

AGENDA
Solano Children's Alliance Meeting
November 4, 2020
12:00pm-2:00pm

Please Note: This is a Zoom Meeting

<https://us02web.zoom.us/j/85971898106?pwd=ZXlxZUk0a3ZHdDhyY2ljeiN4Sko0QT09>

Call in at 1-699-900-9128; Meeting ID 859 7189 8106

Members

Aaron Crutison
Juan Cisneros
Candy Pierce
Gloria Diaz
Lisette Estrella-
Henderson
Zoe
Bartholomew
Pam Posehn
Cheryl Countee
Angel Aguilar
Jennifer
MacKinnon
Guadalupe Lopez
Monica Brown
Joshua Mallory
Julie Musto
Dr. Shandi Fuller
Hayley
Armstrong
Tonya Burns

**This meeting information will also work for Committee meetings taking place on the
October 7, 2020 from 11 am to noon.**

**Top Four priority areas: Child and Youth Safety, Quality Early Care and Education,
Homeless Youth and Mental and Behavioral Health**

- | | | |
|--------------|--|----------------------------|
| I. | Introductions, Public Comment | 12:00 |
| II. | Approval of November 2020 Agenda | (Action Item) 12:05 |
| III. | Approval of October 2020 Minutes | (Action Item) 12:10 |
| IV. | Alliance President's Report | 12:15 |
| | <ul style="list-style-type: none">• Membership• Executive Committee | |
| V. | Alliance Staff Report | 12:25 |
| | <ul style="list-style-type: none">• Child Abuse Prevention | |
| VI. | Review and Approve Strategic Plan | (Action Item) 12:35 |
| VII. | Committees: Highlights and Emerging Issues | 12:45 |
| VIII. | Presentation: Quality Early Care and Education | 1:00 |
| IX. | Adjournment | 2:00 |

Next Alliance Meeting: December 2, 2020

*Materials given to members less than 72 hours prior to a regular meeting can be obtained at 827
Missouri Street, Suite 5 Fairfield, CA 94533, or by contacting staff at 707-421-7229.*

Children's Alliance

A partner of the Children's Network of Solano County

SOLANO CHILDREN'S ALLIANCE

General Meeting Minutes

October 7, 2020

12:00 p.m. – 2:04 p.m.

Virtual Zoom Meeting

MEMBERS PRESENT:

Aaron Crutison, Dr. Fuller, Julie Musto, Rachel Rico (alternate for Pam Posehn), Candy Pierce, Nicola Parr, Lisette Estrella-Henderson, Cheryl Countee, Araceli Lopez, Christina Sinohui (alternate for Angel Aguilar), Hayley Armstrong, Conni Halloway, Tonya Burns, Jennifer MacKinnon, Juan Cisneros, Liat Meitzenheimer (alternate for Supervisor Monica Brown), Joshua Mallory, Gloria Diaz, Ana Isabel Montano, Guadalupe Lopez, Kathy Lago, and Zoe Bartholomew

GUESTS ATTENDING:

Lisa Eckhoff, Gene Ibe, June Regis, Kerry Ahearn, Ericka Omena Erickson, Anthony Volkar, Jamey Eells-Booth, Jennifer Artz, and Pat Nicodemus

STAFF:

Ronda Kogler, Susan Ferdinandi and Jessica Gabbart

AGENDA ITEM	DISCUSSION	ACTION ITEMS
Call to Order	The meeting was called to order at 12:04 pm	
I. Welcome and Introductions	<ul style="list-style-type: none"> • Dr. Shandi Fuller announced that there is an Equity Summit on Saturday, October 10th. There will also be an ACEs Connect panel discussion on Tuesday, October 13th. The next Touro Social Justice series will be on October 8th from 4-6pm, with the focus on COVID and health disparities. • Nicola Parr wanted to remind everyone to register for the Equity Summit on Saturday, October 10th. • Candy Pierce announced that CASA is currently looking for an Admin position. She will send the information to Jessica to send out to the membership. • Cheryl Countee announced that Mary Bird State Preschool currently has an opening for a Permit Teacher. • Tonya Burns announced that Child Haven has partnered with CASA for supervised visits on Saturdays at their Fairfield location. • Jennifer MacKinnon announced that Uplift Family Services is currently in contract negotiations to provide a Solano Crisis Mobile Unit to start services in January 2021. • Juan Cisneros mentioned that Child Start will be opening 20 classrooms in the Solano/Napa area on October 19th. • Gloria Diaz announced that the Vacaville FRC received \$50K in CARES Act Funding from the City. If anyone knows of any families that need assistance, please refer them to the FRC. Also, the City of Vacaville is currently hiring for a licensed CSW or MFT. • Kathy Lago announced that SFCS has some openings as well; Navigators for Help Me 	

AGENDA ITEM	DISCUSSION	ACTION ITEMS
	<p>Grow, as well as a Family Service Specialist opening.</p> <ul style="list-style-type: none"> • Ericka Erickson from Low Income Investment Fund informed those present of a series of webinars focusing on child care that are taking place on October 8 from 12-1pm, October 15th from 12-1pm and October 22nd from 12-1pm. For more information about the Low Income Investment and their new strategic plan, please visit: https://www.liifund.org/ <ul style="list-style-type: none"> • October 8, 2020 12:00-1:00 p.m. PT Supporting the Workforce with Early Care and Education Services https://bit.ly/IFCCwebinar2 • October 15, 2020 12:00-1:00 p.m. PT Child Care as a Community Investment https://bit.ly/IFCCwebinar3 • October 22, 2020 12:00-1:00 p.m. PT Integrating Child Care into Housing and Other Community Facilities https://bit.ly/IFCCwebinar4 • Kerry Ahearn announced that California Alliance for Children and Families Service is hosting 4 fall institute webinars. CA Alliance of Child and Family Services Fall Institutes via Zoom: Oct. 13th, 15th, 20th and 22nd. https://cacfs.memberclicks.net/ 	

AGENDA ITEM	DISCUSSION	ACTION ITEMS
II. Approval of (October Agenda) (Action Item)	No changes requested	Zoe Bartholomew moved to approve the October agenda. Candy Pierce seconded the motion. The motion carried, and the October agenda was approved as written.
III. Approval of (September Minutes) (Action Item)	No changes requested Abstentions Tonya Burns and Dr. Fuller	Aaron Crutison moved to approve the September minutes as written. Zoe Bartholomew seconded the motion. The motion carried, and the September minutes were approved as written.
IV. Alliance President Report	<p>Welcome Juan welcomed everyone and thanked them for coming.</p> <p>Executive Committee/Membership Update Juan shared that the Executive Committee met a couple times this month. A proposed schedule for the calendar year was sent out before the meeting. Today's meeting will be a CAP meeting, next month will be early childhood education and December is slated to be a Stakeholders Summit. In January there will be time to review mid-year reports on committee work. The Executive Committee also focused on the Children's Trust Fund allocation. It was approved by the membership a few months ago but there is still discussion about how best to use these funds. Once the new members and alternates are approved by the Board of Supervisors, we will be holding a new member orientation. Also, if anyone has recently become a new member or alternate and would like to participate in the orientation, please let Juan or Ronda know.</p> <p>Juan reviewed membership: The Executive Committee will be forwarding two candidates for membership to the BOS for approval, along with the change of lead for the Solano County Office of Education, with Nicola Parr to become the member and Lisa Eckhoff her alternate. The applications being forward are for the following: Jamey Eells-Booth with Solano Pride Center who will serve as Community Based Organization serving Vulnerable Populations, Angel Mackelvie with VOICES and alternate Tara Ledezma who will serve as Community Based Organization serving Children and Families. If approved by the BOS that will leave one opening in the Members at Large category. Juan personally thanked Lisette for all her work with the Alliance and expressed his hope to continue seeing her at some of the meetings.</p>	

AGENDA ITEM	DISCUSSION	ACTION ITEMS
<p>V. Alliance Staff Report</p>	<p>Child Abuse Prevention Council (CAPC) Update – Susan Ferdinandi</p> <ul style="list-style-type: none"> ○ Susan reported that the GBA CAPC (?) did meet this past month in September and will continue moving forward with developing the mandated report training that will include a module that addresses implicit bias. This group is also working on collaborating on a speaker series, and the Alliance can determine which speakers we would like to sponsor. <p>Strategic Plan Update – Ronda Kogler</p> <ul style="list-style-type: none"> ○ We received the final draft of the Strategic Planning document from ASR. Ronda will make a few more edits and once those are complete, it will be shared with the membership for review and feedback if any. 	
<p>VI. Committee Report</p>	<ul style="list-style-type: none"> ● Mental & Behavioral Health – Christina reported that there were two people in their committee meeting. Rachel created an action item to try to find individuals spearheading legislation in this area. Solano Family Justice XE Grant was renewed. That grant is supposed to fund two full time positions to focus on outreach for High schools, counselors, staff, and administration to create a referral system to work with youth. Some funding for CASA is also in this grant. Need to work on boosting attendance at the 11:00 am time or find another time that works better. ● Early Care and Education - Kathy reported that the meeting time worked for this group. Four people attended that have met a couple of times. Discussed emerging issues of childcare; school districts trying to decide on opening related to strategies and objectives. There are five main objectives that will be talked about during the November meeting: 1) sharing what we know about gaps in services due to COVID; 2) –meeting the needs of children and families; 3) reporting on the work of various ECE groups; 4) collaborating to align ECE priorities across the County (as possible); and 5) providing updates about schools opening back up and what that looks like for families. ● Child and Youth Safety - Susan reported that break out rooms worked great. Not everyone was there but its ok because the group met earlier on Sept 23 in advance to plan for today’s presentation. There was discussion about choosing to meet a week or two prior to Alliance meeting. The committee is planning in advance for remaining CAPC meetings on the calendar this year that may involve polling and surveying members. Susan shared the importance of providing a survey/polling regarding presentations that way we can capture the data and talk about the goals that are reached. Candy mentioned that, in the next couple of days, the committee will be sending out a short survey about the presentation for today’s meeting. ● Homeless Youth – Nicola reported. Jamey and Nicola met prior to meeting today to look at the quarterly report and some documents they had started to draft from their first meeting. They reviewed the action plan and will develop action steps accordingly. Ongoing theme in discussion is that we have to continue to work to educate the community about homeless youth and what the needs are, and how to identify homeless 	

AGENDA ITEM	DISCUSSION	ACTION ITEMS
	<p>youth. The one hour before meeting will probably not be enough time, at least initially. Jamey and Nicola have agreed to meeting in between and inviting others as needed. A lot of the focus is on coordinating presentations for community members and updating the presentation materials with adaptive content. The committee's goal is to (readily and easily) offer community presentations and/or share a self-paced curriculum to help provide education on homeless youth. The use of social media to promote trainings and events is also being explored to improve communication with young people.</p>	
<p>VII. Children's Trust Fund Discussion</p>	<ul style="list-style-type: none"> • Recommendation from June 2020: Allocate \$90,000; \$12,000 to Children's Network for Alliance and CAPC Support; \$78,000 to a not for profit to provide countywide child abuse prevention education and awareness in coordination with the Alliance and other agencies in the county. • At the time the recommendation was made, the understanding was that staff would work with First 5 Solano to draft the RFP and that they would manage the contract. Original discussions with First 5 led us to expect that the RFP process would take place and make a contract start date of October 1, 2020. However, discussions among County staff at First 5 Solano and Health and Social Services resulted in the decision to move the management of the Children's Trust Fund back to Health and Social Services. • The Alliance has voted to allocate funding, but there is a big switch needed, from supporting the FRC's in our county, to developing a new scope of work to fund. The Alliance needs to develop/determine what the scope of services will be for an RFP. Susan, Ronda, the Executive Committee as well as County staff have talked about this a great deal and believe that this discussion and the direction for a scope of work needs to be a product of the Alliance membership. • Some options were discussed. however, staff recommended that the Alliance carry the money over to next fiscal year to give us time to determine where best to allocate the funding and develop a scope of work. 	
<p>VIII. Special Presentation</p>	<p>The Impact of COVID-19 on the Health and Safety of Children and Families in Solano County- Dr. Shandi Fuller, Deputy Health Officer, Solano County; Aaron Crutison, Deputy Director, Solano County Health and Social Services, Child Welfare Services; Nicola Parr, Senior Director, Student Services & Education Options, Solano County Office of Education.</p>	
<p>VII. Adjournment</p>	<p>Meeting adjourned at 2:04 pm</p>	

Solano Children's Alliance & Child Abuse Prevention Council

STRATEGIC PLAN 2020-2025

SEPTEMBER 2020



Children's
Alliance

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Acknowledgments

This strategic plan is the culmination of a collaboration between the Children’s Network, the Solano Children’s Alliance and Child Abuse Prevention Council (CAPC), and Applied Survey Research (ASR). The authors would like to acknowledge the Solano County Board of Supervisors for supporting the work of the Alliance, First 5 Solano for funding this strategic planning process, and the following individuals for their contribution to the work.

