



ADVISORY COMMITTEE

Members:

Silvia Rodriguez (Chair), Katie Andrew, Robin Blanks, Emily Asquith-Velasquez, Carolyn Curtis, Jose Goris (Vice Chair), Heidi Keiser, Edward Lewis, Megan Masten, Pooja Mittal, Jennifer Mohammad, Tanya Morgan, Alexxandria Paige, Tony Smith, Ricki Townsend, Walter Winiarczyk

MEETING AGENDA

February 10, 2023

2:00-3:30PM

Join in Person or Join Via Zoom:

<https://saccounty-net.zoomgov.com/j/1602250649?pwd=bHVhT3gvOHFoc0JlYXVZdU4rU0M5Zz09>

Meeting ID: 160 225 0649

Passcode: 653925

Call-in: 1 669 254 5252

- | | |
|---|------------|
| 1. Call to Order/Roll Call | 2 minutes |
| 2. Welcome & Introductions | 5 minutes |
| 3. Public Comments on Off-Agenda Items | 2 minutes |
| 4. Commissioner Meet & Greet
<i>Supervisor Phil Serna, Chair</i> | 15 minutes |
| 5. Approve Minutes from Nov 18, 2022 | 2 minutes |
| 6. Executive Director Update | 10 minutes |
| 7. Advisory Committee Recruitment <ul style="list-style-type: none">• Review Current Seat Openings• Approve Creation of 4 Community At Large Seats• Appoint Subcommittee to Revamp Application | 20 minutes |
| 8. Appoint Alternate Member to Financial Planning Committee | 5 minutes |
| 9. 2024 Strategic Planning Update | 30 minutes |
| 10. Member Announcements/Comments | 5 minutes |
| 11. Adjourn | |



ADVISORY COMMITTEE
DRAFT ACTION SUMMARY

November 18, 2022 - 2:00 PM

Members: Katie Andrew, Robin Blanks, Carolyn Curtis, Junior Goris (Vice Chair), Heidi Keiser, Edward Lewis, Megan Masten, Jennifer Mohammad, Pooja Mittal, Tanya Morgan, Alexxandria Paige, Silvia Rodriguez (Chair), Tony Smith, Emily Asquith Velasquez, Walter Wyniarczuk

Staff: Julie Gallelo, Executive Director
Stephanie Wills, Clerk of Commission
Erin Maurie, Communications and Policy Director

Absent: Carolyn Curtis, Junior Goris, Tanya Morgan, Megan Masten, Emily Asquith Velasquez and Alexxandria Paige

1. Call to Order/Roll Call

ACTION: The Zoom Meeting was called to order at 2:04 PM. A quorum was established.

2. Welcome and Introductions

3. Public Comments on Off-Agenda Items

None at this time.

4. Approval of the Draft Action Summary from October 14, 2022

ACTION: Motion to approve from Robin Blanks, seconded by Walter Wyniarczuk. Motion passes.

5. Executive Director's Report

Highlights included:

- Last Commission meeting updates and upcoming meeting agenda
- Meeting options: In-person required for voting members beginning March
- REDI staff retreat
- Systems change and sustainability accomplishments (infographic in packet)
- Parent Leadership Training Institute update
- Appoint Katie Andrew as alternate to SOS Committee

6. Approve 2023 Meeting Calendar

Motion to approve from Walter Wyniarczuk, seconded by Robin Blanks. Motion passes.

7. 2024 First 5 Strategic Planning Update

Julie presented the proposed funding allocations for each of the five priority areas to the committee for discussion. Members provided helpful feedback to staff in preparation of presenting this recommendation at the December Commission Meeting.

Priority	Current Allocation 2021-24	Staff Recommendation Allocation 2024-27
REDI + CR	0.3%	15%
Health, Wellbeing & Development	91.1%	73%
Affordable, Quality Child Care	5.7%	5%
Parent Voice	0.3%	3%
Advocacy, Policy & Systems Improvements	2.6%	4%

8. Presentation: Help Me Grow Sacramento

Christine Smith with the Sacramento County Office of Education (SCOE) provided an overview of the Help Me Grow (HMG) national program. First 5 Sacramento became an affiliate and sole funder of the program in 2017. Managed by SCOE, the HMG program provides developmental and behavioral screenings and referrals. Using a centralized access point, families have an option of getting screenings through a call center, the website or a home visit. The program has a vast community and provider collaboration to provide wrap around services and follow-up. For more information visit the website at www.helpmegrowsac.org.

9. Member Announcements/Comments

Adjourned: 4:00p.m.

Respectfully submitted,

Erin Maurie
First 5 Sacramento Commission

FIRST 5 SACRAMENTO COMMISSION Advisory Committee Update February 2023

HIGHLIGHTS OF LAST COMMISSION MEETING – February, 2023

- Advisory Committee:
 - Appoint Tony Smith to Medical/Health Provider Seat
 - Appoint Darla Williams to Community/Neighborhoods Seat
- Review and Comment on the F5 Sacramento Draft 2024 Strategic Plan
- Presentation: FY21/22 Evaluation on the Efforts to Reduce African American Child Death

UPCOMING AGENDA ITEMS- April 3, 2023

- Introduction of the 2023 Parent Leadership Training Institute Cohort
- Approval of 2023 Policy Priorities
- Annual Review of the First 5 Sacramento 2021-2024 Strategic Plan
- Approval of the Recommended Budget and 10 Year Financial Plan for FY23/24
- Presentation: FY21/22 Annual Evaluation Report

FIRST 5 SACRAMENTO GENERAL UPDATES

Racial Equity, Diversity & Inclusion and Cultural Responsiveness (REDI+CR) Update

On February 28th and March 1st, First 5 Sacramento staff will participate in a 2-part REDI+CR staff retreat facilitated by April Jean of Pure Jeanius Consulting. During the first retreat held in November, staff completed an Equity Driven Leadership Self-Assessment, laying the foundation for the work ahead. The upcoming retreats will further engage staff in building their capacity to operationalize REDI+CR strategies in life and in work to better support the Commission direction for its new strategic plan.

The REDI Task Force continues to meet monthly as activities continue to support the Commission's Strategic Planning and staff development in an effort to move the REDI+CR work forward. A top priority for the work group is addressing that living wages and benefits are fundamental to racial equity. The group will discuss how to address living wages in the implementation plan, the request for proposals and contract development.

Parent Leadership Training Institute (PLTI)

On January 7th, the first PLTI cohort of 24 parents was launched. PLTI consists of a curricula of 20 workshops focused on building relationships in the community and civic engagement. Sessions are taking place on Wednesday evenings at the Robertson Community Center. As part of this initiative, each participant will develop their own community project. This national initiative is made possible by a matching grant from Health Net.

Parent Academy on Civic Engagement (PACE)

For parents that cannot commit to 20 weekly in person meetings, First 5 has provided access to a 12 week online course called Parent Academy on Civic Engagement. This 'at your own pace' online version was developed to equip parents with the skills to become engaged and educated advocates. The curriculum includes learning how decisions are made in communities and in government, and how they can be a part of the process. Each topic features a content expert to provide insight and inspiration on why the community voice is essential for good government. Chair Serna was interviewed on the topic "Civic Literacy – The Role of Politics and Government." Other content expert interviews were City of Sacramento Vice Mayor Eric Guerra, and Dr. Mohammad Sediq on Adverse Childhood Experiences (ACEs).

Family Advocacy Mentoring Network (FAM-Net)

First 5 is partnering with Lead4Tomorrow to implement the FAM-Net framework. FAM-Net includes a clearinghouse of organizations and institutions looking for parent and community input as well as outreach efforts to engage parents and to develop their leadership and advocacy skills. This program will offer options to build capacity and interest in community members, including those who participating in PLTI or PACE, but also others who are not.

Prop 10 Revenue Projections

Prop 10 revenue has experienced a sharper decline in past years due to the passage of Prop 56 in 2017 (\$2.00 tax on tobacco products) and the change in smoking age from 18 to 21 years. First 5's are now faced with another funding decline due to the recent passage of Proposition 31, the statewide flavored tobacco ban that took effect in January. Projected revenue estimates vary, but we do expect two years of a steeper decline before leveling out to the standard 2%-3% annual decrease. Staff are monitoring monthly revenue and anticipate some volatility as the impact of the law takes effect.

The First 5 Association is working with the State administration and the legislature to educate on how the flavored tobacco ban will unintentionally result in cutting local First 5 programs and vital services. First 5 Sacramento's forward thinking and pivot from direct services to sustainability & systems improvement in the next strategic plan is essential to leveraging partnership and funding to ensure programs, services and outcomes for children and families are not disrupted.

First 5 Association Summit

Staff attended the First 5 Association Summit January 30-Feb 1 in San Diego. This was the first in person statewide meeting since the pandemic. Sessions focused on REDI work, systems change, sustainability efforts, policy change and parent leadership.

Member Orientation

As we have multiple new Advisory Committee members, and some existing members who want to know a bit more about how First 5 operates, the Executive Director will schedule an orientation/update zoom meeting before the end of the calendar year. All members and prospective members are invited. More details to come.

