities (TBD)

Program Accountability

Through our strategic planning process, First 5 Sonoma County identified priority strategies and outcomes linked to kindergarten readiness. First 5 Sonoma County will work in partnership with grantees to define program performance measures and activities to contribute to funded outcomes. Below is a sample of what performance measures **could** look like.

ALL CHILDREN ENTER KINDERGARTEN READY TO SUCCEED

Priority Strategies

Early Relational Health	Neighborhood Based Services	Equity and Quality in Learning	Community Resiliency & Engagement	Cross-Cutting Strategies
- Home Visiting - New Parent TLC - Help Me Grow - Navigation - Positive Parenting Program - Maternal Mental Health	- Place-Based Hubs - Parenting Education & Promotion of Family Literacy - Financial Supports - Outreach & Linkages - Parent Engagement & Organizing	- Quality Counts Sonoma County - Integrate Teachers Acquireing Language Learner Knowledge (TALLK) program - Minigrants for Child Care Providers - Behavioral Consultation	- New Parent Kits & Parent Resource Guides - Communications - Responsive Grants Program - Sponsorship - Employer Engagement - Engagement of the Housing Sector	- Diversity, Equity, Belonging & Anti-Racism Framework - Learning Communities - Advocacy & Policy Change - READY

Priority Outcomes Linked to Strategies

Priority Outcome 1A, 1B, 1C	Priority Outcomes 2A, 2B, 2C, 2D	Priority Outcomes 3A, 3B, 3C	Priority Outcomes 4A, 4B, 4C, 4D	Priority Outcomes 5A, 5B, 5C, 5D
-----------------------------	----------------------------------	------------------------------	----------------------------------	----------------------------------

SAMPLE Performance Measures Linked to Outcomes

# of families enrolled in home visiting through direct outreach (how much and well) % of parents who report being supported and respected (better off)	% of parents who report feeling connected and sense of belonging at their neighborhood school or FRC or services hub (better off) % of families who have what they need to support their child's growth and wellbeing (better off)	% of programs with improved teacher/child interactions or ECE environments (better off) % of children "Ready to Go" on KSEP (better off) % reduction in school readiness disparity across white and Latinx students (better off)	# of Parent Kits and Resource Guides distributed (how much) % of Responsive Grants aligned with population level indicators (how well) % of engage employers adopting family friendly workplace policies (better off)	# of learning communities convened (how much) % of partner agencies adopting policies aligned with diversity, equity, belonging & anti-racism framework (how well) % of children "ready to go" for kindergarten (better off)
---	---	--	---	--

Activities to Achieve Performance Measures

TBD	TBD	TBD	TBD	TBD
-----	-----	-----	-----	-----

Supporting Documents & Notes

All supporting documents can be found at [First 5 Sonoma County](https://first5sonomacounty.org).
(<https://first5sonomacounty.org>)

1. [2016 – 2019 Sonoma County School Readiness Report](#)

https://first5sonomacounty.org/wp-content/uploads/2020/10/2016-19_READY-Report.pdf

2. [2019 – 2020 Grantee Outcome Reports](#)

<https://first5sonomacounty.org/wp-content/uploads/2020/10/Grantee-Outcome-Reports-2020-Final-Binder.pdf>

3. [2020 Early Childhood Landscape Scan](#)

<https://first5sonomacounty.org/wp-content/uploads/2020/10/2020-Early-Childhood-Landscape-Scan-5.19.20.pdf>

4. [Home Visiting Programs](#)

<https://first5sonomacounty.org/wp-content/uploads/2020/10/Home-Visiting-Programs-6.27.19.pdf>

5. [Impact of COVID-19 Shelter-in-Place Order on Parents & Parenting](#)

https://first5sonomacounty.org/wp-content/uploads/2020/10/First-5-COVID-SURVEY-REPORT_FINAL.pdf

6. [Parent Support and COVID-10 Summary of Survey Results](#)

<https://first5sonomacounty.org/wp-content/uploads/2020/10/2020-Early-Childhood-Landscape-Scan-5.19.20.pdf>

7. [On the Move: Sonoma County Strengthening Families Network](#)

<https://first5sonomacounty.org/wp-content/uploads/2020/10/FRC-Network.pdf>

8. [Targeted Universalism: Policy and Practice](#)

https://first5sonomacounty.org/wp-content/uploads/2020/10/targeted_universalism_primer.pdf