SOLANO CHILDREN’S ALLIANCE & CAPC EXECUTIVE COMMITTEE

Juan Cisneros	Candy Pierce
Gloria Diaz	Pam Posehn
Ronda Kogler	

SOLANO CHILDREN’S ALLIANCE & CAPC SUBCOMMITTEE CHAIRS

Jamey Eels-Boothe	Jennifer MacKinnon
Susan Ferdinandi	Nicola Parr
Kathy Lago	Candy Pierce
Araceli Lopez	Christina Sinohui

SOLANO CHILDREN’S ALLIANCE & CAPC MEMBERS AND ALTERNATES

Category of Membership	Member/Alternate
Child Care Resource and Referral or Child Care Planning Council	Zoe Bartholomew
	Alternate: Kathy Lago
Community Based Organization that Provides Services to Children and Families	Hayley Armstrong
	Alternate: Conni Holloway
	Tonya Burns
	Alternate: Eliza Lehrke
	Jennifer MacKinnon
	Alternate: Anges Perez
Community Based Organization that Provides Services to Children and Families	Juan Cisneros
	Alternate: Debbie Peralez
Community Based Organization that Provides Services to Children and Families	Vacant
	Alternate: Vacant

Category of Membership	Member/Alternate
Community Based Organization that Ties to Marginalized Communities	Vacant Alternate: Vacant
Local Child Serving Public Agency	Pam Posehn Alternate: Rachel Rico
Local Law Enforcement	Gloria Diaz Alternate: Ana Isabel Montano
Local School District or Designee	Cheryl Countee Alternate: Araceli Lopez
Member of the County Board of Supervisors or Designee	Monica Brown Alternate: Liat Meitzenheimer
Member at Large - Parents, Grandparents and Consumers	Joshua Mallory
	Vacant
Presiding Judge of Juvenile Court or Representative of Juvenile Justice Services	Candy Pierce Alternate: Sara MacCaughey
Solano County District Attorney's Office	Angel Aguilar Alternate: Christina Sinohui
Solano County Health and Social Services	Aaron Crutison Alternate: Neely McElroy
	Dr. Shandi Fuller Alternate: Cindy Watson
Solano County Juvenile Probation Department	Julie Musto Alternate: Amy Potter
Solano County Superintendent of Schools or Designee	Lisette Estrella-Henderson Alternate: Nicola Parr
Regional Center	Guadalupe Lopez Alternate: Rafael Hernandez-Perez

CHILDREN'S NETWORK STAFF

Jessica Gabbart, Administrative Assistant

Ronda Kogler, Executive Director

Susan Ferdinandi, Community Programs Coordinator

Introduction and Purpose

The Solano Children's Alliance was formed in 1982 by the Solano County Board of Supervisors to be an advisory body charged with facilitating appropriate and cost-effective service delivery for children and their families. In order to attain this goal, it engaged in efforts to bridge communication between the public and local government, improve coordination between agencies serving children, direct resources towards high quality services, and research and recommend best practices for addressing challenges affecting Solano County children and their families. It also analyzed the impact of legislation on children's services and advocated for children's services with legislators.



The Alliance's current purpose is to bring together 20 representatives from public and private agencies and concerned citizens to sustain and improve the quality, quantity, and integration of services and programs for Solano County children and their families, through collaboration, advocacy, and education. It also is the planning body for the allocation of the Children's Trust Fund, and in 2013, it became the county's Child Abuse Prevention Council (CAPC), tasked with reviewing and coordinating the county's child abuse prevention efforts.

The last strategic plan for the Alliance was written in 2012. As the county landscape and role of the Alliance have shifted over the last eight years, including its new role as the CAPC, it was important to update the strategic plan to reflect its current vision, mission, and goals and provide structure to its work in the community. As a result, a strategic planning process was conducted in Summer 2020. The process included:

- ▶ The administration of surveys to members and other providers and policymakers in the community (see Appendix 1 for survey results) and discussion sessions with members to help define the Solano Children's Alliance/CAPC's mission, vision, and priority areas
- ▶ The establishment of subcommittees aligned with the Alliance/CAPC priority areas
- ▶ A series of action planning meetings with the subcommittees and the Alliance/CAPC's Executive Committee to define long-term goals, short-term goals, strategies, activities, and indicators of progress and impact for the collaborative

This 2020-2025 Strategic Plan reflects the outcome of this planning process and will guide the work of the Alliance/CAPC over the next five years.

Mission and Vision

The first step in the planning process was to clarify the Alliance/CAPC's vision and mission as well as define its unique role in the county. Members were asked to describe the end result they hope to see for children, youth, and families in Solano County (vision) and what the Alliance/CAPC does to achieve this vision (mission).

To achieve its mission and vision, the Alliance/CAPC leverages its unique strengths, which include:

- ▶ A diverse membership representing perspectives from a variety of communities in the county
- ▶ Collective expertise derived from the range of knowledge, skills, and experiences of its members, who represent multiple stakeholder groups
- ▶ Comprehensive coverage of ages and issues affecting children and youth
- ▶ Its position as an advisor to the Board of Supervisors and advocate with other policymakers, which gives it the potential to effect policy and legislative changes that benefit children and families

The Alliance/CAPC draws on these strengths in pursuit of its updated vision and mission, outlined below. Following each are widely agreed upon definitions for the terms used to offer more clarity.

VISION

All children and youth in Solano County are healthy, safe, resilient, and thriving

All Children

The Solano Children's Alliance/CAPC is committed to ensuring children, youth, and families in the county have equitable access to the opportunities, resources, and supports needed to be healthy, safe, resilient, and thriving, irrespective of economic or social condition, race, ethnicity, language, nationality, religion, sexual orientation, gender identity, disability, or age.

Healthy

The World Health Organization (WHO) defines health as "a state of complete physical, mental, and social well-being and not merely the absence of disease or infirmity," and the Solano Children's Alliance/CAPC prioritizes the healthy development of children in the county.¹ All

¹ [World Health Organization Constitution](#)

children, youth, and families in the county should have access to the care and resources needed to attain complete physical, mental, and social well-being.

Safe

Children are safe when they are free from the threat of all forms of physical or mental violence, injury or abuse, neglect or negligent treatment, and maltreatment or exploitation, including sexual abuse, while in the care of parents, guardians, and all others who care for them.²

Resilient

Resilience is the ability to overcome traumatic experiences and serious hardship (i.e., Adverse Childhood Experiences).³ Research has shown that the most common factor among children who develop resilience is at least one stable and committed relationship with a supportive parent, caregiver, or other adult.⁴

Thriving

Health and developmental researchers have defined thriving as the experience of optimal growth, development, and mastery.⁵ Investments that promote children's development help children and families thrive and contribute to stronger, healthier populations.

MISSION

Collaborate, advocate, and educate to improve systems to prevent child abuse and achieve equitable outcomes for Solano County children and youth

Collaborate

The Alliance/CAPC brings together community leaders, providers serving children, youth, and families, and other key stakeholders to share information and resources and coordinate their efforts to improve systems serving children and youth in the county.

² Adapted from Administration for Children and Families [Child and Family Services Reviews Information Portal](#)

³ For more information, see [CDC-Kaiser ACE Study](#)

⁴ For more information, see [Harvard University, Center on the Developing Child website](#)

⁵ For example, see [Human Thriving: A Conceptual Debate and Literature Review](#)

Advocate

The Alliance/CAPC gives voice to Solano children, youth, and families, advocating for local, state, and federal funding, policies, and legislation that provide equitable access to needed resources or services.

Educate

The Alliance/CAPC builds public awareness of issues affecting children, youth, and families, and garners support for resources, services, and supports that promote positive outcomes in the county. In addition, the Alliance/CAPC increases service providers' capacity to provide high quality services through trainings and other educational opportunities.

Improve Systems

The goal of these efforts to collaborate, advocate, and educate is to improve the capacity and integration of systems of services and supports in order to improve their quality, effectiveness, and efficiency, and eliminate service gaps, access barriers, and redundancies.

Prevent Child Abuse and Neglect and Achieve Equitable Outcomes

All work done by the Alliance/CAPC should contribute to the achievement of the vision that children, youth, and families have equitable access to the opportunities, resources, and supports needed to be healthy, safe, resilient, and thriving.

Priority Areas and Long-Term Goals

A critical step in the planning process was to affirm the Alliance/CAPC's Priority Areas (i.e., issue areas that the collaborative will focus on addressing with its work) and long-term goals. The Alliance/CAPC will use system-strengthening approaches to impact long-term goals (i.e., the desired end result for the county) aligned with its four Priority Areas. These priority areas, their corresponding long-term goals, and sample community indicators are listed below. County-level data on the community indicators can provide context for and guide the efforts of the Alliance/CAPC. It is important to note that the work of the Alliance/CAPC may *contribute* to change in these indicators, but they are not considered evaluation markers for the collaborative, because the trends that we see are impacted by the work of entities throughout the county as well as actions and circumstances at the local, state, and national levels.



Priority Area 1: Child & Youth Safety

Goal: Reduce the prevalence of child abuse and neglect

- ▶ Child maltreatment allegation rate
- ▶ Substantiated child maltreatment rate
- ▶ Foster care entry rate

Priority Area 2: Homeless Youth

Goal: Reduce youth homelessness and address needs of youth and families at risk for or experiencing homelessness

- ▶ Percent of youth who are homeless
- ▶ Poverty rate among children and youth

Priority Area 3: Mental and Behavioral Health

Goal: Increase access to social-emotional and behavioral screenings and services to treat mental and behavioral health problems among children, youth, and families

- ▶ Percent of children receiving social-emotional/behavioral screenings
- ▶ Mental health hospitalization rate
- ▶ Percent of youth reporting depression
- ▶ Percent of youth reporting alcohol or drug use

Priority Area 4: Quality Early Care and Education

Goal: Increase access to affordable, high-quality early care and education

- ▶ Percent of children with parents in the labor force for whom licensed child care or TK slots are available
- ▶ Percent of children 3-4 enrolled in preschool
- ▶ Annual cost of child care, by age group and facility type

Short-Term Goals and Strategies

The Alliance/CAPC also defined strategies and short-term goals it will focus on in service of its long-term goals and vision. The overarching strategies for the Alliance/CAPC are listed under each short-term goal below:

Goal: Increase knowledge and awareness in the county about issues affecting children, youth, and families, including disparities in access to resources and outcomes

- ▶ Educate leaders and the community about issues affecting children, youth, and families, including disparities in access to resources and outcomes

Goal: Increase funding and legislation for services and supports that reduce disparities and improve outcomes for children, youth, and families

- ▶ Research, monitor, and advocate for legislation and funding that promote equitable outcomes for children, youth, and families

Goal: Increase access to high-quality, coordinated services that reduce disparities and improve outcomes for children, youth, and their families

- ▶ Identify and address gaps in services, disparities in and barriers to service access, and duplication of services for children, youth, and families
- ▶ Promote collaboration, coordination, and communication between providers of services for children, youth, and families
- ▶ Provide training and support to improve the quality of services and reduce disparities in outcomes for children, youth, and families

The contribution of the Alliance/CAPC's overarching strategies towards the achievement of the its short-term goals, long-term goals, and vision is depicted in the Strategic Framework on the following page.