**First 5 Sacramento Advisory Committee Seats & Terms
2023
(2 year terms/Max of 3)**

Seat No.	Category	Name	Appointed	Two Year Term 1	Two Year Term 2	Two Year Term 3 Membership Expires
1.	Public Health Advisory Board					
2.	Alcohol and Drug Advisory Board					
3.	Children's Coalition	Heidi Keiser	August 2020	August 2022	August 2024	August 2026
4.	Mental Health Board	Silvia Rodriguez	May 2018	May 2020	May 2022	May 2024
5.	Disability Advisory Commission					
6.	Adult and Aging Commission	Megan Masten	May 2021	May 2023	May 2025	May 2027
7.	Human Services Coordinating Council					
8.	Community Rep: Oral Health	Katie Andrew	Nov 2022	Nov 2024	Nov 2026	Nov 2028
9.	Community Rep: Preschool	Jennifer Mohammad	Nov 2022	Nov 2024	Nov 2026	Nov 2028
10.	Community Rep: Immigrant Populations	Pooja Mittal	Dec 2020	Dec 2022	Dec 2024	Dec 2026
11.	Community Rep: Neighborhood Groups	Darla Williams	Feb 2023	Feb 2025	Feb 2027	Feb 2029
12.	Community Rep: Nutrition					
13.	Community Rep: Parents	Alexxandria Paige	May 2022	May 2024	May 2026	May 2028
14.	Community Rep: Grandparents	Robin Blanks	Dec 2018	Dec 2020	Dec 2022	Dec 2024
15.	Community Rep: Faith Community	Jose Goris	August 2020	August 2022	August 2024	August 2026
16.	Community Rep: Education & Early Care	Edward Lewis	August 2022	August 2022	August 24	August 2026
17.	Community Rep: Children w/Special Needs	Tanya Kilpatrick-Morgan	May 2022	May 2024	May 2026	May 2028
18.	Community Rep: Foster Care	Walter Wyniarczuk	Feb 2020	Feb 2022	Feb 2024	Feb 2026
19.	Community Rep: Medical/Health Provider	Tony Smith	Feb 2023	Feb 2025	Feb 2027	Feb 2029
20.	Community Rep: Parks & Rec	Carolyn Curtis	January 2018	January 2020	Jan 2022	Jan 2024
21.	Community Rep: Lactation Consultant	Emily Asquith Velazquez	March 2017	March 2019	March 2021	March 2023

Yellow = Vacancy

Orange = Terming Out

BYLAWS FOR THE ADVISORY COMMITTEE OF THE FIRST 5 SACRAMENTO COMMISSION

ARTICLE I - PURPOSE

Section 1: ROLE

The role of the Advisory Committee is to serve as a technical advisory body to the First 5 Sacramento Commission.

ARTICLE II - COMPOSITION, APPOINTMENT, TERMS, DUTIES, and RESPONSIBILITIES

Section 1: COMPOSITION

The number of members constituting the Advisory Committee shall be at least twelve and no more than twenty-five (12-~~20~~25). Members shall be residents of, or employed in, Sacramento County at the time of appointment.

The membership of the Advisory Committee shall include (1) one representative identified by each of the Human Services Coordinating Council's Member Advisory Boards, including the Public Health Advisory Board, Children's Coalition, Alcohol and Drug Advisory Board, Mental Health Board, Disability Advisory Committee, Adult and Aging Commission; (2) one representative identified by the Human Services Coordinating Council; and (3) the remaining members shall be community representatives with the following types of interest/expertise: (a) interest/expertise in the priorities identified in the Commission's Strategic Plan and/or (b) interest/expertise that fit the broader mission and goals of the Commission (including, but not limited to, education, child care, parent, grandparent, community/neighborhood, domestic violence, dental, medical society/providers, immigrant population, pre-school/co-op, parks and recreation, faith community, teen parents, foster care, lactation consultant and special needs.) An effort will be made to have representation from each supervisorial district.

Section 2 - APPOINTMENT

All appointments to the Advisory Committee shall be approved by the First 5 Sacramento Commission. Community representatives shall be identified by an ad hoc Nominating Committee composed of members of the Advisory Committee. (Member Advisory Board representatives shall be identified by their respective boards.) Each member of the Advisory Committee shall serve at the pleasure of the Commission and may be removed during the member's term at the will of the Commission.

Section 3: TERMS

The term of office for each member of the Advisory Committee shall be two years. No member shall serve more than three consecutive terms. A member who has served three consecutive terms can be considered for appointment again after a waiting period of two years, the equivalent of one term.

Section 4: DUTIES and RESPONSIBILITIES

The Advisory Committee shall be responsible for 1) providing ongoing advice, support and assistance to the Commission, 2) providing input into development of the strategic plan, 3) monitoring and updating the strategic plan annually, 3) participating in the Request For Proposal process as required by the Commission.

Section 5 - COMPENSATION and REIMBURSEMENT

Members of the Advisory Committee shall serve without compensation, but may receive reimbursement for specified costs for attending each regularly scheduled Advisory Committee meeting that is subject to the Brown Act. Total reimbursements for a member shall be made in compliance with the Commission's Stipend Policy. Stipend payments may be used to support member participation in whatever way is deemed necessary in order to participate in Committee activities (i.e., child care, transportation, technology, etc.). Requests for reimbursement will be made to the Commission staff and will comply with Commission policy.

ARTICLE III - CONFLICT OF INTEREST

Section 1: FINANCIAL REPORTING REQUIREMENTS

Members of the Advisory Committee shall be subject to the financial reporting requirements of the Political Reform Act and shall make the same level of reporting as required of Members of the Board of Supervisors.

Section 2: DEFINITION

An Advisory Committee member is deemed to have a conflict of interest when he/she, or a relative or business associate, has one or more of the following relationships existing with a program or competing program under consideration:

- (a) Ownership of financial interest;
- (b) Director, trustee or officer;
- (c) Employee;
- (d) Provider of goods or services, including contracts with the First 5 Sacramento Commission; and/or
- (e) Material or other substantial interest which may prohibit objective decision.

In addition to specific relationships to a program under consideration, members may find themselves in conflict when discussing other matters.

Section 3: WRITTEN DISCLOSURE REQUIREMENTS

Members shall give an initial written disclosure to the full Advisory Committee of any conflict of interest as defined in Section 2, and thereafter, annually, the first month of the calendar year.

Members having a conflict of interest that occurs or is discovered subsequent to submission of any such written disclosure shall amend their disclosure in writing to the full Advisory Committee.

Written disclosures forms discussed here shall be distributed to each member of the Advisory Committee by the staff.

Section 4: PROCEDURAL REQUIREMENTS

Members having a conflict of interest on a specific issue before the Advisory Committee shall disclose the conflict before discussion of the issue in question, or as soon as the conflict becomes apparent, shall act ethically in the discussion of that issue or agenda item, and in cases when action is being taken, shall abstain from voting on said issue.

Section 5: RECORDING DISCLOSURES & ABSTENTIONS

Minutes of the Advisory Committee meetings shall include any disclosure of a conflict of interest and abstentions from voting due to a conflict of interest on said issue or any specific issue.

ARTICLE IV - CHAIRPERSON AND VICE-CHAIRPERSON

The Chairperson and Vice-Chairperson shall be elected by the Advisory Committee.

- 1.1 CHAIRPERSON shall preside at all meetings, maintain order, call special meetings as needed, appoint committees, serve as a voting member of the First 5 Sacramento Commission Evaluation Sub-Committee (please see Vice-Chairperson role for stipulation) and generally represent the Advisory Committee. The Chairperson shall be elected annually and may serve two successive terms without interruption. The term of office is to begin the first meeting of the calendar year.
- 1.2 VICE-CHAIRPERSON shall conduct meetings or act as spokesperson in the absence of the chair. The vice-chairperson may serve as the voting member of the First 5 Sacramento Commission Evaluation Sub-Committee in place of the Chairperson. The vice-chairperson shall be elected annually and may serve two successive terms without interruption. The term of office is to begin the first meeting of the calendar year.

ARTICLE V - MEETINGS

Section 1: GENERAL

- 1.1 Written public notices of all public meetings will be given at least three working days prior to the day of the meeting. Written notices will consist of the agenda and include date, time and place of the meeting, locations of posting (NRS 241.020), and items that are scheduled for action by the Advisory Committee.
- 1.2 Information regarding the issues to be addressed at a meeting shall be mailed to each Advisory Committee member approximately five (5) days prior to the scheduled meeting date. All items proposed for action at a Council meeting must be specified in the written notice, and background materials must be received by members at least three days prior to the meeting. The only exception shall be items with which members are familiar, in which case conceptual approval may be granted. In such situation, the completed item (report, plan, request) shall also be placed on a future agenda for Council approval.
- 1.3 Except as otherwise provided herein, Robert's Rules of Order as amended, shall be used as guidelines when a question or controversy arises.

Section 2: OPEN MEETINGS

All Advisory Committee meetings shall be held in accordance with the open meeting requirements contained in the provisions of the Government Code commencing with Section 54550.

Section 3: REGULAR MEETINGS

The regular meetings of this Committee shall be held at least bi-monthly, at a consistent hour, day and place as determined by the Committee. Meetings outside this location may be held to accommodate special activities or events.