Solano Children’s Alliance and CAPC 2020-2025 Strategic Framework

STRATEGIES

- Educate leaders and the community
- Research, monitor, and advocate for legislation and funding
- Identify and address service gaps, access disparities and barriers, and duplication
- Promote collaboration, coordination, and communication
- Provide training and support to improve service quality



SHORT-TERM GOALS

- Increase knowledge and awareness in the county about issues affecting children, youth, and families, including disparities in access to resources and outcomes
- Increase funding and legislation for services and supports that reduce disparities and improve outcomes for children, youth, and families
- Increase access to high-quality, coordinated services that reduce disparities and improve outcomes for children, youth, and their families



LONG-TERM GOALS

1. Reduce the prevalence of child abuse and neglect
2. Reduce youth homelessness and address needs of youth and families at risk for or experiencing homelessness
3. Increase access to screenings and services to treat mental/behavioral health problems among children, youth, and families
4. Increase access to affordable, high-quality early care and education



All children and youth in Solano County are healthy, safe, resilient, and thriving

Action Plans

In July and August 2020, Action Plans were developed for the Alliance overall as well as for each Priority Area. The Action Plans included:

- ▶ **Activities** that will be pursued within each strategy
- ▶ **Persons responsible and resources needed** for completion of each activity
- ▶ **Key performance indicators** of progress and impact within each activity
- ▶ **Year 1 Targets** for performance within the first fiscal year
- ▶ **Year 1 Outcomes** for performance to be completed at the end of the fiscal year

When selecting activities, members were asked to think about the following questions to ensure the activities chosen could realistically be accomplished and were not duplicative of other efforts in the county:

- ▶ What has been successful in the past?
- ▶ What is realistic given the time and resources available?
- ▶ What builds on other work, but does not duplicate what others in the county are doing?

These Action Plans are living documents to be reviewed and updated by subcommittee members as needed, but drafts as of September 1, 2020, can be found in Appendix 2. Subcommittees will meet at least quarterly to review their plans, discuss progress towards achieving their target activities, and track data on their key performance indicators. Persons responsible for each activity will report activity progress and key performance indicator data using a quarterly progress tracker. Information from the quarterly progress tracker will be transferred to a quarterly report shared with Alliance/CAPC members (see Appendix 3 for the report template). On the quarterly report, subcommittee members can also share funding and training opportunities, relevant legislation, available services and supports, and information from other collaboratives that could benefit other Alliance/CAPC members. At the end of the year, impact achieved vis-à-vis the key performance indicators will be added to the Action Plan.



The activities and the key performance indicators defined for the Alliance/CAPC overall are listed in the following table. More details, including persons responsible/resources needed and year 1 targets, can be found in the Overall Action Plan in Appendix 2. Additional activities related to the collaborative's role as a CAPC are also in Appendix 2 under the action plan for Child and Youth Safety.

OVERALL ACTIVITIES AND KEY PERFORMANCE INDICATORS

TARGET ACTIVITIES	KEY PERFORMANCE INDICATORS (<i>Longer-term KPI in italics</i>)
1. Educate Leaders and the Community	
a) Produce and present annual report to the Board of Supervisors (BOS) with information on the needs in the county, recommendations to the BOS regarding funding, services, and legislation, and description of the impact the Alliance/CAPC has on the community	<ul style="list-style-type: none"> - Annual report produced - BOS presentation delivered - <i>Actions taken by BOS related to priority areas</i> - <i># of children affected by BOS actions</i>
b) Draft and distribute newsletters or other media	<ul style="list-style-type: none"> - # of newsletters/ other media distributed - # of people receiving/ viewing newsletters/ other media
c) Update the community on progress on Alliance/CAPC activities	<ul style="list-style-type: none"> - # of website updates - # of progress reports shared
d) Monitor policymaking bodies' actions, keep Alliance/CAPC members informed of these actions, ask Alliance/CAPC members for input on how actions would impact the community, and advise policymaking bodies on the impact	<ul style="list-style-type: none"> - Actions of leaders monitored - # of policymakers advised about actions - # of children affected by these actions
2. Research, Monitor, Advocate for Legislation and Funding	
a) Hold a Spring Policy Forum regarding policies and legislation affecting children	<ul style="list-style-type: none"> - # of participants - % of participants reporting increased knowledge about policies and legislation affecting children - % of participants reporting increased support for policies and legislation benefiting children
b) Update Alliance/CAPC legislative platform, share with local policymakers and state representatives, and advise BOS on their platform	<ul style="list-style-type: none"> - Alliance/CAPC legislative platform updated - # of policymakers with whom platform is shared - # of recommendations sent to BOS on their platform - <i>Recommendations adopted by BOS</i> - <i># of actions taken by BOS and other leaders that align with Alliance/CAPC legislative platform</i> - <i># of children affected by actions by BOS and other leaders</i>
c) Provide recommendations on the allocation of Children's Trust Fund and participate in the Child Welfare Services Assessment and Systems Improvement Plans, as needed	<ul style="list-style-type: none"> - CTF allocation recommendations made - Participation in CWS Assessment and SIP, as needed

TARGET ACTIVITIES	KEY PERFORMANCE INDICATORS (<i>Longer-term KPI in italics</i>)
d) Hold a training for members on the legislative process and advocacy	<ul style="list-style-type: none"> - Training conducted - # of people in attendance - % reporting increased knowledge/ understanding of the legislative process - % reporting increased confidence in ability to impact policy
e) Develop standing meeting agenda item surrounding funding opportunities and relevant legislation	<ul style="list-style-type: none"> - # and \$ of funding opportunities/ bills shared - # of people reached - <i># and \$ of funding opportunities shared at meetings awarded to Solano agencies</i> - <i># of people affected by new funding</i>
3. Identify and Address Gaps in Services, Barriers to Access, and Duplication of Services	
a) Hold a Fall Stakeholder Convening, inviting community members and agencies serving children to discuss issues, needs, services, and resources affecting children in Solano County and make recommendations about Alliance/CAPC priorities and strategies	<ul style="list-style-type: none"> - # of participants - # of agencies represented - % of participants reporting increased knowledge of service issues (e.g., gaps, barriers, and duplication) in the county - Service issues identified - Action steps identified to address these service issues
4. Promote Collaboration, Coordination, and Communication	
a) Hold Alliance and CAPC meetings, including opportunities for members to share about legislation, funding and training opportunities, and resources and services available in community	<ul style="list-style-type: none"> - # of meetings - # attending each meeting - # of agencies represented at each meeting - # of services, resources shared - % of participants reporting increased knowledge about services in the county - % of members reporting increased collaboration with other providers in the county
5. Provide Training and Support to Improve the Quality of Services	
a) Promote awareness of trainings for providers in the community	<ul style="list-style-type: none"> - # of trainings promoted - # of people reached by trainings promoted - <i># of people attending trainings that were promoted</i>
b) Offer racial equity training for members	<ul style="list-style-type: none"> - Training conducted - # of people in attendance

Governance Structure and Implementation Plan

The following governance structure was established to guide implementation of this plan:

- ▶ **Children’s Alliance/CAPC:** The Solano Children’s Alliance/CAPC is a team of 20 members appointed by the Board of Supervisors who meets at least 10 times per year to share information, collaborate, assess progress towards meeting the objectives of this plan, and discuss next steps for the collaborative.
- ▶ **Executive Committee:** The collaborative is guided by an Executive Committee of four Alliance/CAPC members and one Children’s Network staff who set agendas for the Alliance/CAPC meetings and oversee the membership and work of the collaborative. The Executive Committee meets monthly.
- ▶ **Priority Area Subcommittees:** Each of the Priority Area subcommittees is composed of members and other stakeholders with expertise in the Priority Area and led by a chair or cochairs who oversee the work of the subcommittees and provide updates to the full Alliance/CAPC on the subcommittees’ progress. The subcommittees meet at least quarterly to review progress and plan the implementation of the activities in their Action Plans. Chairs of the committee are responsible for:
 - 1) Setting agendas for subcommittee meetings and taking meeting notes
 - 2) Monitoring data tracking and activity progress
 - 3) Reporting out progress to the full collaborative

NEXT STEPS

Beginning in September 2020, the Alliance/CAPC will commence work on its target activities and begin tracking progress towards the achievement of these activities. Activities and data collection will be conducted on an ongoing basis and progress reports will be shared with the full collaborative quarterly.

The efforts the Solano Children’s Alliance/CAPC over the next five years will be guided by this strategic plan to help it achieve its mission to educate, advocate, and collaborate to prevent child abuse and neglect and achieve equitable outcomes for Solano County children and youth.

Appendix 1: Survey Results

SURVEY SAMPLES

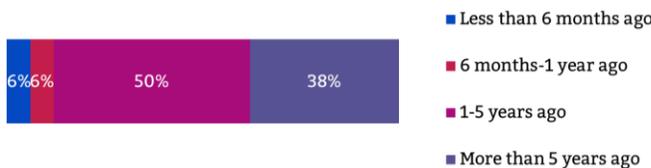
- ▶ 16 current members from Board of Supervisor, Health and Social Services, Child Start, Inc., Vacaville Police Department/Vacaville Family Resource Center, CASA, Probation, Uplift Family Services, Child Care Planning Council, Child Support Services, County Office of Education, Courage Center 2, District Attorney's Office
- ▶ 9 other policymakers/providers from Benicia Family Resource Center, Solano County H&SS, Rio Vista CARE/Family Resource Center, Parents Empowering Parents, Special Needs Parent Support Group, Vacaville Solano Services Corp - Opportunity House, Solano Board of Supervisors, County Public Defender

HOW FAMILIAR ARE YOU WITH THE SOLANO CHILDREN'S ALLIANCE AND CHILD ABUSE PREVENTION COUNCIL (CAPC) AND THEIR PURPOSE? (ASKED ONLY OF NONMEMBERS)



N = 9

WHEN DID YOU START ATTENDING MEETINGS OF THE SOLANO CHILDREN'S ALLIANCE/CHILD ABUSE PREVENTION COUNCIL (CAPC)? (ASKED ONLY OF MEMBERS)



N = 16

HOW OFTEN DO YOU ATTEND MEETINGS? (ASKED ONLY OF MEMBERS)



N = 16

WHAT IS THE PURPOSE OF THE ALLIANCE/CAPC? (ASKED ONLY OF MEMBERS)

Members said the Alliance/CAPC's mission or purpose is to **advocate** for children's issues, inform policy, and **educate and advise** leaders and others in the community. In practice, members said that this includes activities like presenting to members and to the Board of Supervisors regarding issues affecting children and families, discussing legislation with leaders at the state and federal level, and developing policy and legislative platforms.

Several components of the Alliance/CAPC's purpose, according to members, related to services in the community, including **addressing gaps** in services and **promoting equitable access** to services, **minimizing duplication** of services, **training and supporting** agencies to improve service quality, and **increasing coordination** and information sharing amongst service providers. In practice, members said this included bringing in guest speakers, implementing trainings and having regular meetings to share goals and discuss how organizations can support one another to achieve shared goals.

Finally, members said the purpose of the Alliance/CAPC is to **prevent and respond to child abuse**, which in practice includes conducting child abuse prevention campaigns, engaging in efforts aimed at strengthening families' protective factors, and assisting with updates to the county's child abuse response protocols.

WHEN THE ALLIANCE/CAPC IS SUCCESSFUL, WHAT DOES IT LOOK LIKE? (ASKED ONLY OF MEMBERS)

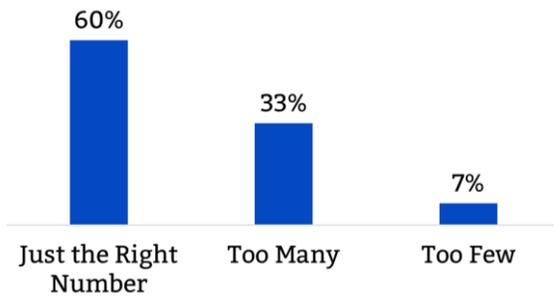
When the Alliance/CAPC successfully achieve its purpose or mission, members said **all children youth and families are thriving**, and we will see **improved outcomes** in key areas like education, mental health, and basic needs, as well as **reduced disparities** in these key outcome areas. Importantly, members also mentioned that **children are resilient** and the lifelong effects of childhood trauma are mitigated. To achieve those improved outcomes, families have **equitable access** to services and resources and know where to turn to for support, and that when they do access services, they feel supported. The **service system is also improved** as barriers to service access, gaps in services, and other challenges getting families what they need are addressed. Members also said that when the Alliance/CAPC is successful, the **community embraces prevention**, particularly the prevention of child abuse and neglect, and the **Alliance/CAPC is a reputable body** in the community that others, including leaders and policymakers turn to for advice.