Section 4: CANCELLATION OF MEETINGS

- 4.1 The Chair, in consultation with Staff, may cancel any meeting for which a quorum is not expected or does not appear. Any business on any agenda for a cancelled meeting shall be conducted during the next regular meeting unless otherwise specified.
- 4.2 The Chair, in consultation with the Advisory Committee may cancel regular meetings. The Advisory Committee may schedule a series of cancellations during a particular period or periods of the year for the purpose of promoting improvement in the efficient conduct of business of the Advisory Committee.

Section 5: SPECIAL MEETINGS

Special meetings of the Advisory Committee may be called in the manner provided for in Government Code Section 54956 or 54956.5.

Section 6: ADJOURNED MEETINGS and CONTINUED ITEMS

Any meeting may be adjourned to a specific place, date and time by a majority of the members present. Any item that appears on an agenda posted pursuant to the Brown Act may be continued to another place, date and time by a majority of the members present.

Section 7: QUORUM

The presence in person of a majority of the active membership shall constitute a quorum. All matters submitted for determination shall be decided by a majority of those voting.

Section 8: VOTING

- 8.1 An affirmative vote by a majority of the members present is required to approve all matters.
- 8.2 The Chairperson shall not be a voting member, except to break a tie vote.
- 8.3 The Chairperson may elect to break a tie vote or carry the issue over for reconsideration of the matter at the next scheduled meeting.
- 8.4 An abstention shall be a non-considered vote, one that is neither considered to be in favor or opposition to the motion on which the vote is taken.

Section 9: COMMITTEE OF THE WHOLE

In the event that there is no quorum for a regularly scheduled meeting, members may elect to conduct business as a committee of the whole. Any decisions must be approved at the next regular meeting at which a quorum is present.

Section 10: ABSENTEEISM

Advisory Committee members who have three (3) unexcused absences or six (6) excused absences in a year will be automatically removed from the Committee. An absence from a meeting may be considered excused if a Committee member contacts staff prior to the meeting and informs them of their inability to attend.

ARTICLE VI - COMMITTEES

Section 1: FIRST 5 SACRAMENTO COMMISSION EVALUATION COMMITTEE

Two members of the Advisory Committee shall serve as voting members of the First 5 Sacramento Commission Evaluation Committee. Two members of the Advisory Committee may be appointed as Alternates to the voting members. The Alternate members may participate in all Evaluation Committee meetings, but may only vote in the absence of the Voting member. Voting and Alternate members of the Advisory Committee will be appointed by the Chair.

Section 2: FIRST 5 SACRAMENTO COMMISSION FINANCIAL PLANNING COMMITTEE

Two members of the Advisory Committee shall serve as voting members of the First 5 Sacramento Commission Financial Planning Committee. Two members of the Advisory Committee may be appointed as Alternates to the voting members. The Alternate members may participate in all Financial Planning Committee meetings, but may only vote in the absence of the Voting member. Voting and Alternate members of the Advisory Committee will be appointed by the Chair.

Section 3: FIRST 5 SACRAMENTO COMMISSION SYSTEMS OPTIMIZATION AND SUSTAINABILITY COMMITTEE

Two members of the Advisory Committee shall serve as voting members of the First 5 Sacramento Systems Optimization and Sustainability (SOS) Committee. Two members of the Advisory Committee will be appointed by the Chair. Two members of the Advisory Committee may be appointed as Alternates to the voting members. The Alternate members may participate in all Systems Optimization and Sustainability Committee meetings, but may only vote in the absence of the voting member. Voting and Alternate members of the Advisory Committee will be appointed by the Chair.

Section 4: STANDING COMMITTEES

Standing committees may be established by formal action of the Advisory Committee to perform certain ongoing duties that provide a basis for purposeful action and accountability in Advisory Committee operations. Membership of a standing committee may include Advisory Committee members and non-Advisory Committee members. Standing Committee members are expected to

adhere to the same attendance requirements as outlined in these bylaws and are expected to fully participate in the work of the committee.

Section 5: AD HOC COMMITTEES, TASK FORCES, AND WORK GROUPS

Ad-hoc committees, task forces or work groups may be established by the Advisory Committee to perform certain duties for a specified length of time or task. Membership of an ad-hoc committee or task force or work group may include Advisory Committee members and non-Advisory Committee members. Committee members are expected to adhere to the same attendance requirements as standing committees.

ARTICLE VII - AMENDMENT OF BYLAWS

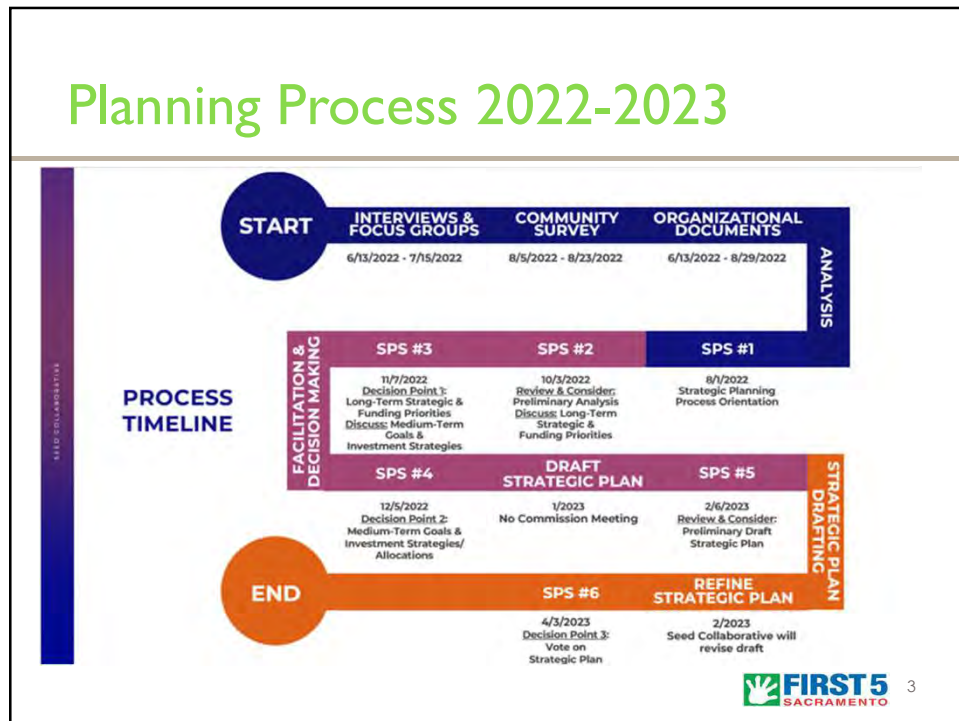
The Bylaws may be modified by a majority vote of the Advisory Committee. Amendments to the Bylaws shall be presented at one monthly meeting and voted upon at the following monthly meeting. Any meeting conducted to modify the Bylaws will be publicly noted according to the Brown Act.



Purpose of the Strategic Plan

- Inform how First 5 Sacramento can make the most strategic use of its resources, based on the following principles:
 - Make narrow and deep investments to achieve the greatest impact.
 - Look for opportunities to leverage other dollars to sustain critical services for children and families.
 - Choose strategies that promote prevention, early intervention, and community collaboration.
 - Make data informed decisions that address community strengths and needs, build community assets, and prioritize underserved children and families.
 - Focus services on the county's most vulnerable families to reduce disparities in access to equitable, quality services and outcomes.

Planning Process 2022-2023

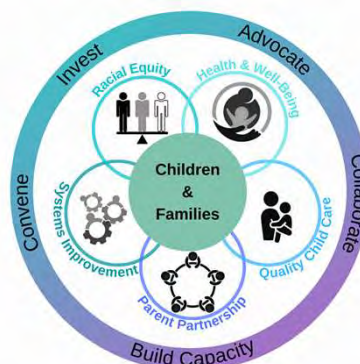


A Different Approach

- Whole-Commission process
- Centering racial equity, diversity, inclusion, and cultural responsiveness
- Hiring consultants who used a targeted universalism approach
- More community engagement, including 3 focus groups and an extensive survey of parents and caregivers unfamiliar with First 5

Mission & Conceptual Framework

In partnership with parents, caregivers, and their communities, we seek to advance equitable, inclusive, and culturally responsive prevention and early intervention policies, systems, and practices that eliminate racial inequities, promote optimal health and development, and improve the lives of children prenatal through age five and their families.