Word cloud of survey responses

DO WE HAVE THE RIGHT NUMBER OF PRIORITY AREAS? (ASKED ONLY OF MEMBERS)

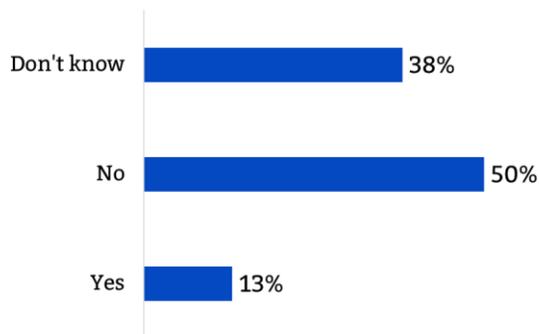
The majority of members (60%) felt that four priority areas was just the right number.



N = 15

ARE WE DOING ENOUGH TO PREVENT CHILD ABUSE/NEGLECT? (ASKED ONLY OF MEMBERS)

Because the collaborative is also the Child Abuse Prevention Council, the survey asked specifically if members felt enough was being done with the collaborative's current structure to prevent and respond to child abuse and neglect. Only 13% felt enough is being done in this area with the vast majority feeling that there should be separate standalone CAPC meetings quarterly to do this work.



N = 16

SHOULD THERE BE SEPARATE CAPC MEETINGS? (ASKED ONLY OF MEMBERS)



N = 16

SHOULD THERE BE SEPARATE MEETINGS FOR OTHER PRIORITY AREAS? (ASKED ONLY OF MEMBERS)

The majority of members also felt there should be separate meetings held at least quarterly for the other priority areas.



N = 16

WHAT WOULD INCREASE MOTIVATION TO ATTEND? (ASKED ONLY OF MEMBERS)

Members responding to the survey discussed ways in which member engagement and meeting attendance could be improved. Respondents felt that members would be more likely to attend if the collaborative had a clearer purpose, more specific goals, and measurable outcomes, and if time was spent at the meeting reporting on the progress made towards meeting the Alliance/CAPC’s objectives. Member engagement may also be improved if there are more action items each meeting and if time is set aside to work on the Alliance/CAPC objectives, like identifying gaps in services, engaging in advocacy, and developing recommendations for the Board of Supervisors. Members may also be more likely to attend if there is the opportunity to engage in deep discussions about priority area issues.

WHEN IS THE BEST TIME FOR YOU TO MEET? (ASKED ONLY OF MEMBERS)

In terms of meeting logistics, just over half preferred meeting at noon, and half preferred meeting in person with the option to join virtually.



N = 16

WOULD YOU PREFER MEETING VIRTUALLY OR TO CONTINUE MEETING IN PERSON? (ASKED ONLY OF MEMBERS)



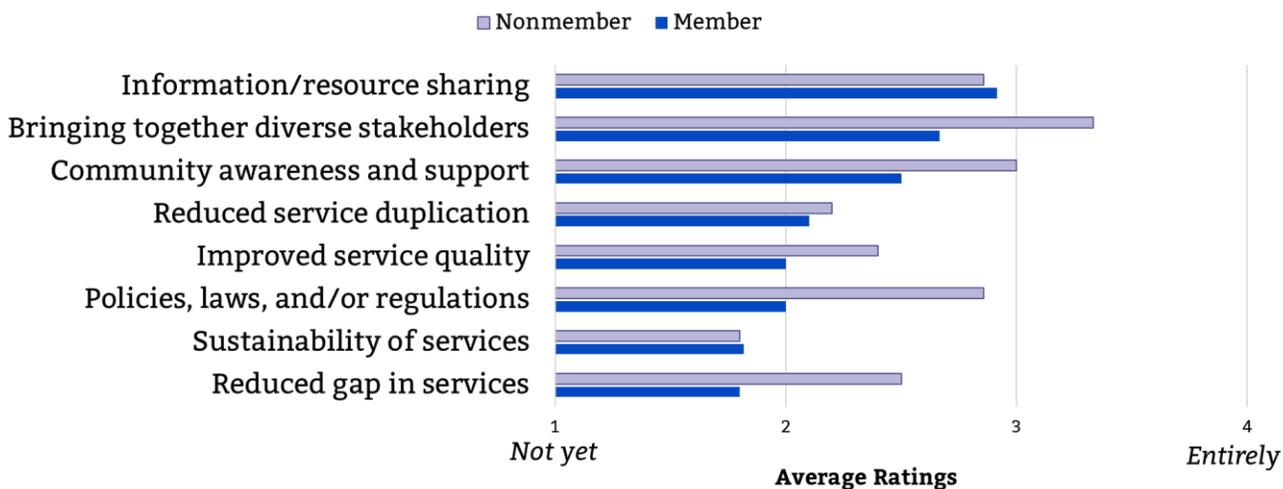
N = 16

WHAT MAKES THE ALLIANCE/CAPC UNIQUE? (ASKED OF BOTH SAMPLES)

Respondents said that the Alliance/CAPC is unique from other collaboratives because of its **diversity** and representation from across the county and the wide variety of perspectives brought into the room each meeting. And related to that is its ability to leverage the **expertise** of so many professionals who work in various sectors and by coming together members learn from what others are doing in the community. The Alliance/CAPC is also unique because it **comprehensively cover all ages and issues** affecting children and youth, while many other collaboratives are age or issue specific (however there were a few mentions of the fact that this is the only collaborative that focuses on child abuse and neglect which also makes it unique). As a collaborative, members said the Alliance/CAPC is a **united voice to advocate** for children in the county and that there is strength in its numbers – the Alliance/CAPC can have a greater impact than if each member tried to advocate alone. Related to this, members can **change systems** through the work that they do collectively. Alliance/CAPC members touch all the system serving children, youth, and families, and can make a difference in how the systems work together to improve outcomes for children in the county.

HOW SUCCESSFUL HAS THE ALLIANCE/CAPC BEEN? (ASKED OF BOTH SAMPLES)

Both member and nonmember survey respondents were asked to rate how successful the Alliance/CAPC have been in achieving various objectives. The scale ranged from 1 (not yet) to 4 (entirely). The chart below shows the average ratings given for each objective. Members believe the Alliance/CAPC has been most successful in information and resource sharing and bringing together diverse stakeholders and relatively less successful in reducing gaps in services and improving the sustainability of services. Nonmembers responding to the external survey actually gave higher ratings in most categories than members did and thought the Alliance/CAPC has been particularly successful in bringing together diverse stakeholders and improving community awareness and support for children’s issues, but less successful in improving the sustainability of services, reducing service duplication, and improving service quality.



N = 10 (members); 7 (nonmembers)

WHAT ARE SOME EXAMPLES OF SPECIFIC WAYS IT HAS BEEN SUCCESSFUL IN THE PAST? (ASKED OF BOTH SAMPLES)

When asked about specific past successes of the Alliance/CAPC, respondents mentioned the addition of children and families issues to the county's state legislative platform; the development of and advocacy for ballot measures and legislation that would increase funding for Alliance/CAPC priorities, including the addition of a measure for children on the 2016 ballot; convenings and policy forums that have attracted representatives from across the community; trainings and education provided to the community, including those around legislation and adverse childhood experiences; and the assembly of important community players to collaborate and share information.

WHAT COULD BE IMPROVED? (ASKED OF BOTH SAMPLES)

Survey respondents also offered other suggestions for improvements in the future. They wanted to see the Alliance/CAPC develop a plan with meaningful goals and objectives and specific actionable items, dedicate meeting time to work on priority issues, make sure everyone has a voice at decision-making tables, and increase member engagement and participation and opportunities for leadership. Members wanted the collaborative to have a greater presence in the community and in front of leaders by holding events and town halls, increasing awareness through media, and working more closely with key policymakers. They also suggested tracking data and progress on the Alliance/CAPC's accomplishments and sending out a quarterly update on progress on the collaborative's website or another online platform. One member suggested inviting others in the community to partner with the collaborative on its work. Members also want the Alliance/CAPC to be able to respond more quickly to current circumstances and events and do more work on child abuse prevention.

Appendix 2: Action Plans

OVERALL

STRATEGIES	TARGET ACTIVITIES	PERSON(S) RESPONSIBLE/ RESOURCES NEEDED	POSSIBLE KEY PERFORMANCE INDICATORS <i>(Longer-term KPI in italics)</i>	YEAR 1 TARGET	YEAR 1 OUTCOMES <i>(Fill in at end of year)</i>
1. Educate leaders and the community	a) Produce and present annual report to the Board of Supervisors with information on the needs in the county, recommendations to the BOS regarding funding, services and legislation, and description of the impact the Alliance/CAPC has on the community.	<ul style="list-style-type: none"> - Subcommittees provide material, including information on needs, recommendations on services/ resources, and legislation, and Alliance/CAPC efforts and outcomes - Children's Network staff/Executive Committee provide standard template and information presented in the prior year (if applicable) - Children's Network staff/Executive Committee review/edit subcommittee slides, add data on accomplishments of the Alliance overall (use data from KPIs and description of your progress on activities to tell the story of the impact made in the community. What was done in each strategy? Who or 	<ul style="list-style-type: none"> - Annual report produced - BOS presentation delivered - <i>Actions taken by BOS related to priority areas</i> - <i># of children affected by BOS actions</i> 	<ul style="list-style-type: none"> - 15-20 slides produced - BOS presentation delivered 	-

*Activities to be completed by all subcommittees

STRATEGIES	TARGET ACTIVITIES	PERSON(S) RESPONSIBLE/ RESOURCES NEEDED	POSSIBLE KEY PERFORMANCE INDICATORS <i>(Longer-term KPI in italics)</i>	YEAR 1 TARGET	YEAR 1 OUTCOMES <i>(Fill in at end of year)</i>
		what has been impacted? How many people stand to benefit from the efforts? How will they benefit?) – Children's Network staff/Executive Committee give presentation			
	b) Draft and distribute newsletters or other media.	– Subcommittees can provide material, including information on needs, services/resources, and legislation (Children's Network/Executive committee would coordinate with them) – Subcommittee members can share on their agencies' social media platforms and the Children's Network/Alliance can crosspost	– # of newsletters/ other media distributed – # of people receiving/ viewing newsletters/ other media	– At least 12 newsletters/ other media distributed – At least 1000 people receiving/ viewing newsletters/ other media	–

*Activities to be completed by all subcommittees

STRATEGIES	TARGET ACTIVITIES	PERSON(S) RESPONSIBLE/ RESOURCES NEEDED	POSSIBLE KEY PERFORMANCE INDICATORS <i>(Longer-term KPI in italics)</i>	YEAR 1 TARGET	YEAR 1 OUTCOMES <i>(Fill in at end of year)</i>
	c) Update the community on progress on Alliance/CAPC activities.	<ul style="list-style-type: none"> - Children's Network staff uploads monthly meeting agendas, notes, and materials to website - Subcommittee cochairs will produce quarterly progress reports; Children's Network staff collates reports, adds other information on progress, and shares with members/ alternates 	<ul style="list-style-type: none"> - # of website updates - # of progress reports shared 	<ul style="list-style-type: none"> - At least 10 website updates - At least 4 progress reports shared 	-
	d) Monitor policymaking bodies' actions, keep Alliance/CAPC members informed of these actions, ask Alliance/CAPC members for input on	<ul style="list-style-type: none"> - Children's Network staff/Executive Committee monitor, keep Alliance/CAPC informed, and advise leaders 	<ul style="list-style-type: none"> - Actions of leaders monitored - # of policymakers advised about actions 	<ul style="list-style-type: none"> - Actions of leaders monitored monthly 	-

*Activities to be completed by all subcommittees

STRATEGIES	TARGET ACTIVITIES	PERSON(S) RESPONSIBLE/ RESOURCES NEEDED	POSSIBLE KEY PERFORMANCE INDICATORS <i>(Longer-term KPI in italics)</i>	YEAR 1 TARGET	YEAR 1 OUTCOMES <i>(Fill in at end of year)</i>
	how actions would impact the community, and advise policymaking bodies on the impact.	<ul style="list-style-type: none"> - Members asked to provide advice/recommendations if related to their priority area 	<ul style="list-style-type: none"> - # of children affected by actions 		
2. Research, monitor, and advocate for legislation and funding for services and supports	a) Hold a Spring Policy Forum regarding policies and legislation affecting children.	<ul style="list-style-type: none"> - Children's Network staff/Executive Committee decide on topic, agenda, and logistics with input from members - If about a specific priority area, that subcommittee could help with planning 	<ul style="list-style-type: none"> - # of participants - % of participants reporting increased knowledge about policies and legislation affecting children (survey of participants) - % of participants reporting increased support for policies and legislation benefiting children (survey of participants) 	<ul style="list-style-type: none"> - At least 100 participants - 80% reporting increased knowledge and support 	-
	b) Update Alliance/CAPC legislative platform, share with local policymakers and state representatives, and advise BOS on their platform.	<ul style="list-style-type: none"> - Children's Network staff/Executive Committee coordinate and provide guidance to subcommittees on updating the platform - Children's Network staff will investigate how it was 	<ul style="list-style-type: none"> - Alliance/CAPC legislative platform updated - # of policymakers with whom 	<ul style="list-style-type: none"> - Alliance/CAPC legislative platform updated - Platform shared with at least 5 policymakers 	-

*Activities to be completed by all subcommittees

STRATEGIES	TARGET ACTIVITIES	PERSON(S) RESPONSIBLE/ RESOURCES NEEDED	POSSIBLE KEY PERFORMANCE INDICATORS <i>(Longer-term KPI in italics)</i>	YEAR 1 TARGET	YEAR 1 OUTCOMES <i>(Fill in at end of year)</i>
		<p>updated last time and how similar it needs to be to the BOS platform</p> <ul style="list-style-type: none"> - Subcommittees review and update portions of the Alliance/CAPC platform related to their priority area - Children's Network staff/Executive Committee advises subcommittees when BOS requests recommendations on their platform - Subcommittees review and provide 1-2 recommendations - Children's Network staff/Executive Committee share Alliance/CAPC platform with policymakers - Children's Network staff/Executive Committee send recommendations to BOS based on updated Alliance/CAPC platform 	<p>platform is shared</p> <ul style="list-style-type: none"> - # of recommendations sent to BOS on their platform - <i>Recommendations adopted by BOS</i> - # of actions taken by BOS and other leaders that align with Alliance/CAPC legislative platform - # of children affected by actions by BOS and other leaders 	<ul style="list-style-type: none"> - 5-6 recommendations sent to BOS on their platform 	
	<p>c) Provide recommendations on the allocation of Children's Trust Fund and participate in the Child Welfare Services</p>	<ul style="list-style-type: none"> - Children's Network staff/Executive Committee drafts recommendations on CTF allocation and gathers input from Alliance membership. 	<ul style="list-style-type: none"> - CTF allocation recommendations made - Participation in CWS 	<ul style="list-style-type: none"> - CTF allocation recommendations made - Participation in CWS Assessment and SIP, as needed 	<ul style="list-style-type: none"> -

*Activities to be completed by all subcommittees

STRATEGIES	TARGET ACTIVITIES	PERSON(S) RESPONSIBLE/ RESOURCES NEEDED	POSSIBLE KEY PERFORMANCE INDICATORS <i>(Longer-term KPI in italics)</i>	YEAR 1 TARGET	YEAR 1 OUTCOMES <i>(Fill in at end of year)</i>
	Assessment and Systems Improvement Plans, as needed.	Recommendations approved by Alliance members sent to BOS. - County presents and gathers input from Alliance on SIP	Assessment and SIP, as needed		
	d) Hold a training for members on the legislative process and advocacy.	- Children's Network staff/Executive Committee invite trainer on the legislative process and how to advocate	- Training conducted - # of people in attendance - % reporting increased knowledge/ understanding of the legislative process (e.g., via survey of participants) - % reporting increased confidence in ability to impact policy (e.g., via survey of participants)	- Training conducted - 30 people in attendance - 80% reporting increased knowledge and confidence	-
	e) Develop standing Alliance meeting agenda item surrounding funding opportunities and relevant legislation (see activity 4a.).	- All subcommittee members share opportunities/ bills they are aware of, in coordination with Exec. Comm.	- # and \$ of funding opportunities/ bills shared - # of people reached	- At least 4 funding opportunities or bills quarterly - 30 people	-

*Activities to be completed by all subcommittees

STRATEGIES	TARGET ACTIVITIES	PERSON(S) RESPONSIBLE/ RESOURCES NEEDED	POSSIBLE KEY PERFORMANCE INDICATORS <i>(Longer-term KPI in italics)</i>	YEAR 1 TARGET	YEAR 1 OUTCOMES <i>(Fill in at end of year)</i>
			<ul style="list-style-type: none"> - <i># and \$ of funding opportunities shared at Alliance meetings awarded to Solano agencies (e.g., via a member survey)</i> - <i># of people affected by new funding</i> 		
3. Identify and address gaps in services, barriers to access, and duplication of services	b) Hold a Fall Stakeholder Convening, inviting community members and agencies serving children to discuss issues, needs, services, and resources affecting children in Solano County and make recommendations about Alliance/CAPC priorities and strategies.	<ul style="list-style-type: none"> - Children's Network staff/Executive Committee decide on agenda and logistics with input from members 	<ul style="list-style-type: none"> - # of participants - # of agencies represented - % of participants reporting increased knowledge of service issues (e.g., gaps, barriers, and duplication) in the county (survey of participants) - Service issues identified - Action steps identified to 	<ul style="list-style-type: none"> - 70 participants - 30 agencies - 80% of participants reporting increased knowledge - Service issues identified - Action steps identified to address service issues 	-

*Activities to be completed by all subcommittees

STRATEGIES	TARGET ACTIVITIES	PERSON(S) RESPONSIBLE/ RESOURCES NEEDED	POSSIBLE KEY PERFORMANCE INDICATORS <i>(Longer-term KPI in italics)</i>	YEAR 1 TARGET	YEAR 1 OUTCOMES <i>(Fill in at end of year)</i>
			address service issues		
4. Promote collaboration, coordination, and communication	b) Hold meetings for the Alliance and CAPC, including opportunities for members to share about legislation, funding and training opportunities, and resources and services available in community.	<ul style="list-style-type: none"> - Children's Network staff/Executive Committee set a calendar of meetings for the year and the agendas (but ask for input from subcommittees if meetings are themed around a given priority area) - At least quarterly, subcommittee chairs will share their activity progress at meetings - Members invited to share resources, including trainings and services available, and present on what they do (coordinate with subcommittees, resources may be shared in written format to save time) - Members invited to share legislation and funding opportunities other should know about, funding received and what they are 	<ul style="list-style-type: none"> - # of meetings - # attending each meeting - # of agencies represented at each meeting - # of services, resources shared - % of participants reporting increased knowledge about services in the county (member survey) - % of members reporting increased collaboration with other providers in the county (member survey) 	<ul style="list-style-type: none"> - 10 meetings - 30 attending each meeting - 20 agencies represented at each meeting - 12 services/resources shared - 80% reporting increased knowledge and collaboration 	-

*Activities to be completed by all subcommittees

STRATEGIES	TARGET ACTIVITIES	PERSON(S) RESPONSIBLE/ RESOURCES NEEDED	POSSIBLE KEY PERFORMANCE INDICATORS <i>(Longer-term KPI in italics)</i>	YEAR 1 TARGET	YEAR 1 OUTCOMES <i>(Fill in at end of year)</i>
		<p>doing with the funding, and inviting others to collaborate (coordinate with subcommittees and to save time may just be a written report)</p> <ul style="list-style-type: none"> - Subcommittees invited to share reports from other collaboratives they attend (to save time may just be a written report) - Subcommittee chair/cochairs will present updates on their activity progress, quarterly (to save time may just be the quarterly written report) - Children's Network staff/Executive Committee may invite presenters like 211, UniteUs, Solanocares.org to an Alliance meeting to share process of adding information to their databases 			
5. Provide training and support to improve the	b) Promote awareness of trainings for providers in the community (see activity 4a.).	<ul style="list-style-type: none"> - Members invited to share training opportunities at Alliance meetings 	<ul style="list-style-type: none"> - # of trainings promoted - # of people reached by 	<ul style="list-style-type: none"> - 16 trainings shared - 1000 people reached 	-

*Activities to be completed by all subcommittees

STRATEGIES	TARGET ACTIVITIES	PERSON(S) RESPONSIBLE/ RESOURCES NEEDED	POSSIBLE KEY PERFORMANCE INDICATORS <i>(Longer-term KPI in italics)</i>	YEAR 1 TARGET	YEAR 1 OUTCOMES <i>(Fill in at end of year)</i>
quality of services		- Alliance can also share opportunities through its email distribution list	trainings promoted - <i># of people attending trainings that were promoted</i>		
	b) Offer racial equity training for members.	- Children's Network staff/Executive Committee invite trainer on racial equity	- Training conducted - # of people in attendance	- Training conducted - 10 people in attendance	-

*Activities to be completed by all subcommittees

CHILD AND YOUTH SAFETY

STRATEGIES	TARGET ACTIVITIES	PERSON(S) RESPONSIBLE/ RESOURCES NEEDED	POSSIBLE KEY PERFORMANCE INDICATORS <i>(Longer-term KPI in italics)</i>	YEAR 1 TARGET (FY 20-21)	YEAR 1 OUTCOMES (FY 20-21) <i>(Fill in at end of year)</i>
1. Educate leaders and the community	a) Contribute to the annual presentation to the BOS.*	<ul style="list-style-type: none"> - Chairs are point persons but all members contribute - Chairs are point persons but all members contribute - Exec. Comm. provides template and info presented in prior year (if applicable) and gives presentation 	<ul style="list-style-type: none"> - Slides produced - <i>Actions taken by BOS to prevent child abuse and neglect</i> - <i># of children affected by BOS actions taken to prevent child abuse and neglect (if applicable)</i> 	<ul style="list-style-type: none"> - 3-4 slides produced with information on the needs in the county, recommendations to the BOS regarding funding, services and legislation, and impact highlight for subcommittee (e.g., using data from KPIs and description of progress on activities to tell the story of the impact made in the community.) - Timeline TBD by Executive Committee 	-

*Activities to be completed by all subcommittees

STRATEGIES	TARGET ACTIVITIES	PERSON(S) RESPONSIBLE/ RESOURCES NEEDED	POSSIBLE KEY PERFORMANCE INDICATORS (<i>Longer-term KPI in italics</i>)	YEAR 1 TARGET (FY 20-21)	YEAR 1 OUTCOMES (FY 20-21) (<i>Fill in at end of year</i>)
	b) Partner with other organizations and/or other Alliance/CAPC subcommittees to present to leaders (e.g., city councils, elected officials) or the community about child abuse prevention in Solano County.*	– TBD	<ul style="list-style-type: none"> – Slides/materials produced (may be digital) – # of presentations delivered – # of people attending/viewing presentations/materials – % of participants with increased knowledge about child abuse and neglect prevention (e.g., via presentation survey where possible/appropriate) 	– Revisit in FY 2021-22, but may begin developing standard talking points or charts sooner	–
	c) Collaborate with other Bay Area counties to develop a media campaign and/or widely distribute written material about child abuse prevention, personalized with Solano information. Material contents and distribution method will vary by audience.	– Susan Ferdinandi to take lead but CAPC committee provides feedback and ensures distribution to Alliance and Alliance shares with network.	<ul style="list-style-type: none"> – # of media campaign/written materials about child abuse prevention distributed – # of people in Solano County reached by media campaign/written materials – 	<ul style="list-style-type: none"> – 1,000 printed materials – 2,000 people in Solano County reached – By Nov 2020, discuss with GBA about what regional messaging will look like (printed materials? social media campaign?) 	–