Allocations by Priority Area

Priority Area	2024 – 2027 \$	2024 – 2027 %	2021 – 2024 %
Racial Equity	\$5,239,483	15%	0.3%
Health and Well-Being	\$25,498,817	73%	91.1%
Quality Child Care	\$1,746,494	5%	5.7%
Parent Partnership	\$1,047,897	3%	0.3%
Systems Improvement	\$1,397,195	4%	2.6%


How the Strategic Plan is presented

- Priority
- Outcome
- Goal
- Sample Strategies



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Example: Quality Child Care

Priority	Outcome	Goal	Sample Strategies
Quality Child Care  \$1,746,494 / 3 years	Children are connected to affordable, quality child care and early learning	1. Ensure coordinated county-wide effort that effectively advocates for the prioritized needs of the child care community 2. Increase providers' access to and engagement with quality child care supports	1. Co-fund a county-wide child care coalition to improve access to high-quality, affordable, and equitable early learning and care across Sacramento County 2. Strengthen and build capacity of child care providers through coaching and technical assistance and leverage F5CA IMPACT funding 3. Support collaboration and coordination of behavioral consultation for private child care providers and leverage MHSA funding



8

What We've Learned

- Parents of young children want help with basic needs:
 - Access to affordable child care
 - Access to healthy food
 - Immediate support in times of crisis
- Parents want pathways to leadership & decision-making power within the Commission
- Systems improvement and cross-sector collaboration to leverage new dollars are more important than ever
- We need to change some of the ways we operate in order to embrace the new priorities



9

Spending Plan

Three year spending plan of \$44,640,000

	FY 2024-25	FY 2025-26	FY 2026-27	Total
Administration	\$ 1,250,558	\$1,250,558	\$1,250,558	\$3,751,673
Evaluation	\$464,727	\$464,727	\$464,727	\$1,394,180
Program	\$13,164,716	\$13,164,716	\$13,164,716	\$39,494,148
Total	\$14,880,000	\$14,880,000	\$14,880,000	\$44,640,000



10

What's Next?

2024-2027
Strategic
Plan

Implementation
Plan

Evaluation
Plan

Funding
Processes,
Contracting



11

Questions?



12



DRAFT

FY 2024-2027

STRATEGIC PLAN



LETTER FROM COMMISSION



February 2023

Dear Sacramento County Community,



Phil Serna
Chairperson

For 25 years, First 5 Sacramento has maintained tried-and-true strategies toward advancing the health, well-being and early learning of children and families; these strategies have improved the lives of thousands of young children and their families. Despite all of this important progress, however, more is necessary to successfully address disparities in our community.

In a departure from previous strategic plans, for our 2024–2027 Strategic Plan we engaged the community right from the start in order to more deeply center Racial Equity, Diversity, Inclusion, and Cultural Responsiveness (REDI+CR). We are committed to purposefully advancing racial equity and social justice in everything we do in fulfillment of our mission to best serve all children and families in Sacramento County.

We take pride in our newest Strategic Plan, which was developed using an inclusive and deliberative approach fostering active participation from all our decision-makers start to finish. This strategic plan was inspired by the voice of parents, partners, and the community who transparently shared their perspectives during the plan's development. This in turn gave us important feedback that has inspired bold yet thoughtful ideas for strategic growth and development.

We want to express our gratitude to First 5 Sacramento Commissioners and the parents, partners, and community supporters whose perspectives provided us with important feedback about various strategic growth concepts and development potential. These contributions became the building blocks to consider critical system change initiatives and we thank you for helping us turn commitment into action. Together, we will embed this work into the development of our goals, outcomes, strategies, and investments.

First 5 Sacramento's Strategic Plan was designed to ensure the Commission's continued reach, increased impact, and improved financial sustainability so that we achieve our vision that Sacramento County will have strong communities where children are safe, healthy, and that they all reach their full potential.

In partnership,

A handwritten signature in black ink, appearing to read "Phil Serna".

Supervisor Phil Serna
Chair,
First 5 Sacramento

A handwritten signature in blue ink, appearing to read "Julie".

Julie Gallelo
Executive Director,
First 5 Sacramento

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EXECUTIVE SUMMARY



First 5 Sacramento's vision is that Sacramento County will have strong communities where children are safe, healthy, and reach their full potential. To this end, First 5 uses tobacco tax revenue through Proposition 10 to support early childhood development through advocacy, systems improvement, and by funding a range of essential prevention and early intervention programs for Sacramento County children ages 0 to 5 and their families. Because tobacco tax is a declining revenue stream, First 5 has honed its investments over its 25-year history, shifting funding away from direct-services programming toward more systems improvement and policy work where impacts will be greater and longer-lasting. This trend continues in the current Strategic Plan. The entire strategic planning process was designed to center racial equity, to be highly inclusive, and to be data informed. The resulting plan lays out the priorities and goals for investing \$44.6 million in funding over its three-year term.

In support of its mission, vision, and foundational principles, First 5 Sacramento has prioritized five areas of focus for long-term investment (2024 – 2034):



In early 2021, the First 5 Sacramento Commission approved a historic [Resolution](#) addressing Racial Equity and Social Justice that recognized racism as the root cause of health, early learning, and family resilience disparities and committed the Commission to actively and intentionally engage in work to dismantle racism both within and outside the First 5 network. With this as a launching point, in early 2022 the Commission sought a strategic planning consultant who could help center racial equity in the new Strategic Plan.

The strategic planning process began with an internal and external assessment that included a review of organizational documents; discussions with staff; as well as interviews and focus groups with Commissioners, parents and caregivers, direct service providers, and systems/policy leaders. Interview and focus group findings led to the design, implementation, and analysis of a survey of 855 Sacramento County parents/caregivers, most of whom (66%) had not received services funded by First 5 Sacramento. With the goal of hearing from voices outside of the Commission's usual information sources, the survey collection plan intentionally targeted parents/caregivers who were not currently connected to First 5 funded programs.

Data from the interviews, focus groups and parent/caregiver survey were shared with the Commission, along with data from the [2022 County Trend Report](#), the [2022 Racial Equity Snapshot](#), and the [First 5 Sacramento Racial Equity Progress Report](#). Commissioners reflected on findings and subsequently:

- Updated the First 5 Sacramento mission statement
- Determined five investment Priorities and nine long-term Outcomes
- Allocated a percentage of funding to each Priority area
- Approved goals for each of the Outcomes
- Prioritized goals within the Health & Well-Being priority

Using a consensus-building model, the Commission reached unanimous agreement at all key decision points; this demonstrates how deeply engaged the Commission was in embracing racial equity as the core of the work, their flexibility in departing from how things had been done in the past, and their willingness to turn learning into action.

The Commission must be responsive to the constantly changing environmental context; as such, First 5 Sacramento will conduct ongoing evaluation of this plan, including adjusting the spending plan to fit emerging revenue scenarios; regularly reviewing demographic data to ensure the desired populations are being reached; and assessing that programs are achieving the desired outcomes. As a result, First 5 may make necessary adjustments as needed.

This Strategic Plan provides a high-level view of the Commission's priorities and includes information on our expected outcomes and the potential strategies we will use to meet those outcomes. A companion document, the First 5 Sacramento Implementation Plan, will be developed over the next five months to provide greater detail on the indicators to be tracked, the funding by goal area and the procurement process. Taken together, these two documents provide the roadmap for First 5 Sacramento's investments and actions that will improve the lives of children and families throughout the County.

I. INTRODUCTION



About First 5 Sacramento

First 5 Sacramento was formed following California's passage of Proposition 10 in 1998, enabling a 50-cent tax on tobacco products in response to research showing that a child's brain develops most dramatically in the first five years; what parents and caregivers do during these years to support children's growth will have a meaningful impact throughout life. First 5 funds programs promoting early childhood development for children prenatal to age 5 and their families. A local county commission of seven voting members and seven alternates is appointed by the County Board of Supervisors to ensure First 5 Sacramento is accountable to the needs of the community. The First 5 Sacramento Commission is comprised of leaders from public agencies, such as the Sacramento County Offices of Education and Public Health, as well as non-profit executives and the public at large.

Current key initiatives focus on reducing African American child death; promoting school readiness; preventing child abuse and neglect; promoting access to medical, dental, and mental health; as well as supporting quality early care. In FY 2021-22, First 5 Sacramento served 9,098 unique families, including 5,050 unduplicated children. A robust evaluation design is in place that measures whether milestones are being met; how much is being done; how well it is being done; whether anyone is better off as a result; and reviews population-wide changes.

Commitment to Racial Equity, Diversity, Inclusion and Cultural Responsiveness

In 2021, First 5 Sacramento approved a resolution to address racial equity and social justice. The resolution is both a declaration of racism as the root cause of health, early learning, and family resilience disparities, as well as the Commission's pledge to actively and intentionally engage in work to dismantle racism both within and outside the First 5 network. The approval of this resolution marked a key milestone resulting in the organization's exploration of its unique role in advancing racial equity, inclusion and cultural responsiveness for the children and families who reside in Sacramento County's diverse communities.

Since then, First 5 Sacramento created an [action plan](#) based on the resolution and released the [Creating Pathways Towards Racial Equity, Diversity, and Inclusion Progress Report](#), which outlined efforts to advance their racial equity, diversity, inclusion + cultural responsiveness (REDI+CR) Action Plan released in 2021. First 5 Sacramento remains committed to this work and to embodying REDI+CR through its values and strategic outcomes.

This strategic plan marks the next step to embody and advance REDI+CR for Sacramento's children and families with the inclusion of a REDI+CR strategic priority that frames and informs all other strategic priorities we will seek to accomplish over the next ten years.

II. DEVELOPMENT OF THIS STRATEGIC PLAN

From the beginning of the strategic planning process, First 5 Sacramento knew that their typical approach to planning would have to be reconsidered. The compounding reality of the local impacts of the COVID-19 pandemic, the movement for Black Lives, the organization's internal journey towards REDI+CR, and the fiscal realities of a constantly changing external context, including declining tobacco tax revenue, compelled the organization to consider new planning approaches to yield a strategic direction that both met the moment and reflected their values.