*Activities to be completed by all subcommittees

STRATEGIES	TARGET ACTIVITIES	PERSON(S) RESPONSIBLE/ RESOURCES NEEDED	POSSIBLE KEY PERFORMANCE INDICATORS <i>(Longer-term KPI in italics)</i>	YEAR 1 TARGET (FY 20-21)	YEAR 1 OUTCOMES (FY 20-21) <i>(Fill in at end of year)</i>
	d) Host or co-host events to promote public awareness of child abuse prevention (e.g., around Child Abuse Awareness Month in April).	<ul style="list-style-type: none"> - Susan takes lead with CAPC workgroup giving feedback - May identify entity to co-host - May promote Greater Bay Area CAPC webinar 	<ul style="list-style-type: none"> - # of events - # in attendance at events - % of participants with increased knowledge about child abuse and neglect prevention (e.g., via event survey, if applicable) 	<ul style="list-style-type: none"> - 3 events - ~100 in attendance at each - 80% reporting increased knowledge - By Nov 2020, decide what events to hold (topic, format, audience) 	-
	e) Coordinate with schools to pilot a child abuse prevention curriculum for children.	- TBD	<ul style="list-style-type: none"> - # of schools offering child abuse prevention curriculum - # of children reached with child abuse prevention curriculum - % of children with increased knowledge about curriculum topics (e.g., if curricula have accompanying quizzes or pre-post surveys) 	- Revisit in FY 2021-22	-

*Activities to be completed by all subcommittees

STRATEGIES	TARGET ACTIVITIES	PERSON(S) RESPONSIBLE/ RESOURCES NEEDED	POSSIBLE KEY PERFORMANCE INDICATORS <i>(Longer-term KPI in italics)</i>	YEAR 1 TARGET (FY 20-21)	YEAR 1 OUTCOMES (FY 20-21) <i>(Fill in at end of year)</i>
2. Research, monitor, and advocate for legislation and funding	a) Contribute to updates to the legislative platform of the Alliance/CAPC and advise the BOS on their legislative platform.*	<ul style="list-style-type: none"> - All members - Susan will share the GBA policy platform - Exec. Comm. provides guidance and coordination support 	<ul style="list-style-type: none"> - Alliance/CAPC legislative platform updated - Recommendations sent - <i>Recommendations adopted by BOS</i> - <i># of actions taken by BOS that align with Alliance/CAPC legislative platform</i> - <i># of children affected by BOS actions (if applicable)</i> 	<ul style="list-style-type: none"> - Legislative platform updated - 1-2 recommendations sent - Timeline TBD by Executive Committee - - 	-
	b) Contribute to standing Alliance/CAPC meeting agenda item surrounding funding opportunities and relevant legislation.*	<ul style="list-style-type: none"> - All subcommittee members share opportunities / bills they are aware of, in coordination with Exec. Comm. 	<ul style="list-style-type: none"> - # and \$ of child abuse and neglect prevention funding opportunities/ bills shared - # of people reached - <i># and \$ of funding opportunities shared at Alliance meetings awarded to Solano agencies</i> - <i># of people affected by new funding</i> 	<ul style="list-style-type: none"> - Share at least 1 funding opportunity or bill - 30 people reached 	-

*Activities to be completed by all subcommittees

STRATEGIES	TARGET ACTIVITIES	PERSON(S) RESPONSIBLE/ RESOURCES NEEDED	POSSIBLE KEY PERFORMANCE INDICATORS <i>(Longer-term KPI in italics)</i>	YEAR 1 TARGET (FY 20-21)	YEAR 1 OUTCOMES (FY 20-21) <i>(Fill in at end of year)</i>
	c) Participate in monitoring of policymakers' budget and funding decisions related to child abuse prevention, informing them about how actions would affect the community, and advocating for investment in prevention.	- CWS director to take lead (Aaron)	<ul style="list-style-type: none"> - # of communications sent about funding - # of relevant BOS actions taken - # of children affected by BOS actions taken to prevent child abuse and neglect (if applicable) 	- Revisit in FY 2021-22	-
3. Identify and address gaps in services, barriers to access, and duplication of services	a) Considering available services and funding opportunities, identify gaps and duplication in child abuse prevention services.	- TBD	<ul style="list-style-type: none"> - Service map with list of gaps and duplication in services - Actions taken by providers to reduce gaps/duplication 	- Revisit in FY 2021-22	-

*Activities to be completed by all subcommittees

STRATEGIES	TARGET ACTIVITIES	PERSON(S) RESPONSIBLE/ RESOURCES NEEDED	POSSIBLE KEY PERFORMANCE INDICATORS <i>(Longer-term KPI in italics)</i>	YEAR 1 TARGET (FY 20-21)	YEAR 1 OUTCOMES (FY 20-21) <i>(Fill in at end of year)</i>
4. Promote collaboration, coordination, and communication	a) Use the 4 Children's Alliance meetings per year that are dedicated to CAPC to create specific action items for members to do outside of the meetings (e.g., invite members to participate in prevention activities), map out and share information on prevention services and resources, and increase knowledge around child abuse/neglect prevention of the Alliance members as a whole (create a goal and action items and develop meetings around those).*	<ul style="list-style-type: none"> - Executive Committee to set annual calendar for planning purposes, CAPC team to follow up and contribute to development of the agendas for these meetings 	<ul style="list-style-type: none"> - # of CAPC meetings held - # attending CAPC meetings - % of members with increased knowledge of child abuse and neglect prevention services and resources and how to prevent child abuse/neglect in the community (e.g., via a member survey) 	<ul style="list-style-type: none"> - 4 meetings - 30 attendees/ mtg - 80% reporting increased knowledge - By Nov 2020, plan first meeting 	-

*Activities to be completed by all subcommittees

STRATEGIES	TARGET ACTIVITIES	PERSON(S) RESPONSIBLE/ RESOURCES NEEDED	POSSIBLE KEY PERFORMANCE INDICATORS <i>(Longer-term KPI in italics)</i>	YEAR 1 TARGET (FY 20-21)	YEAR 1 OUTCOMES (FY 20-21) <i>(Fill in at end of year)</i>
	b) Attend other child abuse prevention collaboratives (e.g., Greater Bay Area CAPC Coalition, Child Death Review Team, Commercially Sexually Exploited Children, Continuum of Care Reform Steering Committee) and report back to Alliance and/or subcommittee on their activities to ensure Alliance/CAPC activities are aligned and do not duplicate.	<ul style="list-style-type: none"> - Greater Bay Area CAPC: Susan - CDRT: Susan - CSEC: Gloria, Candy - COC Reform: Ronda and Pam - Coordinate with Exec. Comm. when reporting to the full Alliance 	<ul style="list-style-type: none"> - # of meetings attended - # of reports given 	<ul style="list-style-type: none"> - Attend 10 Greater Bay Area CAPC, 2 CDRT, 3 CSEC, 4 COC meetings - Reports given quarterly to Alliance or subcommittee 	-
	c) Participate in updating Solano County's Child Abuse Response Protocol.	- Candy and Hayley	- Protocol updated	- Timeline TBD, dependent on DA's office	-

*Activities to be completed by all subcommittees

STRATEGIES	TARGET ACTIVITIES	PERSON(S) RESPONSIBLE/ RESOURCES NEEDED	POSSIBLE KEY PERFORMANCE INDICATORS (<i>Longer-term KPI in italics</i>)	YEAR 1 TARGET (FY 20-21)	YEAR 1 OUTCOMES (FY 20-21) (<i>Fill in at end of year</i>)
	d) Participate in developing and updating Solano County's Child Abuse Prevention Plan.	<ul style="list-style-type: none"> - Aaron (CWS required participant) and Susan - OCAP providing TA support in 20-21 	<ul style="list-style-type: none"> - Prevention Plan updated 	<ul style="list-style-type: none"> - By Nov 2020, reach out to Strategies about readiness conversation and discuss w/ child welfare 	-
5. Provide training and support to improve the quality of services	a) Training for professionals about child abuse and neglect prevention will be incorporated into 4 CAPC meetings above (Activity 4a).	<ul style="list-style-type: none"> - See Activity 4a 	<ul style="list-style-type: none"> - See Activity 4a 	<ul style="list-style-type: none"> - See Activity 4a 	-

*Activities to be completed by all subcommittees

HOMELESS YOUTH

STRATEGIES	TARGET ACTIVITIES	PERSON(S) RESPONSIBLE/ RESOURCES NEEDED	POSSIBLE KEY PERFORMANCE INDICATORS (<i>Longer-term KPI in italics</i>)	YEAR 1 TARGET (FY 20-21)	YEAR 1 OUTCOMES (FY 20-21) (<i>Fill in at end of year</i>)
1. Educate leaders and the community	a) Meet with and coordinate presentations/ activities with the city homeless roundtables on issues affecting homeless youth.	<ul style="list-style-type: none"> - Kim Govi will share meeting dates and subcommittee member(s) will attend 	<ul style="list-style-type: none"> - # of meetings with city roundtables - # of presentations delivered/actions taken with city roundtables to address youth homelessness - <i># of youth affected by city roundtable actions to address homelessness (if applicable)</i> 	<ul style="list-style-type: none"> - Attend at least 2 meetings with city roundtables - Actions TBD, based on outcome of meetings with roundtables 	-
	b) Contribute to the annual presentation to the BOS.*	<ul style="list-style-type: none"> - Chairs are point persons but all members contribute - Exec. Comm. provides template and info presented in prior year (if applicable) and gives presentation - Augment with info Kim has gathered (include info on legislation) 	<ul style="list-style-type: none"> - Slides produced - <i>Actions taken by BOS to address youth homelessness</i> - <i># of youth affected by BOS actions to address homelessness (if applicable)</i> 	<ul style="list-style-type: none"> - 3-4 slides produced with information on the needs in the county, recommendations to the BOS regarding funding, services and legislation, and impact highlight for subcommittee (e.g., using data from KPIs and description of progress on activities to tell the story of the impact made in the community.) 	-

*Activities to be completed by all subcommittees

STRATEGIES	TARGET ACTIVITIES	PERSON(S) RESPONSIBLE/ RESOURCES NEEDED	POSSIBLE KEY PERFORMANCE INDICATORS (<i>Longer-term KPI in italics</i>)	YEAR 1 TARGET (FY 20-21)	YEAR 1 OUTCOMES (FY 20-21) (<i>Fill in at end of year</i>)
		affecting homeless youth)		- Timeline TBD by Executive Committee	
	c) Partner with other organizations and/or other Alliance/CAPC subcommittees to present to leaders (e.g., city councils, elected officials) or the community about youth homelessness in Solano County and related factors.*	- Use info Kim has gathered - Look at the Solano Youth Voices Toolkit for materials (retrieve from Children's Network)	- Slides/materials produced (may be digital) - # of presentations delivered - # of people attending/ viewing presentations/materials - % of people with increased knowledge about youth homelessness (e.g., via a presentation survey)	- Revisit in FY 2021-22	-
	d) Review and adapt Kim Govi's curriculum about homeless youth in Solano County for leaders and/or the community (curriculum is intended for educators, but can be modified and has modules that can be viewed on their own).	- Kim & Liat	- # of people viewing the adapted curriculum - % of people with increased knowledge about youth homelessness (e.g., via a course survey)	- Revisit in FY 2021-22	-
	e) Use social media or other media to educate the community and provide resources.	- Use existing info/ resources, such as those produced for	- # of media posts/material delivered about	- Before November, at least 3 media posts/material	-

*Activities to be completed by all subcommittees

STRATEGIES	TARGET ACTIVITIES	PERSON(S) RESPONSIBLE/ RESOURCES NEEDED	POSSIBLE KEY PERFORMANCE INDICATORS (<i>Longer-term KPI in italics</i>)	YEAR 1 TARGET (FY 20-21)	YEAR 1 OUTCOMES (FY 20-21) (<i>Fill in at end of year</i>)
		<p>national Homeless Youth Month (e.g., those produced by NCTSN)</p> <ul style="list-style-type: none"> - SCOE is developing a repository of resources that can be downloaded and shared (Padlet) – Kim can share when it's been set up - All organizations represented on the subcommittee can be connected on social media and share relevant graphics/ posts with each other - Alliance will also share on their account 	<p>homeless youth in Solano County</p> <ul style="list-style-type: none"> - # of people reached via media/other materials 	<p>delivered, reaching at least 1000 people</p>	

*Activities to be completed by all subcommittees

STRATEGIES	TARGET ACTIVITIES	PERSON(S) RESPONSIBLE/ RESOURCES NEEDED	POSSIBLE KEY PERFORMANCE INDICATORS (<i>Longer-term KPI in italics</i>)	YEAR 1 TARGET (FY 20-21)	YEAR 1 OUTCOMES (FY 20-21) (<i>Fill in at end of year</i>)
2. Research, monitor, and advocate for legislation and funding	a) Contribute to updates to the legislative platform of the Alliance/CAPC and advise the BOS on their legislative platform.*	<ul style="list-style-type: none"> - All members - Exec. Comm. provides guidance and coordination support 	<ul style="list-style-type: none"> - Alliance/CAPC legislative platform updated - Recommendations sent - <i>Recommendations adopted by BOS</i> - <i># of actions taken by BOS that align with Alliance/CAPC legislative platform</i> - <i># of youth affected by BOS actions</i> 	<ul style="list-style-type: none"> - Legislative platform updated - 1-2 recommendations sent - Timeline TBD by Executive Committee 	-
	b) Advocate for 1. Consistent funding at the county level for homeless youth (such as from the California Dept of Education), 2. Shelters for youth in the county, 3. Affordable housing, 4. Unrestricted funding to meet youth's immediate needs.**	<ul style="list-style-type: none"> - Liat and Nicola, Kim - Consult other groups that are monitoring legislation (HRC tracks LGBT legislation; Kim Govi may have CDE policy info) 	<ul style="list-style-type: none"> - # of advocacy actions taken (e.g., letters written, meetings held with legislators) - # of relevant bills or policies <i>introduced</i> - # of relevant bills or policies <i>adopted</i> - # of Solano County youth affected by bills or policies adopted 	- Revisit in FY 2021-22	-
	c) Meet with agencies receiving housing funding to discuss and advocate for services specifically for homeless youth.	<ul style="list-style-type: none"> - Jennifer Artz is actively working on building a multidisciplinary group to partner 	<ul style="list-style-type: none"> - Multidisciplinary group established - # of agencies in group - # of meetings held 	- Revisit in FY 2021-22	-

*Activities to be completed by all subcommittees

STRATEGIES	TARGET ACTIVITIES	PERSON(S) RESPONSIBLE/ RESOURCES NEEDED	POSSIBLE KEY PERFORMANCE INDICATORS (<i>Longer-term KPI in italics</i>)	YEAR 1 TARGET (FY 20-21)	YEAR 1 OUTCOMES (FY 20-21) (<i>Fill in at end of year</i>)
		together professionals to talk about homeless youth			
	d) Identify sources of additional support for the county's homeless youth coordinator.	- TBD	- #/\$ of funding/other resources identified	- Revisit in FY 2021-22	-
	e) Contribute to standing Alliance meeting agenda item surrounding funding opportunities and relevant legislation.*	- All subcommittee members share opportunities/ bills they are aware of, in coordination with Exec. Comm.	- # and \$ of housing/homeless youth funding opportunities/ bills shared - # of people reached - # and \$ of funding opportunities shared at Alliance meetings awarded to Solano agencies - # of people affected by new funding	- Share at least 1 funding opportunity or bill - 30 people reached	-
3. Identify and address gaps in services, barriers to access, and duplication of services	a) Map out services offered by CBOs (My Friend's House, Pride Center, Voices Solano, etc.) for homeless youth and identify remaining gaps.	- Kelsey will share spreadsheet of services as a Google doc and all subcommittee members will update it	- Services offered and remaining gaps identified in shared spreadsheet - # of stakeholders with whom system map is shared	- Spreadsheet of services updated by subcommittee members - Shared with Alliance (approximately 30 people; see Activity 4a.)	-

*Activities to be completed by all subcommittees

STRATEGIES	TARGET ACTIVITIES	PERSON(S) RESPONSIBLE/ RESOURCES NEEDED	POSSIBLE KEY PERFORMANCE INDICATORS (<i>Longer-term KPI in italics</i>)	YEAR 1 TARGET (FY 20-21)	YEAR 1 OUTCOMES (FY 20-21) (<i>Fill in at end of year</i>)
4. Promote collaboration, coordination, and communication	a) Share information regarding resources available for homeless youth (e.g., by holding a virtual resource fair; developing a resource list; dedicating an Alliance meeting to homeless youth; sharing with Alliance members resources and services that are available to support homeless youth).*	<ul style="list-style-type: none"> - Subcommittee will share spreadsheet of services with the full Alliance, in coordination with Exec. Comm. - Subcommittee member agencies will present to Alliance about their services, coordinating with Exec. Comm. on meeting calendar and agenda - SCOE is developing a repository of resources that can be downloaded and shared (Padlet) – Kim can share when it's been set up 	<ul style="list-style-type: none"> - # of actions taken/ resources shared to increase knowledge about resources for homeless youth (e.g., virtual resource fairs held, presentations delivered, resource list created) - # of people reached with information and resources - % of members with <i>increased knowledge of youth homelessness services and resources (e.g., via a member survey)</i> 	<ul style="list-style-type: none"> - Spreadsheet of services shared Alliance, reaching ~30 members/ alternates - 2-3 subcommittee member agencies present to entire Alliance with ~30 people in attendance 	-

*Activities to be completed by all subcommittees

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	b) Promote coordination and information sharing between agencies serving homeless youth (e.g., about shared clients).	- TBD	<ul style="list-style-type: none"> - # of agencies met with to coordinate services - # of MOUs/ other agreements established to increase coordination and information sharing - # of youth served by agencies with established MOUs/agreements 	- Revisit in FY 2021-22	-
	c) Promote collaboration between K-12 and higher education institutions to ensure homeless youth receive ongoing case management and services.	- Subcommittee members work together to identify agencies and determine who is the best person to reach out to them	<ul style="list-style-type: none"> - # of agencies identified who support youth graduating from high school - # of agencies invited to join subcommittee or present at Alliance meeting 	- At least 8 agencies identified and added to spreadsheet of services (see above), such as Voices Solano, 5 Keys program, SOAR program at Solano JC, Workforce Development Board, John Burton , Heart 2 Heart, First Place for Youth, Vacaville and Fairfield PD Police Activities League (PAL); Sullivan Center is where PAL is housed, Solano County BH homeless	-

*Activities to be completed by all subcommittees

STRATEGIES	TARGET ACTIVITIES	PERSON(S) RESPONSIBLE/ RESOURCES NEEDED	POSSIBLE KEY PERFORMANCE INDICATORS (<i>Longer-term KPI in italics</i>)	YEAR 1 TARGET (FY 20-21)	YEAR 1 OUTCOMES (FY 20-21) (<i>Fill in at end of year</i>)
				TAY worker, SCOE TPP Program - 1-2 agencies invited to join subcommittee or present at Alliance meeting	
5. Provide training and support to improve the quality of services	a) Promote trainings, such as Kim Govi’s self-paced course on youth homelessness amongst professionals (curriculum is intended for educators, but can be modified and has modules that can be viewed on their own).	- Kim will inform subcommittee when it is ready to be shared	- # of professionals completing the course - % of people with increased knowledge about youth homelessness (e.g., via a course survey)	- Revisit in FY 2021-22	-

*Activities to be completed by all subcommittees

MENTAL AND BEHAVIORAL HEALTH

STRATEGIES	TARGET ACTIVITIES	PERSON(S) RESPONSIBLE/ RESOURCES NEEDED	POSSIBLE KEY PERFORMANCE INDICATORS (<i>Longer-term KPI in italics</i>)	YEAR 1 TARGET (FY 20-21)	YEAR 1 OUTCOMES (FY 20-21) (<i>Fill in at end of year</i>)
1. Educate leaders and the community	f) Contribute to the annual BOS presentation.*	<ul style="list-style-type: none"> - Chairs are point persons but all members contribute - Exec. Comm. provides template and info presented in prior year (if applicable) and gives presentation 	<ul style="list-style-type: none"> - Slides produced - <i>Actions taken by BOS to address mental/behavioral health</i> - <i># of children affected by BOS actions to address mental/behavioral health (if applicable)</i> 	<ul style="list-style-type: none"> - 3-4 slides produced with information on the needs in the county, recommendations to the BOS regarding funding, services and legislation, and impact highlight for subcommittee (e.g., using data from KPIs and description of progress on activities to tell the story of the impact made in the community.) - Timeline TBD by Executive Committee 	-
	g) Partner with other organizations and/or other Alliance/CAPC subcommittees to present to leaders (e.g., city councils, elected officials) or the	<ul style="list-style-type: none"> - TBD - Domestic Violence Task Force (Kaiser) could be a partner 	<ul style="list-style-type: none"> - Slides/materials produced (may be digital) - # of presentations delivered 	<ul style="list-style-type: none"> - Revisit in FY 21-22 	-

*Activities to be completed by all subcommittees

STRATEGIES	TARGET ACTIVITIES	PERSON(S) RESPONSIBLE/ RESOURCES NEEDED	POSSIBLE KEY PERFORMANCE INDICATORS (<i>Longer-term KPI in italics</i>)	YEAR 1 TARGET (FY 20-21)	YEAR 1 OUTCOMES (FY 20-21) (<i>Fill in at end of year</i>)
	community about mental/behavioral health in Solano County and available resources (e.g., solanocares.org).*		<ul style="list-style-type: none"> - # of people attending/viewing presentations/materials - % of people with increased knowledge about mental/behavioral health (e.g., via a presentation survey) 		
2. Research, monitor, and advocate for legislation and funding	a) Contribute to updates to the legislative platform of the Alliance/CAPC and advise the BOS on their legislative platform.*	<ul style="list-style-type: none"> - All members - Exec. Comm. provides guidance and coordination support 	<ul style="list-style-type: none"> - Alliance/CAPC legislative platform updated - Recommendations sent - <i>Recommendations adopted by BOS</i> - <i># of actions taken by BOS that align with Alliance/CAPC legislative platform</i> - <i># of children affected by BOS actions</i> 	<ul style="list-style-type: none"> - Legislative platform updated - 1-2 recommendations sent - Timeline TBD by Executive Committee 	-
	b) Identify and partner with key legislators who advocate for mental/behavioral health and write letters to leaders about pending legislation.**	<ul style="list-style-type: none"> - Tonya Burns will ID leaders (Assemblywoman Wolk, a developmental disability advocate with office in Vacaville, may know, but she is leaving office in 2020) 	<ul style="list-style-type: none"> - # of key leaders identified and letters written - <i># of relevant bills or policies introduced</i> - <i># of relevant bills or policies adopted</i> - <i># of Solano County children affected by bills or policies adopted</i> 	<ul style="list-style-type: none"> - 1-2 key legislators identified - Timeline for letters TBD (right now many focused on COVID) 	-

*Activities to be completed by all subcommittees

STRATEGIES	TARGET ACTIVITIES	PERSON(S) RESPONSIBLE/ RESOURCES NEEDED	POSSIBLE KEY PERFORMANCE INDICATORS (<i>Longer-term KPI in italics</i>)	YEAR 1 TARGET (FY 20-21)	YEAR 1 OUTCOMES (FY 20-21) (<i>Fill in at end of year</i>)
	c) Contribute to standing Alliance meeting agenda item surrounding funding opportunities and relevant legislation.*	<ul style="list-style-type: none"> - All subcommittee members share opportunities/ bills they are aware of, in coordination with Exec. Comm. 	<ul style="list-style-type: none"> - # and \$ of MH funding opportunities/ bills shared - # of people reached - # and \$ of funding opportunities shared at Alliance meetings awarded to Solano agencies - # of people affected by new funding 	<ul style="list-style-type: none"> - Share at least 1 funding opportunity or bill - 30 people reached each year 	-
3. Identify and address gaps in services, barriers to access, and duplication of services	a) Map out mental health services, screenings, and referrals that are offered at Solano schools (e.g., Wellness Centers) and identify gaps.	<ul style="list-style-type: none"> - TBD - MHSA \$ funded wellness centers at schools (Ask Meredith Webb and Nicola Parr who is providing MH) - AB3632 resulted in services being dropped - Private contractors doing services in schools (should be invited to this group) 	<ul style="list-style-type: none"> - List of mental health services, screenings, referrals at Solano schools created (may vary by district) and gaps identified - # of stakeholders with whom system map is shared 	<ul style="list-style-type: none"> - Revisit in FY 21-22 	-
4. Promote collaboration, coordination,	a) Share with Alliance members resources and services that are available to support	<ul style="list-style-type: none"> - All members, in coordination with Exec. Comm. 	<ul style="list-style-type: none"> - # of MH resources/ services shared with Alliance 	<ul style="list-style-type: none"> - Share 3-4 resources - At least 30 people reached 	-