Commissioners and staff engaged in an eight-month planning process supported by consultants Dr. Nina Moreno and Evan Holland with Seed Collaborative, LLC (Seed). The process was designed to be highly inclusive, data-informed, and equity-centered. The process gave the organization an opportunity to rethink its investment approach and recommit to making child- and family- serving systems and services more equitable, inclusive, and culturally responsive. First 5 Sacramento's commitment to racial equity dictated that the process be informed by new voices, particularly parents and caregivers from an array of backgrounds not currently served by nor familiar with the organization along with current grantees, partners, and other interested parties. To do this, Seed Collaborative

II. DEVELOPMENT OF THIS STRATEGIC PLAN

conducted an assessment comprised of 1) interviews with seven Commissioners, 2) three focus groups with systems leaders, line staff service providers, and parents/caregivers, and 3) a countywide parent/caregiver survey offered in three languages, yielding 855 responses. The goal of the assessment was to understand the community's perspectives on the current culture, structure, operations, and impact of First 5 Sacramento and the organization's future strategic direction, as well as to identify potential opportunities and challenges.

The parent/caregiver survey revealed that top needs for Sacramento county parents of young children are all focused on concrete, basic needs: access to child care, access to healthy food, and immediate support in times of crisis. Parents reported that the main barriers in accessing existing services are not knowing that services exist or how to access them as well as feeling too stressed to be able to take the time and energy to access services. Survey respondents felt that "Feeling like my provider takes the time to listen to me"; "Knowing that I am receiving quality care"; and "Feeling welcome and having opportunities to be involved" were all things that made them feel safe and supported when receiving services. Parents also felt strongly that providing parent leadership opportunities with decision-making power, holding regular community listening sessions in home languages of participants, and creating ways to provide ongoing feedback to the Commission would all strengthen First 5's community engagement efforts.

Seed's analysis of the survey, interview, and focus group data was shared with Commissioners who used that data, along with the Racial Equity Snapshot, the REDI+CR Progress Report, the [Evaluation Report for fiscal year 2020-2021](#), and the [Sacramento County Trends Report](#) to ground and inform strategic discussions and decisions[i].

Commissioners worked collaboratively over the course of four public meetings to consider this data and grapple with key strategic questions, including how First 5 might need to change some of its operations in order to better support new priorities. The following ideas were endorsed by the Commission, which are reflected in the final plan:

Allocate funding specifically to engage non-traditional partners / create mini-grant program with capacity-building for grassroots agencies

Allocate funding for ongoing accessible, parent-friendly community input processes

II. DEVELOPMENT OF THIS STRATEGIC PLAN

Change procurement policies to support non-traditional grantees (i.e. including advances, loosening insurance requirements, revising scoring tools, revising review panel composition to include target populations, creating non-competitive processes for small CBOs)

Allocate funding for communication to parents about how to access resources

Increase systems and sustainability allocation (to allow for contracting with partners specifically around systems work)

Allocate funding for communication to build public will about importance of investing in prenatal to age 5

Allocate funds specifically for parent engagement and parent leadership development

Consider F5 staffing levels and composition, given new direction within the priorities (engaging in community-building, advancing racial equity, improving systems that serve children and families, securing new funding and partnerships, etc.)

Allocate funding for implementing all 9 goals of the REDI+CR action plan, including mentorship, capacity building, training, evaluation

Change how decisions are made by more intentionally including community voice in F5 funding processes

Require applicants to incorporate community voice in developing their applications for First 5 funding

Explore/implement a participatory funding process within identified under-resourced communities

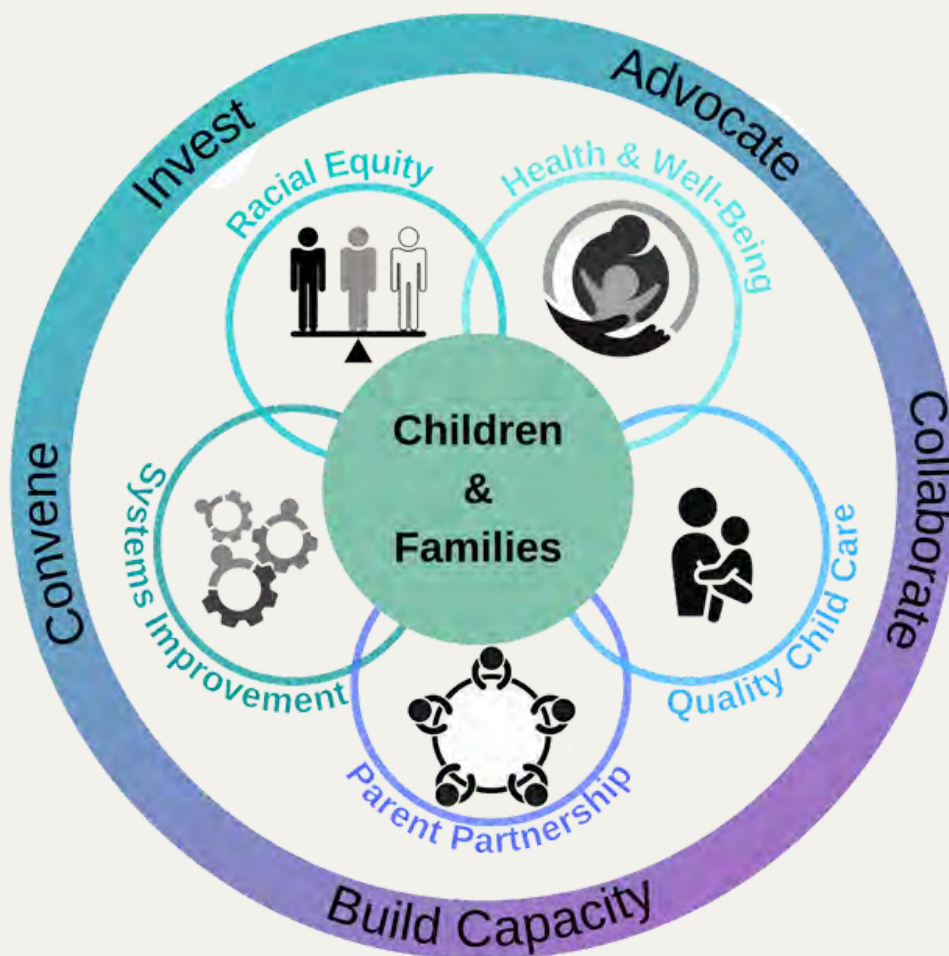
The Commission reached unanimous agreement on a revised mission statement that centers racial equity as well as on a set of long-term strategic priorities, desired outcomes, and goals, all of which follow below.

Mission Statement



In partnership with parents, caregivers, and their communities, we seek to advance equitable, inclusive, and culturally responsive prevention and early intervention policies, systems, and practices that eliminate racial inequities, promote optimal health and development, and improve the lives of children prenatal through age five and their families.

FIRST 5 SACRAMENTO'S CONCEPTUAL FRAMEWORK

The conceptual framework illustrates the new strategic plan in a single infographic. Children and families are at the center of the framework, informing and touched by all that First 5 does. The five priorities encircle this center, interlocking as an illustration of their interdependence. Around the outside are First 5's **Core Functions**: to invest, advocate, convene, collaborate, and build capacity.




III. PRIORITIES, OUTCOMES, GOALS AND SAMPLE STRATEGIES

PRIORITY	OUTCOME	GOAL	SAMPLE STRATEGIES
Racial Equity  \$5,194,483/ 3 years	<p>Racial Equity, Diversity, Inclusion and Cultural Responsiveness (REDI+CR) is strong across all priority areas</p> <p>F5 Sac has invested in underserved communities</p>	<ol style="list-style-type: none"> 1. Implement REDI+CR Plan 2. Build capacity of non-traditional partners/smaller community-based organizations 3. Fund new and non-traditional partners to effectively address community-led plans to support young children and families 	<p>Implement a comprehensive plan to communicate the Commission's REDI+CR Initiative</p> <p>Revise policies, procedures, practices, protocols and publications to insure racial equity, diversity, and inclusion</p> <p>Explore and create a separate funding pathway specifically to engage non-traditional partners</p> <p>Change procurement policies to enable new, grassroots agencies to contract with the Commission (i.e. providing advances, loosening insurance requirements, revising scoring tools, revising review panel composition to include target populations, creating non-competitive processes for small CBOs)</p> <p>Explore/implement a participatory funding process within identified under-resourced communities</p>
Quality Child Care  \$1,731,494/ 3 years	<p>Children are connected to affordable, quality child care and early learning</p>	<ol style="list-style-type: none"> 1. Ensure coordinated county-wide effort that effectively advocates for the prioritized needs of the child care community 2. Increase providers' access to and engagement with quality child care supports 	<p>Co-fund a county-wide child care coalition to improve access to high-quality, affordable, and equitable early learning and care across Sacramento County</p> <p>Strengthen and build capacity of child care providers through coaching and technical assistance and leverage F5CA IMPACT funding</p> <p>Support collaboration and coordination of behavioral consultation for private child care providers and leverage MHSA funding</p>

III. PRIORITIES, OUTCOMES, GOALS AND SAMPLE STRATEGIES

PRIORITY	OUTCOME	GOAL	SAMPLE STRATEGIES
<p>Health & Well-Being</p>  <p>\$25,279,817/ 3 years</p>	<p>Children are born healthy and achieve optimal physical and mental well-being</p> <p>Children's basic needs are met so they can reach optimal development</p>	<ol style="list-style-type: none"> 1. Increase whole-child and family-centered services to support the well-being and safety of children and fortify family strengths 2. Reduce perinatal health disparities for parents and infants through culturally responsive programs and services 3. Strengthen children's social-emotional development and increase early detection of developmental and behavioral health concerns among infants and toddlers while improving access to early intervention services 	<p>Increase parents' access to culturally responsive information and supports that reduce health disparities and infant mortality, while improving birth outcomes by providing prenatal and postpartum screenings, pregnancy coaches, and doulas</p> <p>Fund place- and home-based, family-centered services and supports in high-opportunity neighborhoods that help parents solve problems and fortify family strengths in order to promote child safety and well-being</p> <p>Expand opportunities for families within target neighborhoods to access concrete supports, grow parent knowledge, build resilience, increase social connectivity, and strengthen children's social-emotional competencies</p> <p>Support community efforts to increase awareness of and access to financial supports, including addressing barriers, streamlining application processes, and identifying advocacy opportunities</p> <p>Optimize nutrition from pregnancy through 24 months postpartum through lactation consultation</p> <p>Promote and expand Help Me Grow Sacramento and advocate to increase compliance with screenings in the medical home</p> <p>Support positive parent-child interaction and reduce isolation by funding developmental playgroups</p> <p>Support children's social-emotional development through training / coaching of early childhood providers</p>

III. PRIORITIES, OUTCOMES, GOALS AND SAMPLE STRATEGIES

PRIORITY	OUTCOME	GOAL	SAMPLE STRATEGIES
Systems Improvement 	Leveraged dollars support children prenatal through age 5 and their families	1. Build public will and leverage resources in support of children's well-being and development	<p>Inform and engage the public and private sector to increase awareness of the needs of young families to build public will to support them</p> <p>Leverage resources from public and private sources in support of children's well-being and development through grant writing, relationship development, and engagement with non-traditional partners</p> <p>Coordinate and convene child and family serving agencies/systems to foster shared goals and commitments for a whole-child/family network centered in equity and community power (i.e., Prevention Cabinet, Children's System of Care, SacFamilyConnect)</p>
	Systems serving children prenatal through age 5 and their families are integrated, interconnected, equitable, and accessible	2. Develop integrated and coordinated services between public agencies and community-based organizations	<p>Activate F5 Sac's resources to advocate for:</p> <ul style="list-style-type: none"> equitable policies and practices that build a prevention-focused, healing-informed, culturally responsive early childhood system racial, immigrant, economic justice, and health equity to ensure equitable access to services, resources and care for all young children and families systems change that seeks to advance First 5 Sacramento's priorities
	Advocacy and systems change work has improved the lives of children and families	3. Advocate for systems improvements	
		4. Increase utilization of medical, dental, and mental health services	<p>Fund grants to health systems to support desired changes in practice, such as achieving Birthing Friendly Hospital designation</p> <p>Build stronger connections with local hospitals, health plans, clinics/FQHCs and providers to advance practices that support maternal mental health, including: provider training; hospital patient education; provision of maternal mental health programs; and maternal mental health screening and coverage for services</p>
\$1,385,195/ 3 years			

III. PRIORITIES, OUTCOMES, GOALS AND SAMPLE STRATEGIES



PRIORITY	OUTCOME	GOAL	SAMPLE STRATEGIES
<p>Parent Partnership</p>  <p>\$1,038,897/ 3 years</p>	<p>Parent/ caregiver expertise is lifted up across all priority areas</p>	<ol style="list-style-type: none"> 1. Cultivate parent/caregiver leadership in Sacramento County 2. Allow parents to have decision-making power within First 5 Sacramento's programs, policies, and practices 	<p>Continue support for an intensive parent leadership training program</p> <p>Support and implement a self-paced, web-based parent advocacy and leadership curriculum</p> <p>Connect parents to advocacy opportunities at the local, county, and state level</p> <p>Create on-going opportunities for community to provide feedback on community strengths and needs and inform First 5 program planning, funding allocations, and policies</p>

IV. FUNDING ALLOCATIONS 2024-2027



First 5 Sacramento’s annual spending for the 2024–2027 strategic planning period will remain constant at \$14.9 million per year, every year, for this three–year period. Proposed expenditures total \$44.6 million and are categorized in Figure 1.

Figure 1. Funding Allocations for Fiscal Years 2024-2027

2024 Strategic Plan				
	FY 2024-25	FY 2025-26	FY 2026-27	Total
Administration	\$1,250,558	\$1,250,558	\$1,250,558	\$3,751,673
Evaluation	\$464,727	\$464,727	\$464,727	\$1,394,180
Program	\$13,164,716	\$13,164,716	\$13,164,716	\$39,494,148
Total	\$14,880,000	\$14,880,000	\$14,880,000	\$44,640,000

In alignment with data from the interviews and focus groups, the parent/caregiver survey findings, and their REDI+CR groundwork, First 5 Sacramento has realigned their funding priorities. The Commission identified Racial Equity, Parent Partnership, and Systems Improvement as stand-alone priorities for the first time. The most striking realignment of funding is for Racial Equity work, which will increase from 0.3% of program funding to 15% of program funding, as reflected in Figure 2. The ultimate goal of all of these investments is to advance the health and well-being, as well as the early care and learning, of children prenatal through age 5.

Figure 2. Three-Year Funding Allocation and Percentage by Priority Area

Priority Area	2024-2027 \$	2024-2027 %	2021-2024 %
Racial Equity	\$5,239,483	15%	0.3%
Health and Well-Being	\$25,498,817	73%	91.1%
Quality Child Care	\$1,746,494	5%	5.7%
Parent Partnership	\$1,047,897	3%	0.3%
Systems Improvement	\$1,397,195	4%	2.6%

V. FOUNDATIONAL PRINCIPLES



First 5 Sacramento will use the following five foundational principles to guide the allocation of funds across strategies within each priority area.

1. Make narrow and deep investments to achieve the greatest impact.
2. Look for opportunities to leverage other dollars to sustain critical services for children and families.
3. Choose strategies that promote prevention, early intervention, and community collaboration.
4. Make data informed decisions that address community strengths and needs, build community assets, and prioritize underserved children and families.
5. Focus services on the county's most vulnerable families to reduce disparities in access to equitable, quality services and outcomes.

VI. NEXT STEPS



This plan's operationalization, as well as its relationship to the current REDI+CR initiatives and the constantly changing external environment, will be top-of-mind for First 5 Sacramento as it moves into the future.

Implementation Plan

First 5 Sacramento is committed to its implementation efforts. To this end, staff will make decisions on several related components, including but limited to the determination of strategies, indicators, funding mechanisms, operating budget, and how best to collaborate with external entities with similar goals to leverage resources for greater systemic impact. Further, First 5 Sacramento will continue to apply a Targeted Universalism approach throughout the development of the Implementation Plan. All decisions will be reflected in an Implementation Plan, to be completed June 2023.

Community Engagement

Staff will circle back to parents/caregivers to check how the priorities, outcomes, and goals match up with what parents/caregivers had in mind when providing input at the beginning of the strategic planning process. Staff will again seek community input as they plan the strategies that will make up the Implementation Plan.

REDI+CR Initiative

This strategic plan aligns with First 5 Sacramento's REDI+CR Initiative and the two will work synergistically over the next three years to guide the achievement of the goals we seek for Sacramento's children and families.

Environmental Context

One of the immediate threats facing First 5 is the recent passage of Proposition 31^[ii], a ballot initiative passed in November 2022, which banned the sale of flavored tobacco in California. This, in addition to the continuing decline of tobacco use in California, will negatively impact future revenues. First 5 Sacramento will monitor this impact, among other environmental impacts, on its revenues and expenses, and will make adjustments, as needed.

We express our sincerest gratitude to those who supported the development of this strategic plan.

We also have deep appreciation for the 855 Sacramento County Parents and Caregivers who shared their feedback and wisdom about the experiences and needs of Sacramento's children and families.

First 5 Sacramento Commissioners

Phillip Serna, Chair
Beth Hassett, Vice-Chair
Michelle Callejas
Aiyana Evans
Erik Fernández y García
David Gordon
Rebecca Gross
Olivia Kasirye, M.D.
Chevon Kothari
Patrick Kennedy
Scott Moak
Donna Sneeringer
Lee Turner Johnson
Steve Wirtz

First 5 Sacramento Advisory Committee Members

Silvia Rodriguez, Chair	Megan Masten
Jose Goris, Vice-Chair	Pooja Mittal
Katie Andrew	Tanya Morgan
Robin Blanks	Alexandria Paige
Emily Asquith-Velasquez	Tony Smith
Carolyn Curtis	Ricki Townsend
Heidi Keiser	Walter Wyniarczuk
Edward Lewis	

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First 5 Sacramento Staff

Julie Gallelo, Executive Director

Katie Cline

Kristina Clinton

Troy Coronado

Lindsay Dunckel

Linda Fong-Somera

Carmen Garcia-Gomez

Eric Harrold

Alejandra Labrado

Erin Maurie

LaTina Price

Stephanie Wills



APPENDIX: COMMUNITY ASSESSMENT RESULTS



Strategic Planning Session Two: Assessment Results

First 5 Sacramento
Commission
October 3, 2022



Design & Methodology

Assessment Methods & Design

Purpose of the Assessment:

- to understand the current culture, structure, operations, and impact of F5 Sacramento
- to understand stakeholders' perspectives on the organization's future strategic direction, and
- to identify potential opportunities and challenges.

Methods:

- 7 individual interviews with Commissioners
- 3 focus groups (parents, line staff, systems leaders)
- 855 completed parent/caregiver surveys

APPENDIX: COMMUNITY ASSESSMENT RESULTS

Design & Methodology

Design & Methodology

Assessment Questions

1. What are F5 Sacramento's strengths and areas of improvement?
2. What are F5 Sacramento's external areas of opportunities- i.e., their future areas of impact, both long term and short term?
3. What are F5 Sacramento's external barriers/threats?
4. What is the role of equity in F5 Sacramento's future areas of impact?
5. What makes F5 Sacramento's uniquely positioned for long term impact?

3

Heat Map of Survey Responses by Zip Code



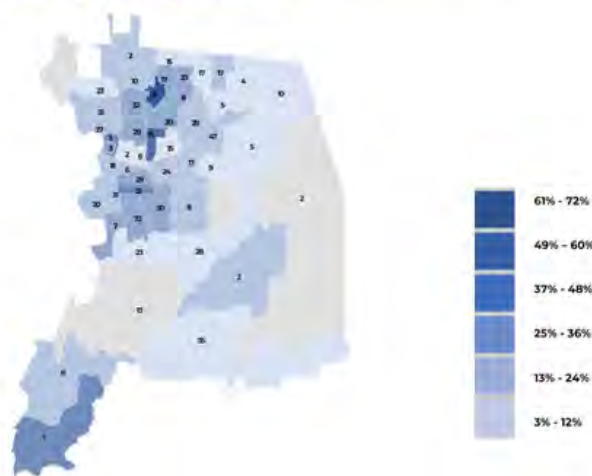
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APPENDIX: COMMUNITY ASSESSMENT RESULTS

Design & Methodology

Design & Methodology

Heat Map of Children Living Below FPL by Number of Survey Responses



Data Analysis Plan

Interviews & Focus Groups: Three rounds of qualitative analysis were conducted:

- Review and theme distillation of responses for each interview/focus group question
- Aggregation of all themes across all interviews and focus groups
- Tallying of same/similar themes.

Survey: Interview/focus groups findings as well as input from the F5 Sacramento staff informed the design of the survey.

- Aggregated and cross tabulation analysis conducted
- Responses to one open-ended question were coded

APPENDIX: COMMUNITY ASSESSMENT RESULTS

Findings

Strengths

First 5 Sacramento:

- Is **known**
- Has **longevity**
- Is well respected as a **collaborator**
- Is **inclusive** of community voice
- Has **county-wide** reach
- Has good **outcomes**
- Has strong **leadership**, both at the ED and Commission levels
- **Connects** parents/caregivers to resources

Findings

Areas of Improvement

F5 Sacramento's areas of improvement include offsetting decreasing funding by increasing the following:

- **Leveraging** more partnerships/resources;
- Gaining more support from **elected officials**;
- Collaborating with **schools/school districts**; and
- Securing more **resources** for children 0-5.

F5 Sacramento could improve upon racial equity, diversity, and inclusion (REDI); there is a need for:

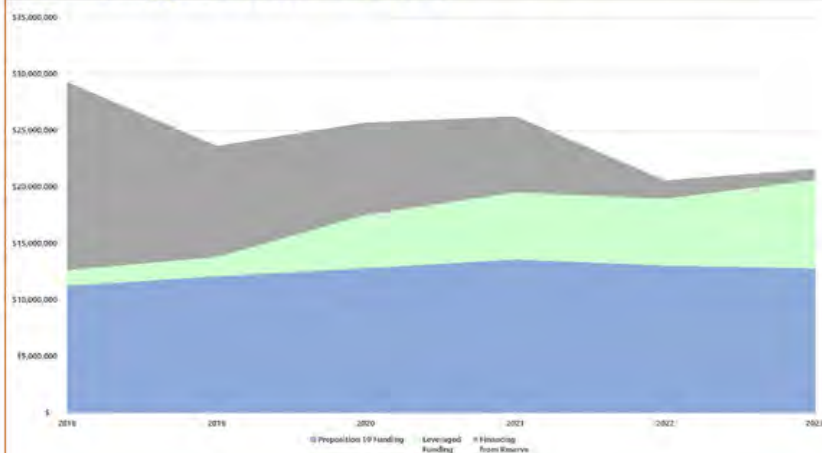
- more **diversity** on the Commission, staff, and decision-making bodies
- more **transparency** on how F5 Sacramento's work relates to REDI
- strengthen **grantee requirements** regarding REDI
- a **strategic planning** process that is informed by REDI and parent/caregiver voice
- **funding** new groups
- engaging **unserved/underserved** communities

APPENDIX: COMMUNITY ASSESSMENT RESULTS

Financial Analysis

Findings

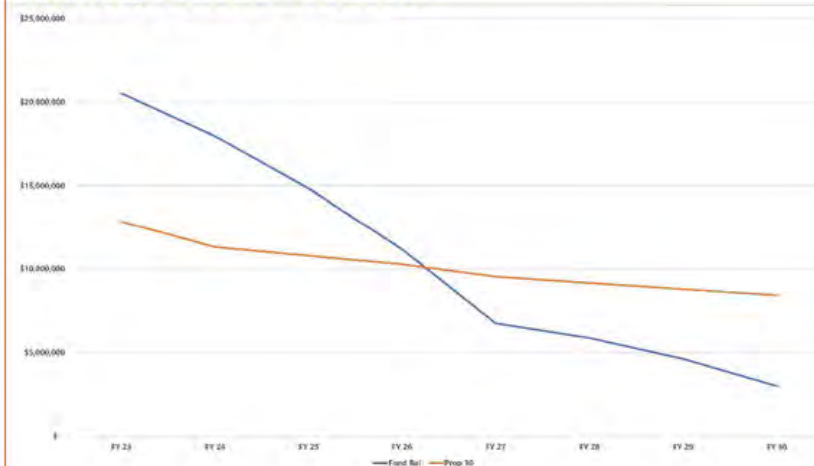
Proposition 10, Leverage Funding, & Reserve Financing, FY2018 – FY2023



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Findings

Proposition 10 Revenue & Commission Fund Balance, FY2023 - FY2030

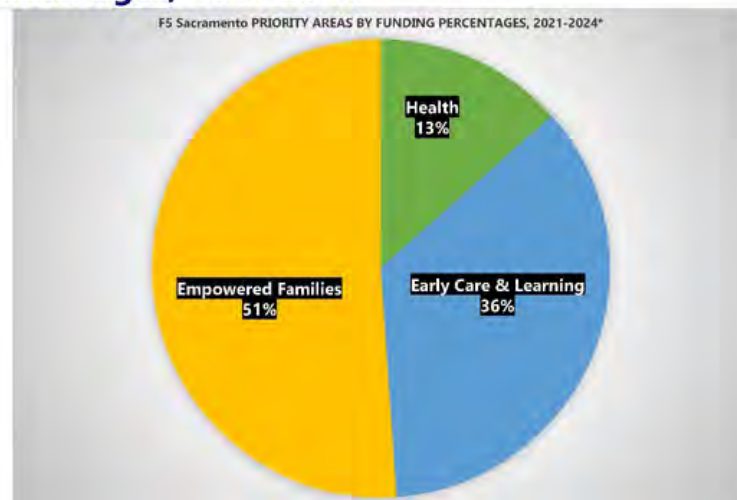


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APPENDIX: COMMUNITY ASSESSMENT RESULTS

Findings

F5 Sacramento Priority Areas by Funding Percentages, 2021-2024



Priority Areas by Funding Percentages

Overall, interviewees/focus groups participants agree with current percentage allocations. Nonetheless, they shared:

- As the school system increases funding for pre-school, F5 Sac consider reallocating some funding for early care and learning to programs that address social determinants of health
- Empowering families needs to encompass employing them and interfacing with the whole family.

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F5 Sacramento's Future Impact

Findings

Opportunities for Strategic Growth

Interviewees/focus groups participants suggested:

- Increasing **political will** and **financial support** from public and private agencies;
- **Messaging** that the needs of children 0-5 are greater than current F5 funding and public systems need to meet this funding gap;
- Leveraging **partnerships**;
- Leveraging **funding** for projects- examples, American Rescue Plan Act, health systems*, state, county, and city funds; and
- Developing and implementing a **long-term** funding plan = wine tax, general funds, cannabis tax
- Reaching **underserved communities***;
- Reaching **refugee** communities via trusted entities such as Ethnic Chambers of Commerce, refugee & immigrant service orgs;
- Addressing **language** barriers; and
- Training partners/providers to be more trauma informed, culturally responsive*.
- Centering **community voice/expertise**
 - Ask **families** what is important to them*
 - **RFPs** should require work with families to ascertain need
 - Strengthen parents/caregivers as **advocates** to navigate and change systems
 - Share **resources/information** in a simple manner*
- Changing **policies/systems**
 - Building **capacity** of systems/providers
 - Initiate/Strengthen **collaboration** with specific systems/organizations, e.g.:
 - FQHCs
 - homelessness organizations

Findings

APPENDIX: COMMUNITY ASSESSMENT RESULTS

Findings

Opportunities for Strategic Growth (Cont'd)

- Leading with **REDI** work
 - Commission needs to be more **diversity and inclusion** focused - i.e., serve all communities
 - Commission needs to hold itself **accountable** when data does not reflect inclusion- i.e., reach all unserved/underserved communities
 - Commission and staff need more **training** on equity
 - F5 Sacramento needs to look at **multiple layers of racism** at the community level to be able to meet needs of community
 - F5 Sacramento needs to do a **comparison analysis** of disparities vis a vis allocated resources

F5 Sacramento's Short Term Impact

Findings

Strategic Priorities for Next 3-5 Years

Interviewees/focus groups participants suggested:

- Increasing **funding**- ex., American Rescue Plan Act, health systems, state, county, and city funds
- Increasing resources supporting front line staff on **burn out**
- Increasing **support/resources** for parents/caregivers
 - Parents/Caregivers/Families need **employment** & direct supports*
 - Parent/Family Empowerment = Developing skills for work
 - Teach parents/caretakers how to **navigate systems**
 - Support parents/caretakers on addressing **mental health** issues in children and parents/caretakers as a result of COVID*
 - More opportunities for children and parents/caregivers to **socialize** with each other, other children and parents/caregivers*
- Increasing resources for:
 - children with **special needs**;
 - **single** parents;
 - **Fathers**;
 - **young** mothers;
 - **first time** parents/caregivers;
 - **LGBTQ+** parents/caregivers;
 - **disabled** parents/caregivers; and
 - parents/caregivers of **NICU** infants*.

Findings

APPENDIX: COMMUNITY ASSESSMENT RESULTS

Findings

Strategic Priorities for Next 3-5 Years: Parents'/Caregivers' Perspectives

	#1	#2	#3
Health	Access to food	Healthy pregnancy and birth (access to doulas, pregnancy coaches, midwives, mental health services)	Children's behavior and mental health well being
Child care and early learning	Free or low cost child care	Child care that is high quality	Free or low cost pre school
Family empowerment	Immediate support (such as financial, food, and diapers) in times of crisis	Referrals and connections to needed resources	Help with homelessness or stable housing

Findings

The Role of REDI in F5 Sacramento's Future Impact

Interviewees/focus groups participants suggested:

- Message F5 Sacramento's work in context of **Targeted Universalism** (TU)
- Address **institutional racism**, including:
 - **Internal** programs
 - Funded **partners**
 - **Systems** where F5 Sacramento has influence
- For board to **evolve** we must move past how we have done business in the past
- Create long term **leadership plan** for staff and Commission, that will increase diversity
- Engage in **capacity building** of BIPOC-led and focused CBOs in

APPENDIX: COMMUNITY ASSESSMENT RESULTS

Findings

The Role of REDI in F5 Sacramento's Future Impact: Parents'/Caregivers' Perspectives

	#1	#2	#3
Making services more fair and just	Locate services in the neighborhoods where services are needed most	Reach children and families with the highest needs	Hire staff who reflect the families they serve
Promoting racial equity in F5 Sacramento's Work	Make sure programs are sensitive to the cultures of families	Include parent/community voice in program planning and decision making	Make sure programs focus on the strengths of different cultures and how they raise their children
Centering parent/caregiver voices	Provide parent leadership opportunities with decision-making power (on the Commission, on F5 Sacramento committees, etc)	Create ways to provide ongoing feedback to the Commission	Hold regular community listening sessions in the home languages of the community

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Findings

What Makes Parents/Caregivers Feel Most Safe and Supported: Parents'/Caregivers' Perspectives

	#1	#2	#3
When receiving medical, dental, and mental health services	Feeling like my provider takes the time to listen to me	Knowing that I am receiving quality care	Getting all my questions answered
When participating in child care and early learning programs	Knowing that my child is receiving quality care and is safe	Feeling welcome and having opportunities to be involved	Feeling valued as a parent
When participating in parenting support programs	Feeling welcome and having opportunities to be involved	Knowledgeable staff	Getting all my questions answered

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APPENDIX: COMMUNITY ASSESSMENT RESULTS

Findings

External Barriers/Threats: Interviewees & Focus Group Participants' Perspectives

Interviewees/focus groups participants flagged the following as external barriers/threats:

- The public is not convinced of the **value** of investing in children's well-being and the central role of families in promoting children's wellness;
- Sustained **funding**;
- Grantees' **capacity**;
- Grantees' commitment to **REDI**;
- **Environmental impacts** given climate change; and
- **Outdated** program models.

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Findings

Barriers/Threats: Parents'/Caregivers' Perspectives

	#1	#2	#3
Health	Cost/insurance (lack of insurance, high co-pays and deductibles)	Getting time off work to take child to appointments	Challenges with getting an appointment (appointments not available, too far out, or not at times we can get to)
Child care and early learning	Cost	Not knowing where to go to get services, or how to enroll	Programs not offered evenings and weekends
Family empowerment	Not knowing that services exist, where to go to get services, and how to enroll	Programs not offered evenings and weekends	No child care provided

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APPENDIX: COMMUNITY ASSESSMENT RESULTS



F5 Sacramento's Unique Position for Change

Findings

Data findings support interrelated qualities that make F5 Sacramento uniquely positioned for change, including:

- Their **longevity**- i.e., 20+ years of experience and learning in early child development systems;
- Their history of developing strong, cross sector (public, philanthropic, community, and other) **relationships**;
- Their status as an **independent** county agency to influence public systems;
- Their highly effective role as a **convener** in Sacramento County;
- Their ability to **attract and manage** funding (Prop 10, leveraged, and other funds); and
- Their **commitment** and **positive impact** on systems prioritizing prenatal to age 5.

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END NOTES



[i] Refer to Appendix for data details.

[ii] Proposition 31 was a ballot measure on the SB-793 law enacted in August 2020 prohibiting the sale of certain flavored tobacco products. Proposition 31 overwhelmingly passed, which resulted in SB-793 going into effect December 2022.



2750 GATEWAY OAKS DRIVE, SUITE 330
SACRAMENTO, CA 95833
(916) 876-5866 FAX: (916) 876-5877
FIRST5SACRAMENTO.SACCOUNTY.GOV

Results of 12/5 Commission Polling on Relative Importance of Goals for Priority 2

Priority 2: Optimize the physical and mental health, wellbeing, and development of children prenatal through age 5

Long Term Strategic Outcome	Goal	# of Dots
2.1 Increase the number of children who are born health and achieve optimal physical and mental wellbeing	1. Strengthen children's physical and mental wellbeing through increasing access to and utilization of routine/recommended medical, dental and mental health services from prenatal through age five	8
	2. Increase parents' access to culturally responsive information and supports that reduce risk factors, improve birth outcomes, provide prenatal and postpartum screenings, reduce infant mortality and health disparities, and optimize nutrition from pregnancy through 24 months postpartum	15
	3. Increase early detection of developmental and behavioral health concerns among infants and toddlers, improve access to early intervention services, and strengthen children's social-emotional development	9
	4. Increase opportunities for positive parent-child interactions that bolster child development and reduce isolation	2
	5. Increase family-centered services that help parents solve problems and fortify family strengths in order to promote child safety and well-being	15
	6. Increase support to parents/caregivers in building their resilience	8
2.2 Increase the number of children whose basic needs are met to reach optimal development	7. Increase place-based family resource supports in high-opportunity neighborhoods	23
	8. Ensure parents/caregivers have access to information about child development and resources across the county that are specific to the needs of families with children prenatal through age five	13
	9. Ensure parents/caregivers are linked to agencies and financial supports available to them	6

(see next page for ranked order of the goals)

Goal	# of Dots
1. Increase place-based family resource supports in high-opportunity neighborhoods	23
2. Increase parents' access to culturally responsive information and supports that reduce risk factors, improve birth outcomes, provide prenatal and postpartum screenings, reduce infant mortality and health disparities, and optimize nutrition from pregnancy through 24 months postpartum	15
3. Increase family-centered services that help parents solve problems and fortify family strengths in order to promote child safety and well-being	15
4. Ensure parents/caregivers have access to information about child development and resources across the county that are specific to the needs of families with children prenatal through age five	13
5. Increase early detection of developmental and behavioral health concerns among infants and toddlers, improve access to early intervention services, and strengthen children's social-emotional development	9
6. Strengthen children's physical and mental wellbeing through increasing access to and utilization of routine/recommended medical, dental and mental health services from prenatal through age five	8
7. Increase support to parents/caregivers in building their resilience	8
8. Ensure parents/caregivers are linked to agencies and financial supports available to them	6
9. Increase opportunities for positive parent-child interactions that bolster child development and reduce isolation	2