*Activities to be completed by all subcommittees

STRATEGIES	TARGET ACTIVITIES	PERSON(S) RESPONSIBLE/ RESOURCES NEEDED	POSSIBLE KEY PERFORMANCE INDICATORS (<i>Longer-term KPI in italics</i>)	YEAR 1 TARGET (FY 20-21)	YEAR 1 OUTCOMES (FY 20-21) (<i>Fill in at end of year</i>)
and communication	mental and behavioral health of children (including encouraging providers to submit information to Solanocares.org).*	<ul style="list-style-type: none"> - Executive Committee may invite Solanocares coordinator to an Alliance meeting to share ways to submit information - (one resource to share might be new position in DA office to work with youth) 	<ul style="list-style-type: none"> - # of people reached with shared resources - % of members with <i>increased knowledge of MH services and resources (e.g., via a member survey)</i> 		
	b) Promote coordination and information sharing between agencies serving children/youth (e.g., about shared clients).	- TBD	<ul style="list-style-type: none"> - # of MOUs/ other agreements established to increase coordination and information sharing - # of children served by agencies with established MOUs/agreements 	- Revisit in FY 21-22	-
	c) Promote the development of a multidisciplinary team meeting that would include agencies serving children with mental or behavioral health challenges (first, explore if a similar team exists already).	<ul style="list-style-type: none"> - Rachel can research to find out if a group was ever created - Elder abuse MDT could be a model - County MH Advisory Board: meets Third Tue of Month – Monica is a member 	<ul style="list-style-type: none"> - Research on existing MDTs completed - MDT developed - # of providers attending MDT meetings - # of agencies represented at MDT meetings 	- Revisit in FY 21-22	-

*Activities to be completed by all subcommittees

STRATEGIES	TARGET ACTIVITIES	PERSON(S) RESPONSIBLE/ RESOURCES NEEDED	POSSIBLE KEY PERFORMANCE INDICATORS (<i>Longer-term KPI in italics</i>)	YEAR 1 TARGET (FY 20-21)	YEAR 1 OUTCOMES (FY 20-21) (<i>Fill in at end of year</i>)
5. Provide training and support to improve the quality of services	a) Promote trainings for providers to increase attendance.*	<ul style="list-style-type: none"> - Subcommittee members will share with the Alliance and their own social media or email distribution lists - Trainings provided by A Better Way, County Behavioral Health 	<ul style="list-style-type: none"> - # of trainings promoted - # of people reached by trainings promoted 	<ul style="list-style-type: none"> - Share 4-6 trainings - At least 100 people reached 	-

*Activities to be completed by all subcommittees

QUALITY EARLY CARE AND EDUCATION

STRATEGIES	TARGET ACTIVITIES	PERSON(S) RESPONSIBLE/ RESOURCES NEEDED	POSSIBLE KEY PERFORMANCE INDICATORS (<i>Longer-term KPI in italics</i>)	YEAR 1 TARGET (FY 20-21)	YEAR 1 OUTCOMES AND IMPACTS (FY 20-21) (<i>Fill in at end of year</i>)
1. Educate leaders and the community	a) Contribute to annual BOS presentation.*	<ul style="list-style-type: none"> - LPC data to be used. - Chairs are point persons but all members contribute - Exec. Comm. provides template and info presented in prior year (if applicable) and give presentation 	<ul style="list-style-type: none"> - Slides produced - Actions taken by BOS to address ECE - # of children affected by BOS actions to address ECE (if applicable) 	<ul style="list-style-type: none"> - 3-4 slides produced with information on the needs in the county, recommendations to the BOS regarding funding, services and legislation, and impact highlight for subcommittee (e.g., using data from KPIs and description of progress on activities to tell the story of the impact made in the community.) - Timeline TBD by Executive Committee 	-
	b) Partner with other organizations and/or other Alliance/CAPC subcommittees to present to leaders (e.g., city councils, elected officials) or the	<ul style="list-style-type: none"> - TBD - Collaborate with Local Planning Council who does this work 	<ul style="list-style-type: none"> - Slides/materials produced (may be digital) - # of presentations delivered - # of people attending/viewing presentations/materials 	<ul style="list-style-type: none"> - Revisit in FY 21-22 	-

*Activities to be completed by all subcommittees

STRATEGIES	TARGET ACTIVITIES	PERSON(S) RESPONSIBLE/ RESOURCES NEEDED	POSSIBLE KEY PERFORMANCE INDICATORS (<i>Longer-term KPI in italics</i>)	YEAR 1 TARGET (FY 20-21)	YEAR 1 OUTCOMES AND IMPACTS (FY 20-21) (<i>Fill in at end of year</i>)
	community about the importance of quality ECE and related factors.*		<ul style="list-style-type: none"> - % of people with increased knowledge of the importance of ECE (where appropriate, via a presentation survey) 		
	c) Promote informational materials (e.g., multilingual briefs, infographics, animations, videos webinars, or podcasts) to educate the public about the importance of quality ECE and emerging/priority issues, including lack of health care, housing, and the Census.	<ul style="list-style-type: none"> - Children’s book provided by San Francisco Head Start could be shared or adapted - Existing resources from: CDC, California Dept of Ed, Solano Public Health, school districts, Child Start (interactive resource guide) - Partner with other subcommittees - Araceli knows teachers who would be willing to do a Q&A or help with technology. 	<ul style="list-style-type: none"> - # of materials shared - # of people reached by materials - Census response rate, by age (if available) 	<ul style="list-style-type: none"> - Share 4-6 materials - 1,000 people reached - 68% response rate for Census (2010 rate) 	-
2. Research, monitor, and advocate for legislation and funding	a) Collaborate with key advocacy groups to advocate for legislation and policy changes, including expanded access to and funding for ECE	<ul style="list-style-type: none"> - TBD - Advocacy groups like Parent Voices 	<ul style="list-style-type: none"> - # of advocacy actions taken (e.g., letters written, meetings held with legislators) - # of relevant bills or policies introduced 	- Revisit in FY 21-22	-

*Activities to be completed by all subcommittees

STRATEGIES	TARGET ACTIVITIES	PERSON(S) RESPONSIBLE/ RESOURCES NEEDED	POSSIBLE KEY PERFORMANCE INDICATORS (<i>Longer-term KPI in italics</i>)	YEAR 1 TARGET (FY 20-21)	YEAR 1 OUTCOMES AND IMPACTS (FY 20-21) (<i>Fill in at end of year</i>)
	and ECE-related issues (e.g., increased Internet access; translations of messages from policy makers/leaders).		<ul style="list-style-type: none"> - # of relevant bills or policies adopted - # of Solano County children affected by bills or policies adopted 		
	b) Contribute to updates to the legislative platform of the Alliance/CAPC and advise the BOS on their legislative platform.*	<ul style="list-style-type: none"> - All members - Exec. Comm. provides guidance and coordination support 	<ul style="list-style-type: none"> - Alliance/CAPC legislative platform updated - Recommendations sent - Recommendations adopted by BOS - # of actions taken by BOS that align with Alliance/CAPC legislative platform - # of children affected by BOS actions 	<ul style="list-style-type: none"> - Legislative platform updated - 1-2 recommendations sent - Timeline TBD by Executive Committee 	-
	c) Contribute to standing Alliance meeting agenda item surrounding funding opportunities and relevant legislation.*	<ul style="list-style-type: none"> - All subcommittee members share opportunities/ bills they are aware of, in coordination with Exec. Comm. 	<ul style="list-style-type: none"> - # and \$ of ECE funding opportunities/ bills shared - # of people reached - # and \$ of funding opportunities shared at Alliance meetings awarded to Solano agencies - # of people affected by new funding 	<ul style="list-style-type: none"> - Share at least 1 funding opportunity or bill - 30 people reached 	-
3. Identify and address gaps in services,	a) Identify and review available data related to opportunities and	<ul style="list-style-type: none"> - Local Planning Council, Solano 	<ul style="list-style-type: none"> - Existing data identified and reviewed 	<ul style="list-style-type: none"> - Revisit in FY 21-22 	-

*Activities to be completed by all subcommittees

STRATEGIES	TARGET ACTIVITIES	PERSON(S) RESPONSIBLE/ RESOURCES NEEDED	POSSIBLE KEY PERFORMANCE INDICATORS (<i>Longer-term KPI in italics</i>)	YEAR 1 TARGET (FY 20-21)	YEAR 1 OUTCOMES AND IMPACTS (FY 20-21) (<i>Fill in at end of year</i>)
barriers to access, and duplication of services	gaps in ECE services. Identify action steps to address gaps based on findings.	Kids Thrive, Child Start,	- Specific action steps identified		
4. Promote collaboration, coordination, and communication	a) Attend other collaboratives (e.g., LPC, Quality Counts, SKT) and report back to Alliance and/or subcommittee on their activities to ensure Alliance/CAPC activities are aligned and do not duplicate. Widen scope to include collaboration with non-typical community partners (e.g., business leaders, hospitals).	- LPC - Kathy - Quality Counts - Juan - SKT - Juan, Kathy - Report on LPC, Quality Counts, SKT to Alliance, in coordination with Exec. Comm.	- # of meetings attended - # of reports made to Alliance and/or subcommittee - # of nontypical community partners identified and approached to collaborate	- Attend 8 LPC, 6 QC, 4 SKT meetings - Reports given quarterly to Alliance or subcommittee - 1-2 non-typical partners approached	-
	b) Share with Alliance members available ECE services and supports.*	- All members, in coordination with Exec. Comm.	- # of ECE resources/ services shared with Alliance - # of people reached with resources shared - % of members with increased knowledge of ECE services and resources (e.g., via a member survey)	- Share 3-4 resources - At least 30 people reached	-

*Activities to be completed by all subcommittees

STRATEGIES	TARGET ACTIVITIES	PERSON(S) RESPONSIBLE/ RESOURCES NEEDED	POSSIBLE KEY PERFORMANCE INDICATORS (<i>Longer-term KPI in italics</i>)	YEAR 1 TARGET (FY 20-21)	YEAR 1 OUTCOMES AND IMPACTS (FY 20-21) (<i>Fill in at end of year</i>)
5. Provide training and support to improve the quality of services	a) Promote trainings for ECE providers conducted by other groups (e.g., COE, SFCS) to increase attendance.	<ul style="list-style-type: none"> - Subcommittee members will share with the Alliance and their own social media or email distribution lists - Webinars/trainings from Public Health, COE, SFCS 	<ul style="list-style-type: none"> - # of trainings promoted - # of people reached by trainings promoted 	<ul style="list-style-type: none"> - Share 4-6 trainings - At least 100 people reached 	-

*Activities to be completed by all subcommittees

Appendix 3: Quarterly Report Template

Reporting Period:

Subcommittee Name:

Committee Chairs:

SUBCOMMITTEE ACTIVITY PROGRESS

Note: Copy narrative regarding your activity progress and data related to your KPIs from your quarterly progress tracker into the table below as applicable. Save the file as “[Subcommittee Name] [Quarter Fiscal Year] Action Plan Report” (e.g., **Homeless Youth Q1 FY20_21 Action Plan Report**) and upload to your subcommittee’s Google Drive folder.

Strategy	Activity	Progress
Educate leaders and the community (EDU)	<i>All activities</i>	–
Legislation and funding (LEG)	<i>Funding opportunities to share</i>	–
	<i>Legislation to share</i>	–
	<i>Other activities</i>	–
Service gaps/ barriers/ duplication (SVC)	<i>All activities</i>	–
Collaboration/ coordination/ communication (CCC)	<i>Services and resources to share</i>	–
	<i>Info from other collaboratives to share</i>	–
	<i>Other activities</i>	–
Training (TA)	<i>Training opportunities to share</i>	–
	<i>Other activities</i>	–

Additional Information/Comments to Share: