Erin Hannigan, Chair
Gerald Huber, Vice Chair
Marisela Barbosa
Lisette Estrella-Henderson

FIRST 5 SOLANO
CHILDREN AND FAMILIES COMMISSION
IT'S ALL ABOUT THE KIDS

Dan Ayala
Aaron Crutison
Nicole Neff
Jennifer Barton
Michele Harris, ED

COMMISSION MEETING
June 5, 2018 – 5:30-7:30pm
601 Texas Street, Conference Room B, Fairfield, CA 94533

CALL TO ORDER / SALUTE TO THE FLAG

I. Public Comment   **Information**

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

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

A. Approve the June 5, 2018 Commission Meeting Agenda
B. Approve the April 11, 2018 Commission Meeting Minutes

III. FY2018/19 Annual Grant Allocations of Funding (25 min)   **Action**

Consider approval of allocations of funding of up to $119,861 for FY2018/19 Annual Grants in response to Request for Applications #2018-05 as follows:

a. Up to $10,000 to Child Haven to implement a program to provide full psychological testing for children ages 2-5 who are not progressing with current treatment
b. Up to $10,000 to Care for Em to provide emotional self-regulation classes for children and parents
c. Up to $20,000 to Solano Community College to provide wage reimbursement stipends to students attending early learning practicum courses to become early learning teachers
d. Up to $20,000 to Child Start, Inc. to provide Footsteps2Brilliance early learning technology in Head Start classrooms
e. Up to $19,861 to Planned Parenthood of Northern California to provide housing and food security for transitional age youth with young children
f. Up to $20,000 to Seneca Family of Agencies to provide housing and food security for transitional age youth with young children
g. Up to $20,000 to City of Suisun Rec Department to install a splash pad at Heritage Park
h. *(Source of funds: 2018-2023 Program Investment Plan)*

Megan Richards, Deputy Director

IV. Committee Reports (20 min)   **Action**

A. Program and Community Engagement Committee (Commissioner Ayala)
   1. (No meeting)

B. Systems and Policy Committee (Commissioner Huber)
   1. **Consider approval of an allocation of $60,000 to Fighting Back Partnership to continue Family Support Services in Vallejo from July-December 2018**
   2. Receive an update on the state and federal budget and its potential impacts on children and families

Gene Ibe, Program Manager; Jerry Huber, Director, Health and Social Services

Erin Hannigan, Chair
Gerald Huber, Vice Chair
Marisela Barbosa
Lisette Estrella-Henderson

Dan Ayala
Aaron Crutison
Nicole Neff
Jennifer Barton
Michele Harris, ED

V.   Nonprofit Capacity Assessment Findings (50 min)   **Information/**
Receive a presentation on the Solano County Nonprofit Capacity Diagnostic Findings   **Discussion**
and Recommendations

Lorraine Fernandez, Program Manager; Emily Drake, Managing Director at Learning for Action

VI.   Executive Director's Report (10 min)   **Information**

Michele Harris, Executive Director

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

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

The next Commission meeting will be held on August 14, 2018 at 5:30PM at 601
Texas Street, Conference Room B, Fairfield. Future agenda items include: Committee
Reports

ADJOURN

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

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

First 5 Solano Children and Families Commission
Commission Meeting
April 11, 2018, 5:30 PM – 7:30 PM
601 Texas Street, Fairfield, CA

Minutes

Commissioners present: Erin Hannigan, Jerry Huber, Dan Ayala, Marisela Barbosa, Jennifer Barton, Aaron Crutison (Exited 6:25PM), Nicole Neff (Arrived 5:35)

First 5 Solano Staff present: Michele Harris, Andrew Boatright

Members of the public present: Stacey Bowman (New Dawn), Jane Johnson (Child Haven), Mark Mora (Fighting Back Partnership) (Arrived 6:00PM), Debbie Peralez (Child Start), Cheryl Stumbaugh (FSUSD Adult School), Maria Vicondoa (Uplift Family Services), Tony Yadon (Parents by Choice)

Chair Hannigan called the meeting to order at 5:31pm

I. Public Comment

None

II. Consent Calendar

A. Approve the April 11, 2018 Commission Meeting Agenda.

Motion: Approve the Commission Meeting Agenda for April 11, 2018.

Moved by Commissioner Crutison; Seconded by Commissioner Barton
Approved 6-0-0
Yea: Commissioners Ayala, Barbosa, Barton, Crutison, Hannigan, Huber
Nay: None
Abstain: None

B. Approve March 06, 2018 Commission Meeting Minutes

Motion: Approve the Commission Meeting Minutes for March 06, 2018

Moved by Commissioner Crutison; Seconded by Commissioner Barton
Approved 6-0-0
Yea: Commissioners Ayala, Barbosa, Barton, Crutison, Hannigan, Huber
Nay: None
Abstain: None

III. April Children's Month

Andrew Boatright presented Resolution 2018-01.

Motion: Approve the Resolution #2018-01 recognizing April 2018 as "Children's Month" in Solano County

Moved by Commissioner Barbosa; Seconded by Commissioner Ayala
Approved 7-0-0
Yea: **Commissioners Ayala, Barbosa, Barton, Crutison, Hannigan, Huber, Neff**
Nay: **None**
Abstain: None

IV. FY2018-2021 Allocations of Funding

Public Comment:

Debbie Peralez (Child Start) expressed her excitement for Triple P Positive Parenting Program services to be taking place in Solano County.

A. Consider approval of awards of funding of up to $418,992 ($139,664 annually for FY2018/19, FY2019/20, FY2020/21) for Pre-Kindergarten Academy services in response to Request for Applications #2018-03 as follows:
   a. Up to $150,000 to Fairfield-Suisun Unified School District for 5 sessions annually
   b. Up to $30,000 to Fairfield-Suisun Adult School for 5 sessions annually
   c. Up to $30,000 to Travis Unified School District for 1 session annually
   d. Up to $58,992 to Dixon Unified School District for 2 sessions annually
   e. Up to $30,000 to Benicia Unified School District for 1 session annually
   f. Up to $30,000 to River Delta Unified School District for 1 session annually
   g. Up to $60,000 to Vallejo City Unified School District for 2 sessions annually
   h. Up to $30,000 to New Dawn Vallejo for 1 session annually

Commissioner Barton asked if River Delta would cover all of River Delta, which includes Sacramento County, or Rio Vista. Ms. Harris confirmed Rio Vista would be the target.

Commissioner Crutison asked for clarification on item d. and asked why the Pre-Kindergarten Academies have not been sole-sourced to school districts only. Ms. Harris responded that the sessions are $10,000 per classroom across three years, but following County contracting policy, the amount listed is for the amount applied for by Dixon USD. Ms. Harris noted that private providers have been able to outreach in different ways in the past and that sole-sourcing to school districts is a possibility, but that the commission has not provided that direction.

Commissioner Barbosa asked if New Dawn, being a new vendor, had the site capabilities to accommodate a Pre-K Academy. Stacey Bowman, Executive Director of New Dawn Vallejo responded that the Friendship Missionary Baptist Church has a space for children's programs already, including small desk, small toilets, and all the normal items you would expect at a children's site.

Motion: Approve awards of funding of up to $418,992 ($139,664 annually for FY2018/19, FY2019/20, FY2020/21) for Pre-Kindergarten Academy services in response to Request for Applications #2018-03 as follows:
  a. Up to $150,000 to Fairfield-Suisun Unified School District for 5 sessions annually
  b. Up to $30,000 to Fairfield-Suisun Adult School for 5 sessions annually
  c. Up to $30,000 to Travis Unified School District for 1 session annually
  d. Up to $58,992 to Dixon Unified School District for 2 sessions annually
  e. Up to $30,000 to Benicia Unified School District for 1 session annually
  f. Up to $30,000 to River Delta Unified School District for 1 session annually
  g. Up to $60,000 to Vallejo City Unified School District for 2 sessions annually
  h. Up to $30,000 to New Dawn Vallejo for 1 session annually

Moved by Commissioner Huber; Seconded by Commissioner Ayala
Approved 7-0-0
Yea: **Commissioners Ayala, Barbosa, Barton, Crutison, Hannigan, Huber, Neff**
Nay: **None**
Abstain: None

B. Consider approval of a sole source allocation of funding of up to $90,000 ($30,000 annually for FY2018/19, FY2019/20, and FY2020/21) to Vacaville Unified School District to conduct 3 Pre-Kindergarten Academy sessions annually

Ms. Harris explained that Vacaville had missed the deadline to apply for the RFA regarding Pre-Kindergarten Academy session but has the capacity to continue holding sessions as they have over many years; in order to ensure all cities are represented a sole source allocation is up for consideration which mirrors the awards of funding from the RFA.

Motion: Approve a sole source allocation of funding of up to $90,000 ($30,000 annually for FY2018/19, FY2019/20, and FY2020/21) to Vacaville Unified School District to conduct 3 Pre-Kindergarten Academy sessions annually

Moved by Commissioner Huber; Seconded by Commissioner Ayala
Approved 7-0-0
Yea: **Commissioners Ayala, Barbosa, Barton, Crutison, Hannigan, Huber, Neff**
Nay: **None**
Abstain: None

C. Consider approval of delegated authority to the Executive Director to allocate up to $90,000 ($30,000 annually for FY2018/19, FY2019/20, and FY2020/21) to one or more providers in Vallejo to conduct 3 Pre-Kindergarten Academy sessions annually

Ms. Harris explained that due to the need in Vallejo, 6 sessions are preferred to be held– a commitment of 3 session, 2 from Vallejo City Unified School District and 1 from New Dawn Vallejo, have been applied for during the RFA; in order for Vallejo to have the possibility to hold 6 sessions, delegated authority is being requested to fill those remaining 3

sessions.. If the Commission approves this delegated authority, staff will reach out to the school district and previous providers of pre-k academies in Vallejo to try and secure a full complement of 6 academies for Vallejo.

Motion: Approve delegated authority to the Executive Director to allocate up to $90,000 ($30,000 annually for FY2018/19, FY2019/20, and FY2020/21) to one or more providers in Vallejo to conduct 3 Pre-Kindergarten Academy sessions annually

Moved by Commissioner Huber; Seconded by Commissioner Ayala
Approved 7-0-0
Yea: Commissioners Ayala, Barbosa, Barton, Crutison, Hannigan, Huber, Neff
Nay: None
Abstain: None

D. Consider approval of a sole source allocation of funding of up to $594,314 ($297,157 annually for FY2018/19, FY2019/20) to Solano County Office of Education to continue the IMPACT quality early care and education program

Ms. Harris explained that Solano County Office of Education has been participating in the IMPACT program, a 5-year program, to great affect and that the remainder of this cycle of funding is two years. The vast majority of this funding is provided by First 5 California, with First 5 Solano providing a small match to leverage these state dollars.

Motion: Approve a sole source allocation of funding of up to $594,314 ($297,157 annually for FY2018/19, FY2019/20) to Solano County Office of Education to continue the IMPACT quality early care and education program

Moved by Commissioner Barton; Seconded by Commissioner Barbosa
Approved 7-0-0
Yea: Commissioners Ayala, Barbosa, Barton, Crutison, Hannigan, Huber, Neff
Nay: None
Abstain: None

E. Consider approval of awards of funding of up to $395,900 for Triple P Parent Education Services for FY2018/19 in response to Request for Proposals #2018-01 as follows:
    a. Up to $250,000 to Parents By Choice
    b. Up to $91,600 to Child Haven
    c. Up to $21,000 to Child Start
    d. Up to $12,000 to Fairfield-Suisun Adult School
    e. Up to $10,000 to Solano Family and Children's Services
    f. Up to $5,000 to Rio Vista CARE
    g. Up to $4,200 to Solano County Office of Education
    h. Up to $2,100 to Fairfield-Suisun Unified School District

Ms. Harris explained that the RFP was set up for one fiscal year to ensure the implementation of Triple P Parent Education Services could be flexible rather than having a multi-year contract locked in.

Commissioners asked for an overview of the newest vendor, Parents by Choice. Tony Yadon, Executive Director, spoke about Parents by Choice's experience implementing different Triple P Parent Program Service modules, explaining that those identified in First 5 Solano's RFP would be brand new to their organization. Mr. Yadon also spoke about the close work performed alongside Child Welfare, acknowledging the working relationship with Commissioner Crutison, including interventions with children in foster care throughout Solano County.

Commissioner Neff asked if the work performed by Parents by Choice had a focus regarding services for children with special needs. Mr. Yadon noted that though there are specific modules designed within the Triple P curriculum, those were not the modules implemented in their organization. Ms. Harris noted that the module selected has an all-around application and that in this first year staff are taking a lens of exploration and will be looking to providers to identify the needs in the community to help inform future Triple P training opportunities.

Motion: Approve awards of funding of up to $395,900 for Triple P Parent Education Services for FY2018/19 in response to Request for Proposals #2018-01 as follows:
   i.   Up to $250,000 to Parents By Choice
   j.   Up to $91,600 to Child Haven
   k.   Up to $21,000 to Child Start
   l.   Up to $12,000 to Fairfield-Suisun Adult School
   m. Up to $10,000 to Solano Family and Children's Services
   n.   Up to $5,000 to Rio Vista CARE
   o.   Up to $4,200 to Solano County Office of Education
   p.   Up to $2,100 to Fairfield-Suisun Unified School District

Moved by Commissioner Barbosa; Seconded by Commissioner Neff
Approved 7-0-0
Yea: Commissioners Ayala, Barbosa, Barton, Crutison, Hannigan, Huber, Neff
Nay: None
Abstain: None

F. Consider approval of delegated authority to the Executive Director to allocate up to $44,100 for additional Parent Education Services exclusively to any awardee listed in Motion E above in response to RFP #2018-01, as needed and appropriate, to provide additional Triple P Services

Ms. Harris explained that $44,100 remains in funds for Triple P Parent Education Services. Should a contractor expend their contract quicker than anticipated, and if additional community need has been identified, this delegated authority would allow additional parent education services to be provided by the selected contractors.

Motion: Approve delegated authority to the Executive Director to allocate up to $44,100 for additional Parent Education Services exclusively to any awardee listed

in Motion E above in response to RFP #2018-01, as needed and appropriate, to provide additional Triple P Services

Moved by Commissioner Barbosa; Seconded by Commissioner Neff
Approved 7-0-0
Yea: Commissioners Ayala, Barbosa, Barton, Crutison, Hannigan, Huber, Neff
Nay: None
Abstain: None

G. Consider approval of a sole source allocation of funding of up to $150,000 ($50,000 annually for FY2018/19, FY2019/20, and FY2020/21) to Rio Vista CARE for family support services in Rio Vista

Ms. Harris explained that Rio Vista CARE is the only known provider of family support services in Rio Vista and that the risk factor data discussed at the commission retreat identified both Vallejo and Rio Vista as having many risk factors; these factors are being discussed and strategies to address those needs will differ from Rio Vista CARE's current family support contract.

Commissioner Huber noted that family support is very broad and asked if specific metrics would be designed after approval or if a plan already exists. Ms. Harris explained that the Vallejo Early Childhood Center has a working plan to address the needs of Vallejo (having many risk factors as well) which is being discussed in parallel for Rio Vista; strategies and specific metrics will be fleshed out as the commission is able to weigh in on that plan.

Commissioner Barton asked for a description of how outcomes are reported back to First 5 Solano. Ms. Harris described the process of county contracting, specific performances measures detailed in contracts for dollar amounts, entry of outcomes into an electronic database by grantees, and mid-year and annual reporting processes to the full commission.

Motion: Approve a sole source allocation of funding of up to $150,000 ($50,000 annually for FY2018/19, FY2019/20, and FY2020/21) to Rio Vista CARE for family support services in Rio Vista

Moved by Commissioner Huber; Seconded by Commissioner Barton
Approved 7-0-0
Yea: Commissioners Ayala, Barbosa, Barton, Crutison, Hannigan, Huber, Neff
Nay: None
Abstain: None

H. Consider approval of awards of funding of up to $300,000 ($100,000 annually for FY2018/19, FY2019/20, and FY2020/21) to A Better Way for Mental Health Provider Training in response to Request for Proposals #2018-02

*Motion: Approve **awards of funding of up to $300,000 ($100,000 annually for FY2018/19, FY2019/20, and FY2020/21) to A Better Way for Mental Health Provider Training in response to Request for Proposals #2018-02***

Moved by Commissioner Barbosa; Seconded by Commissioner Ayala
Approved 7-0-0
Yea: Commissioners Ayala, Barbosa, Barton, Crutison, Hannigan, Huber, Neff
Nay: None
Abstain: None

I.   Consider approval of allocations of funding to extend existing services for home-based developmental screenings and appropriate referrals to services for FY2018/19 as follows:
     a. Up to $100,000 to Uplift Family Services
     b. Up to $50,000 to Child Haven

     Ms. Harris explained that a one-time start-up cost to implement a program incorporating developmental screenings into Well-Child Checks at clinics has been slower to complete than anticipated; as the current structure stands, home-based developmental screenings are the only method to provide this service – to prevent a gap in service; an extension of current providers using this method is being requested.

Commissioner Huber asked how providers know which children to screen. Jane Johnson (Child Haven) explained that referrals are received from the county, walk-ins, Help Me Grow referrals, community fairs, school outreach are all ways to identify children in need of a developmental screening.

> *Motion: Approve allocations of funding to extend existing services for home-based developmental screenings and appropriate referrals to services for FY2018/19 as follows:*
> *a. Up to $100,000 to Uplift Family Services*
> *b. Up to $50,000 to Child Haven*

Moved by Commissioner Barbosa; Seconded by Commissioner Ayala
Approved 7-0-0
Yea: Commissioners Ayala, Barbosa, Barton, Crutison, Hannigan, Huber, Neff
Nay: None
Abstain: None

Commissioners Crutison left the meeting. Commissioner Huber recused himself from the upcoming item (J).

J.   Consider approval of a sole source allocation of funding of up to $300,000 ($100,000 annually for FY2018/19, FY2019/20, and FY2020/21) to Solano County Health & Social Services, Mental health Division, for Early Periodic Screening Diagnosis and Treatment (EPSDT) services

     Ms. Harris explained that H&SS Mental Health has provided excellent EPSDT services as an organization integrated throughout the county. Ms. Harris noted that although the

amount invested by the commission is lower than past years, H&SS has expressed their commitment to provide EPSDT services to children at a similar level as past years.

> *Motion: Approve a sole source allocation of funding of up to $300,000 ($100,000 annually for FY2018/19, FY2019/20, and FY2020/21) to Solano County Health & Social Services, Mental health Division, for Early Periodic Screening Diagnosis and Treatment (EPSDT) services*

Moved by Commissioner Barbosa; Seconded by Commissioner Barton
Approved 5-0-0
Yea: **Commissioners Ayala, Barbosa, Barton, Hannigan, Neff**
Nay: **None**
Abstain: None
Recused: Commissioner Huber

Commissioner Huber returned.

K. Consider approval of up to $200,000 to Solano Family and Children's Services to continue the Help Me Grow Solano program for FY2018/19

Ms. Harris explained that Help Me Grow Solano has been housed under Solano Family and Children's Services (SFCS) since Children's Nurturing Project (CNP) closed their doors; FY2018/19 will be the last year that extension of services from CNPs original agreement will hold before needing to bid for potential providers.

> *Motion: Approve up to $200,000 to Solano Family and Children's Services to continue the Help Me Grow Solano program for FY2018/19*

Moved by Commissioner Barbosa; Seconded by Commissioner Neff
Approved 6-0-0
Yea: **Commissioners Ayala, Barbosa, Barton, Hannigan, Huber, Neff**
Nay: **None**
Abstain: **None**

V. **Committee Reports**

A. Program and Community Engagement
  1. Consider approval of an allocation of up to $20,000 ($10,000 annually for FY2018/19 and FY2019/20) to Solano County Office of Education to expand child care provider trainings via the IMPACT quality improvement program to provide trainings to support inclusion of children with special needs in child care sites

Commissioner Huber asked if this program expansion would be countywide. Ms. Harris responded that it would be countywide.

Commissioner Hannigan asked if the amount would be able to have an impact. Ms. Harris explained that leveraging this amount through the existing infrastructure of IMPACT will have a much broader impact than conducting training as a standalone program.

__Motion: Approve an allocation of up to $20,000 ($10,000 annually for FY2018/19 and FY2019/20) to Solano County Office of Education to expand child care provider trainings via the IMPACT quality improvement program to provide trainings to support inclusion of children with special needs in child care sites__

Moved by Commissioner Barbosa; Seconded by Commissioner Neff
Approved 6-0-0
Yea: **Commissioners Ayala, Barbosa, Barton, Hannigan, Huber, Neff**
Nay: **None**
Abstain: **None**

2. Consider approval of an allocation of $225,000 ($75,000 annually for FY2018/19, FY2019/20, and FY2020/21) to Solano County Office of Education to provide the Raising a Reader program across Solano County with targeted focus on Vallejo, Dixon, and Rio Vista

Ms. Harris gave details about Raising a Reader as a compounding book program, serving 400 children, increasing the quantity of books annually. Ms. Harris also noted that this program is leveraging the IMPACT program as well, increasing the potential reach.

Commissioner Barton asked why certain library programs weren't used or if they were contacted/collaborated with regarding literacy programs. Ms. Harris noted that the current library program (Reach Out and Read) is pediatric clinic based and indeed addresses early literacy needs by handing out books to children at their well-child checks; Reach Out and Read already exists in Solano; Raising a Reader is a different strategy that engages parents in their child's reading, and Raising a Reader can be managed and leveraged via the Commission's IMPACT program.

__Motion: Approve an allocation of up to $225,000 ($75,000 annually for FY2018/19, FY2019/20, and FY2020/21) to Solano County Office of Education to provide the Raising a Reader program across Solano County with targeted focus on Vallejo, Dixon, and Rio Vista__

Moved by Commissioner Neff; Seconded by Commissioner Ayala
Approved 6-0-0
Yea: **Commissioners Ayala, Barbosa, Barton, Hannigan, Huber, Neff**
Nay: **None**
Abstain: **None**

B. Systems and Policy Committee
   1. Consider approval of the Annual Grants Fund Policy

Commissioner Barton asked when the grants would be made available. Ms. Harris responded that, should it be approved, the grant solicitation would be released 4/16/18, with the Commission considering awards of funding at the June commission meeting. Ms. Harris

noted the information would be shared as broadly as possible in order to reach a wide variety of service providers.

Commissioner Barton asked that in following years, previous awardees should be listed annually for the commission to review.

>*Motion: Approve the Annual Grants Fund Policy*
>
>**Moved by Commissioner Barbosa; Seconded by Commissioner Huber**
>**Approved 6-0-0**
>**Yea:** **Commissioners Ayala, Barbosa, Barton, Hannigan, Huber, Neff**
>**Nay:** **None**
>**Abstain: None**

2. Receive a progress report on the Vallejo Early Childhood Center

Ms. Harris gave a progress report regarding next steps to create, fill, and roll-out an early childhood center in Vallejo to address the highest risk zip code in Vallejo and surrounding areas.

Ms. Harris described the program design referencing the Activities and Outcomes Matrix provided to include on-site services ranging from basic needs, food distribution, child support services, health insurance enrollment and more; co-location of services being a key to success. Ms. Harris continued with discussion of space constraints related to being located in the highest-risk area of Vallejo.

Ms. Harris described space acquisition as a multi-phase process which includes site exploration in high poverty areas, development of size requirements, meetings with City of Vallejo Economic Development and a real estate broker.

Regarding funding and the budget, Ms. Harris noted several meetings with funders, grant proposal submissions, and future connections to funders for the core activities of the center. Ms. Harris described the $600,000 budget was based on Contra Costa's First 5 Center, their current program, ideal changes, and site costs (including tenant improvements).

Commission discussed strategies related to outreach to families ranging from door-to-door, Pandora advertising, online presence, and word of mouth. Commission suggested including legal services, DMV, state services in addition to the services listed. Commission discussed the center name including potential key words being Vallejo, First 5, families, collaboration, ultimately leaving the naming decision to staff.

VI. Public Hearing: First 5 California FY2016/17 Annual Report

Andrew Boatright presented the First 5 California FY2016/17 Annual Report.

>*Motion: Accept the First 5 California Children and Families Commission's FY2016/17 Annual Report, pursuant to Health and Safety Code Section 130150*

Moved by Commissioner Barton; Seconded by Commissioner Barbosa
Approved 6-0-0
Yea: Commissioners Ayala, Barbosa, Barton, Hannigan, Huber, Neff
Nay: None
Abstain: None

VII. Executive Director's Report

Ms. Harris reported a $500,000 grant the Workforce Development Board received related to Fire Relief from Tipping Point with the help of First 5 Solano staff. Ms. Harris described this as an opportunity to increase the funding area for a funder who self-identifies as funding in the Bay Area counties and doesn't consider Solano as part of the Bay Area. Commissioner Huber mentioned a study coming out of University of Berkeley which describes one disaster is a regional disaster regarding funding and mutual aid programs; parallels for funding of neighboring regions, like Solano County can easily be drawn. Ms. Harris called for volunteers to join staff May 2, 2018 for First 5 Association Advocacy Day. Commissioner Barbosa, Neff, and Hannigan indicated interest.

VIII. Commissioner Remarks

Commissioner Ayala announced that the Rotary Club in Dixon will be meeting; Juanita Morales will be presenting about First 5 Solano programs.

Commissioner Huber noted a budget agreement was reached at the federal level, commenting that significant work requirements for people on public assistance may be incoming, undocumented immigrant workers may be unable to receive assistance; separate from that, homeless shelters are being impacted locally (as evidenced with the closing of Mission Solano) – this may impact children and families in Solano County. Commissioner Huber agreed to speak about the Federal/State level landscape at the June commission meeting.

Commissioner Hannigan shared that an agency called Bay Area Crisis Nursery in Concord for children ages 0-11 takes Solano families and asked that people contact District 1 for opportunities to tour.

IX. Future Agenda Items

The next Commission meeting is scheduled for June 5, 2018 at 5:30 PM at 601 Texas Street, Conference Room B, Fairfield. Future agenda items include: Committee Reports, Nonprofit Capacity Assessment Findings

Adjourn

Chair Hannigan adjourned the meeting at 7:29 PM.

Andrew Boatright, Office Assistant III

Approved:

DATE: May 30, 2018

TO: First 5 Solano Children and Families Commission

FROM: Megan Richards, Deputy Director

SUBJ: **FY2018/19 Annual Grant Allocations**

Consider approval of allocations of funding of up to $119,861 for FY2018/19 Annual Grants in response to Request for Applications #2018-05 as follows:

   a. **Up to $10,000 to Child Haven to implement a program to provide full psychological testing for children ages 2-5 who are not progressing with current treatment**
   b. **Up to $10,000 to Care for Em to provide emotional self-regulation classes for children and parents**
   c. **Up to $20,000 to Solano Community College to provide wage reimbursement stipends to students attending early learning practicum courses to become early learning teachers**
   d. **Up to $20,000 to Child Start, Inc. to provide Footsteps2Brilliance early learning technology in Head Start classrooms**
   e. **Up to $19,861 to Planned Parenthood of Northern California to provide housing and food security for transitional age youth with young children**
   f. **Up to $20,000 to Seneca Family of Agencies to provide housing and food security for transitional age youth with young children**
   g. **Up to $20,000 to City of Suisun Rec Department to install a splash pad at Heritage Park**

Introduction
In December 2017, the Commission adopted its 2018-2023 Program Investment Plan. As part of that Plan, the Commission allocated $235,000 annually towards annual grants with direction to staff to develop a program infrastructure and Policy for implementation.

In FY2018/19, the Commission is continuing its Co-Sponsorship of Conference and Trainings and Community Engagement Funds, as well as dedicating $200,000 toward its initial Annual Grants Program which:
- Provides flexibility in responding to community need between funding cycles
- Fills gaps in the community with small grants
- Pilots new and innovative ideas
- Engages with new community partners

FY2018/19 Annual Grant Recommendations
Grants of up to $20,000 were made available in Request for Applications (RFA) #2018-05 to meet a variety of community needs. First 5 Solano received 15 applications in response to the RFA. Of those applications, 11 met the minimum criteria to be considered for funding.

A review panel consisting of representatives from First 5 Solano and other County Departments, read and assigned preliminary scores to the 11 applications. The review panel subsequently met to finalize their scores and rankings.

This item brings forward recommendations from the review panel for allocations of funding as described below.

Table 1
Annual Grant Recommended Awards of Funding

	Agency	Request	Recommend	Strategic Plan Priority	Geographic Location
1	Child Haven	$10,000	$10,000	Health/ Well-Being	Countywide
2	Care for Em	19,982	10,000	Health/ Well-Being	Countywide
3	Solano Community College	20,000	20,000	Early Care/ Education	Countywide
4	Child Start, Inc	20,000	20,000	Early Care/ Education	Countywide
5	Planned Parenthood Northern CA	19,861	19,861	Family Support/ Parent Education	Countywide
6	Seneca Family of Agencies	20,000	20,000	Family Support/ Parent Education	Countywide
7	City of Suisun Rec Dept.	20,000	20,000	All	Suisun
	Totals:	**$129,843**	**$119,861**		

Additionally, the review panel developed the following recommendations for the Commission's consideration:

1. The review panel noted that approximately $80,000 remained available after the recommended awards, and recommended that the Commission consider offering these funds in a second RFA later this year.
2. The review panel noted that there were several applications that they were interested in funding, but didn't have enough information from the application to feel comfortable recommending the grant. The panel provided feedback and recommended offering the feedback (should it be requested) to those agencies that did not get funded, in an effort to encourage them to reapply.
3. The review panel made recommendations for contract negotiations, such as ensuring staff and outreach materials are representative of the Solano community. Additional proposal specific recommendations were made that will be shared with potential contractors during contract negotiations.
4. The review panel noted that in many instances the proposed program did not appear sustainable beyond the initial grant period. The panel recommended adding a question to the next application round that requires the applicant to address project sustainability.

5. The review panel also noted that many projects were dependent upon other agency involvement, so future applications should ask about collaborations are already in place to accomplish the project.
6. The review panel was concerned with allowing 15% administrative costs, and suggested that future applications could require that admin costs be offered in-kind by the applying organization.

Conclusion/Next Steps

This staff report outlines the recommendations for allocations of funding for the FY2018/19 Annual Grant Program. Note that, as this is the first year of funding, staff intends to closely monitor programs for learning opportunities as well as to mitigate risk associated with new/untested programming and/or partners.

Should the Commission approve the recommended awards of funding, the next steps include:

- Negotiate contracts, including final budgets and scopes of works, with grantees
- Submission of all required documentation by grantees, such as proof of insurance
- Approval of contracts by County Counsel
- Approval of contracts by County Administrator (or the delegated authority) by June 2018
- Services begin July 1, 2018

Note: All awardees will be notified that the award of funds by the Commission does not constitute approval to move forward with services. Contracts for services must be successfully negotiated and executed before work can begin. Furthermore, no funds may be expended prior to the execution of contracts approved by County Counsel and the Executive Director/County Administrator, as appropriate.

FY2018/19 Annual Grants

**Funding Recommendations to
First 5 Solano Children and Families
Commission
Megan Richards
June 5, 2018**

2

Annual Grants Program

- $200,000 available annually

- Grants of up to $20,000

- Provides flexibility in responding to community need between funding cycles

- Fills gaps in the community with small grants

- Pilots new and innovative ideas

- Engages with new community partners

Submissions

- 15 applications submitted
- 11 met minimum criteria
- 7 recommended for funding

Funding Recommendations

	Agency	Request	Recommend	Strategic Plan Priority	Geographic Location
1	Child Haven	$10,000	$10,000	Health/ Well-Being	Countywide
2	Care for Em	19,982	10,000	Health/ Well-Being	Countywide
3	Solano Community College	20,000	20,000	Early Care/ Education	Countywide
4	Child Start, Inc	20,000	20,000	Early Care/ Education	Countywide
5	Planned Parenthood Northern CA	19,861	19,861	Family Support/ Parent Education	Countywide
6	Seneca Family of Agencies	20,000	20,000	Family Support/ Parent Education	Countywide
7	City of Suisun Rec Dept.	20,000	20,000	All	Suisun
	Totals:	**$129,843**	**$119,861**		

Recommended for Funding
Health & Well-Being

- Child Haven
- $10,000
- Provide full psychological testing for children not progressing with current treatment

- Care for Em
- $10,000
- Provide emotional self-regulation classes for children and parents

Recommended for Funding
Early Care and Education

- Solano Community College
- $20,000
- Provide wage reimbursement stipends to students attending early learning practicum courses to become early learning teachers

- Child Start, Inc.
- $20,000
- Provide Footsteps2Brilliance early learning technology in Head Start classrooms

Recommended for Funding
Family Support and Parent Education

- Planned Parenthood Northern CA
- $19,861
- Provide housing and food security for transitional age youth with young children

- Seneca Family of Agencies
- $20,000
- Provide housing and food security for transitional age youth with young children

---

Recommended for Funding
All Priorities

- Suisun City Recreation Department
- $20,000
- Install a splash pad at Heritage Park

Future Considerations

9

- Re-release remaining $80,000
- Provide applicant feedback
- Address sustainability of program
- Detail existing collaborations
- Address 15% administrative cost

Next Steps

10

- Negotiate contracts
- Grantees submit documentation
- Contracts approved June 2018
- Services begin July 2018

DATE: June 5, 2018

TO: First 5 Solano Children and Families Commission

FROM: Gene Ibe, Program manager

SUBJ: Allocation of $60,000 in funding to Fighting Back Partnership to continue Family Support Services in Vallejo

Motion: Consider approval of an allocation of $60,000 to Fighting Back Partnership to continue Family Support Services in Vallejo from July-December 2018.

In October 2017, the Commission gave staff direction to focus family support services in Vallejo and Rio Vista due to the high number of community risk factors in those cities. Since that time, First 5 Solano staff has been working to develop the First 5 Center, which the Commission received an update about at its April 2018 Commission Meeting. Active discussions are occurring regarding a location, funding, and the program model for the center with the earliest timeline anticipating opening late fall 2018.

Fighting Back Partnership (FBP) currently administers a contract funded by the Commission to provide family support services in Vallejo through its Family Resource Center (FRC). To address the gap in services families might experience while the First 5 Center is being developed, staff recently met with FBP to gauge their interest in continuing services to families beyond the end of their contract in June 2018. FBP expressed similar concern for families in the community, and is agreeable to continue providing family support services in Vallejo on an interim basis.

The Systems and Policy Committee has recommended bringing this forward to the full Commission for its approval. Staff is requesting that the Commission consider approval of an allocation of $60,000 to FBP from July to December 2018 to continue family support services during that period. Staff will assess the need for FBP to continue services as the First 5 Center is closer to opening its doors in the community.

DATE: May 29, 2018

TO: First 5 Solano Commission

FROM: Gerald Huber, Systems and Policy Committee Chair
by: Lorraine Fernandez, Program Manager

SUBJ: **State and Federal Budget Update**

Agenda Item IVB2: Receive an update on the state and federal budget and its potential impacts on children and families.

Commissioner and Health & Social Services Director Jerry Huber will provide an update on the state and federal budget and potential impacts on children and families. Attachment A provides an overview of the Omnibus Spending Bill.

Attachment A: Omnibus Spending Bill

PARAGON
GOVERNMENT RELATIONS

MEMORANDUM

TO: Michelle Heppner
               Legislative, Intergovernmental & Public Affairs Officer, Solano County

FROM: Joe Krahn, Tom Joseph, and Hasan Sarsour
               Solano County Washington Representatives

CC: Birgitta Corsello, County Administrator, Solano County

DATE: March 28, 2018

SUBJECT: **Analysis of the Fiscal Year 2018 Omnibus Spending Bill**

Last week, Congress approved and President Trump signed into law a long-awaited spending agreement that funds the federal government through September 30. Passage of the nearly $1.3 trillion deal brings closure to a months-long budget stalemate that was marked by five short-term funding patches and two brief government shutdowns. In the end, the House cleared the legislation on a 356-167 vote while the Senate passed the bill by a 65-32 margin.

As expected, the spending levels in the omnibus appropriations package adhere to the topline numbers set by lawmakers in the recent *Bipartisan Budget Act* (PL 115-123). That particular law, which established a two-year budgetary framework, authorized Congress to increase fiscal year 2018 defense and non-defense spending by $80 billion and $63 billion, respectively. All told, the FY18 omnibus provides $700 billion for the Pentagon and $591 billion for domestic discretionary programs in the current fiscal year.

While a series of 11th-hour disputes threatened to derail the budget negotiations, Republican and Democratic leaders struck several notable compromises that ultimately allowed a final spending deal to emerge. With regard to immigration and border security, lawmakers agreed to include $1.6 billion for President Trump's border wall, instead of the $25 billion sought by the White House. Notably, the bill restricts the manner in which the funds may be spent (i.e., the dollars may be used for repairs or secondary fencing where existing barriers are in place along the Southwest border; new barriers would need to be levees or bollard-type fencing). Missing from the legislation is language that would protect young undocumented individuals from the threat of deportation.

Below are highlights of the final budget agreement, as well as a series of charts that compare fiscal year 2017 and 2018 spending levels.

Solano Project
The final spending bill fully funds the Solano Project, which includes:
- $2.367 million for facility operations.
- $1.329 million for management of the recreation area at Lake Berryessa.

CALFED Bay-Delta Restoration
The omnibus provides $37 million for California Bay-Delta Restoration, a $1 million increase from the FY 2017 enacted level. The account focuses on the health of the Bay-Delta ecosystem and improved water management and supplies.

WIIN ACT Funding
The bill includes $134 million for water storage projects authorized in the *Water Infrastructure Improvements for the Nation* (WIIN) *Act*. With regard to California, the federal funds will partially match Proposition 1 storage dollars for the following projects: design and pre-construction work on the Shasta Reservoir project; feasibility study completions for the Sites Reservoir and the Temperance Flat Reservoir; and, initiation of a feasibility study to address subsidence on the Friant Kern Canal.

Clean Water and Drinking Water State Revolving Funds
The Clean Water State Revolving Fund and the Drinking Water State Revolving Fund will both receive an additional $300 million in funding in fiscal year 2018. These programs provide federal financial assistance for the construction of drinking water and wastewater infrastructure and treatment facilities.

	FY 2017 ENACTED	FY 2018 OMNIBUS	CHANGE
CALFED BAY-DELA RESTORATION	$36	$37	**+$1**
CENTRAL VALLEY PROJECT (CVP) – DELTA DIVISION	$11	$12.8	**+$1.8**
CVP – SACRAMENTO DIVISION	$2	$1.9	**-$100K**
SAN PABLO BAY & MARE ISLAND STRAIT DREDGING	$2,025	$5,075	**+$3,075**
SUISUN BAY CHANNEL DREDGING	$4,031	$7.8	**+$3,769**
SF BAY DELTA MODEL STRUCTURE	$1,096	$1,565	**+$469K**
SF BAY LTMS	$600K	$600K	---
CLEAN WATER STATE REVOLVING FUND	$1,394	$1,694	**+$300**
DRINKING WATER STATE REVOLVING FUND	$863	$1,163	**+$300**
TITLE XVI WATER RECLAMATION & REUSE	$34.4	$54.4	**+$20**
WATERSMART GRANTS	$24	$34	**+$10**

WIFIA PROGRAM	$30	$63	**+$33**
BROWNFIELDS PROJECT GRANTS	$80	$62	---

<div align="center">

TRANSPORTATION

</div>

Federal-aid Highway Program
Consistent with the terms of the *Fixing America's Surface Transportation (FAST) Act*, the omnibus provides $45 billion for the Federal-aid Highway program, or a $1 billion boost compared to fiscal year 2017. The legislation also provides an additional $2.5 billion in discretionary funding for roads and bridges, bringing total federal highway spending to approximately $47.5 billion in fiscal year 2018.

TIGER Grants
The measure includes a $1 billion boost in the Transportation Investment Generating Economic Recovery (TIGER) grant program, bringing total fiscal year 2018 spending to $1.5 billion. Language is included in the legislation directing that at least 30 percent of TIGER grants must go to rural communities.

Federal Aviation Administration (FAA)
The omnibus extends the authorization for the FAA through September 30, giving lawmakers an additional five months to complete work on a long-term reauthorization.

Airport Infrastructure Improvements
The spending legislation provides an additional $1 billion in discretionary grants for infrastructure improvements at the nation's airports. The bill ensures that small and rural airports will receive priority for the new funding.

Capital Investment Grants
The Capital Investment Grants program is a competitive discretionary grant program that funds major transit capital projects including heavy rail, light rail, commuter rail, bus rapid transit projects, and streetcars. The fiscal year 2018 spending bill includes an additional $232 million for the program, bringing total spending to just over $2.6 billion.

Consolidated Rail Infrastructure and Safety Improvement Grants
The omnibus includes an additional $525 million for grants to improve the safety, efficiency, and reliability of passenger and freight rail systems. These competitive funds have supported a wide range of projects, including safety efforts like reducing grade crossing incidents. It should be noted that a large portion of this funding is expected to go toward a contentious project – the Gateway Project – that would help ease connections between New Jersey and New York's Penn Station.

	FY 2017 ENACTED	FY 2018 OMNIBUS	CHANGE
FEDERAL HIGHWAY PROGRAM	$44,005	$44,973	**+$968**

HIGHWAY INFRASTRUCTURE PROGRAMS	---	$2,525	**+$2,525**
TIGER GRANTS	$500	$1,500	**+$1,000**
CAPITAL INVESTMENT GRANTS	$2,413	$2,645	**+$232**
TRANSIT FORMULA GRANTS	$9,734	$9,733	**-$1**
AMTRAK – NATIONAL NETWORK GRANTS	$1,167	$1,292	**+$125**
CONSOLIDATED RAIL INFRASTRUCTURE AND SAFETY IMPROVEMENT GRANTS	$68	$593*	**+$525**
AIRPORT IMPROVEMENT PROGRAM	$3,350	$4,350	**+$1,000**
ESSENTIAL AIR SERVICES (EAS) PROGRAM	$272	$286	**+$14**
SMALL COMMUNITY AIR SERVICE DEVELOPMENT PROGRAM (SCASDP)	$10	$10	---

HOUSING PROGRAMS

Community Development Block Grant (CDBG)

Lawmakers agreed to fund the CDBG program at $3.3 billion, or a $300 million boost above fiscal year 2017 levels. CDBG provides flexible formula funds to state and local governments for a wide range of community and economic development activities (e.g., housing rehabilitation, blight removal, infrastructure and public improvements, public services).

Choice Neighborhoods

The omnibus includes an additional $12.5 million for the Choice Neighborhoods program in fiscal year 2018. The program provides competitive planning and implementation grants to improve neighborhoods with distressed public and/or assisted housing.

HOME Investment Partnerships Program

The fiscal year 2018 spending measure provides an additional $412 million for the HOME Investment Partnerships Program, increasing total spending to over $1.3 billion. HOME provides flexible formula grants to local governments to expand the supply of affordable housing for low-income households.

	FY 2017 ENACTED	**FY 2018 OMNIBUS**	**CHANGE**
COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)	$3,000	$3,300	**+$300**

HOME INVESTMENT PARTNERSHIPS PROGRAM	$950	$1,362	**+$412**
CHOICE NEIGHBORHOODS INITIATIVE	$137.5	$150	**+$12.5**
HOMELESS ASSISTANCE GRANTS	$2,383	$2,513	**+$130**

HEALTH & HUMAN SERVICES and RELATED PROGRAMS

Opioid Epidemic
The omnibus increases funding for opioid treatment and intervention programs by $2.55 billion, bringing total fiscal year 2018 funding to $3.6 billion. Within that total, the measure provides: $415 million to expand behavioral health and substance use disorder prevention and treatment services, particularly in rural communities; $1 billion for a new State Opioid Response Grant, with a 15 percent set-aside for states with the highest mortality rates related to opioid use disorders; and, $40 million for mental health and substance use prevention and treatment for children and families in the foster care and child welfare systems.

Child Care and Development Block Grant
In fiscal year 2018, an additional $2.4 billion will be available for child care funding, which nearly doubles the program to $5.2 billion.

Child Welfare Programs
The final spending deal includes $75 million – up from $37 million – in incentive payments for adoption and legal guardianships. The *Child Abuse Prevention and Treatment Act* (CAPTA), which assists states in implementing child safety plans, was increased for the first time since fiscal year 2005, rising from $25 million to $85 million. Also receiving a boost – from $385 million to $445 million – is the *Promoting Safe and Stable Families Act* (PSSF), which funds state and county programs that are designed to support at-risk families.

Supplemental Nutrition Assistance Program (SNAP)
The omnibus includes $74 billion in mandatory funding for SNAP, or CalFresh, which helps provide nutrition assistance to low-income individuals and families. The funding represents a reduction of $4.5 billion below the fiscal year 2017 level due to declining enrollment in the program.

Social Services Block Grant (SSBG)
The omnibus funds the SSBG at current levels ($1.7 billion). SSBG is a flexible funding source that allows states to tailor social service programming to their population's needs. California primarily uses the funding to provide services for those with developmental disabilities, as well as for child abuse prevention activities.

Low-Income Home Energy Assistance Program (LIHEAP)
The LIHEAP program, which helps provide heating and cooling assistance to low-income families, is funded at $3.6 billion. This represents an increase of $250 million.

Community Services Block Grant (CSBG)

The spending package provides level funding ($742 million) for the CSBG program in fiscal year 2018. CSBG provides funds to alleviate the causes and conditions of poverty in communities.

Affordable Care Act

Although Senate negotiators reached a bipartisan agreement to fund the *Affordable Care Act's* cost sharing reduction payments to insurers, the language was ultimately dropped from the final omnibus. The payments have been provided to insurance companies to assist low- to moderate-income subscribers in meeting their health insurance co-pays and deductibles.

Head Start

In fiscal year 2018, the Head Start program will receive an additional $610 million, increasing its funding to $9.9 billion.

Workforce Innovation Opportunity Act (WIOA)

The spending bill includes $2.8 billion for WIOA programs – an increase of $80 million – including $846 million for adult employment, $1.04 billion for the dislocated workers program, and $903 million for youth activities.

Institute of Museum and Library Services (IMLS)

The omnibus provides an additional $9 million in overall funding for the IMLS. Of that amount, $161 million is designated for the Grants to States program, which provides funding to State Library Administrative Agencies using a population-based formula. In fiscal year 2017, Congress provided approximately $156 million for the grant program.

	FY 2017 ENACTED	FY 2018 OMNIBUS	CHANGE
SNAP	$78,500	$74,000	**-$4,500**
CHILD CARE AND DEVELOPMENT BLOCK GRANT	$2,800	$5,200	**+$2,400**
SOCIAL SERVICES BLOCK GRANT	$1,700	$1,700	---
LIHEAP	$3,350	$3,600	**+$250**
COMMUNITY SERVICES BLOCK GRANT	$742	$742	---
HEAD START	$9,290	$9,900	**+$610**
WORKFORCE INNOVATION OPPORTUNITY ACT PROGRAMS	$2,720	$2,800	**+$80**
INSTITUTE OF MUSEUM AND LIBRARY SERVICES	$231	$240	**+$9**

State Criminal Alien Assistance Program (SCAAP)
The final budget provides $240 million for SCAAP, or a $30 million increase. The boost in funding represents the single largest annual increase in the program since fiscal year 2006. SCAAP partially reimburses counties for incarcerating undocumented criminals with at least one felony or two misdemeanor convictions.

Byrne Justice Assistance Grants (JAG)
JAG is the primary source of flexible federal criminal justice funding for state, local, and tribal jurisdictions. Under the bill, JAG is set to receive $416 million, a $13 million boost Of that amount, $75.9 million would be diverted to other initiatives, leaving approximately $340 million available for traditional JAG grants. By comparison, the fiscal year 2017 omnibus provided $339 million in funding for traditional JAG grants.

Rohrabacher-Blumenauer Medical Cannabis Rider
The final budget retains the Rohrabacher-Blumenauer amendment, which prohibits federal funding from being used to prosecute individuals or businesses acting in compliance with state-legal medical cannabis laws.

Victims of Crime Act (VOCA)
The omnibus sets the amount of funding for programs authorized under VOCA at roughly $4.4 billion, an increase of more than $1.8 billion. The legislation specifies that three percent of VOCA funds must be directed to Indian tribes for improved services for victims of crime.

Funding to Combat Opioid Abuse
The bill directs $447 million for DOJ grant programs to help stem opioid abuse, including funds for drug courts, treatment, prescription drug monitoring, heroin enforcement task forces, overdose reversal drugs, and at-risk youth programs. The funding represents a nearly $300 million increase for opioid-related grant programs.

COPS Hiring Program
The COPS Hiring Program provides competitive grants to hire and re-hire entry level career law enforcement officers. The omnibus provides nearly $226 million in COPS hiring grants. Within this total, $30 million is designated for Tribal Resources Grants, $10 million is for Community Policing Development, and $36 million will be used for the Regional Information Sharing System. As a result, local governments will be able to compete for approximately $150 million in traditional COPS hiring grants, compared to $137 million available in fiscal year 2017.

	FY 2017 ENACTED	FY 2018 OMNIBUS	CHANGE
STATE CRIMINAL ALIEN ASSISTANCE PROGRAM	$210	$240	**+$30**

VIOLENCE AGAINST WOMEN ACT	$482	$492	**+$10**
VICTIMS OF TRAFFICKING GRANTS	$45	$77	**+$32**
COPS HIRING PROGRAM	$195	$226	**+$31**
BYRNE JUSTICE ASSISTANCE GRANTS (JAG)	$396	$416	**+$20**
OFFENDER REENTRY PROGRAMS/ SECOND CHANCE ACT GRANTS	$68	$85	**+$17**
DRUG COURTS	$43	$75	**+$32**
JUVENILE JUSTICE PROGRAMS	$247	$282.5	**+$35.5**

HOMELAND SECURITY

FEMA Grants
The final spending deal includes increases for a number of DHS and FEMA grant programs, including State Homeland Security Grants (a $40 million increase), the Urban Area Security Initiative (a $25 million boost), and Predisaster Mitigation Grants (a nearly $150 million increase).

National Flood Insurance Program (NFIP)
The bill includes a short-term extension of the NFIP. Pursuant to the omnibus, the program's authorization will run through the end of July.

Law Enforcement Officer Reimbursement Program
The omnibus provides level funding ($45 million) for the Law Enforcement Officer Reimbursement Program, which incentivizes state and local governments to provide law enforcement at airports. The program was created to encourage law enforcement presence at airports in the wake of the September 11, 2011 attacks. According to the Trump administration, local governments have had plenty of time to adjust and reprioritize their resources.

Border Wall
As previously indicated, lawmakers agreed to include $1.6 billion for President Trump's border wall, considerably less than the $25 billion sought by the White House. Notably, the bill restricts the manner in which the funds may be spent (i.e., the dollars may be used for repairs or secondary fencing where existing barriers are in place along the Southwest border; new barriers would need to be levees or bollard-type fencing).

	FY 2017 ENACTED	**FY 2018 OMNIBUS**	**CHANGE**
FEMA GRANTS	$2,983	$3,294	**+$311**
FLOOD HAZARD MAPPING	$178	$263	**+$85**
STATE HOMELAND SECURITY GRANT PROGRAM	$467	$507	**+$40**

URBAN AREA SECURITY INITIATIVE (UASI)	$605	$630	**+$25**
ASSISTANCE TO FIREFIGHTER GRANTS	$345	$350	**+$5**
STAFFING FOR ADEQUATE FIRE AND EMERGENCY RESPONSE (SAFER) GRANTS	$345	$350	**+$5**
EMERGENCY MANAGEMENT PERFORMANCE GRANTS	$350	$350	---
NATIONAL PREDISASTER MITIGATION GRANTS	$100	$249	**+$149**
PUBLIC TRANSPORTATION SECURITY ASSISTANCE	$100	$100	---
PORT SECURITY GRANTS	$100	$100	---
TSA LAW ENFORCEMENT GRANTS	$45	$45	---

AGRICULTURE

Water and Waste Disposal Program

The omnibus includes investments in infrastructure to help rural areas access basic utilities, including more than $3 billion – $1.8 billion above the fiscal year 2017 level – for rural water and waste program loans. In addition, the spending measure provides nearly $1 billion in water and waste grants for clean and reliable drinking water systems and sanitary waste disposal systems, a $500 million increase.

The Water and Waste Disposal Program provides financing for rural communities to establish, expand, or modernize water treatment and waste disposal facilities.

Rural Broadband Pilot Program

The omnibus provides $600 million for a new rural broadband pilot program, with the funding prioritized to areas currently lacking access to broadband service.

	FY 2017 ENACTED	**FY 2018 OMNIBUS**	**CHANGE**
WATER AND WASTE DISPOSAL GRANTS	$392	$400	**+$8**
BROADBAND GRANTS	$34.5	$30	**-$4.5**
RURAL BROADBAND PILOT PROGRAM	---	$600	**+$600**
COMMUNITY FACILITIES GRANTS	$30	$30	---
BUSINESS DEVELOPMENT GRANTS	$24	$34	**+$10**

COOPERATIVE DEVELOPMENT GRANTS	$26.6	$27.6	**+$1**
DISTANCE LEARNING AND TELEMEDICINE	$26.6	$32	**+$5.4**

PUBLIC LANDS

Payments in Lieu of Taxes (PILT)
The fiscal year 2018 omnibus spending law provides one year of mandatory funding ($530 million) for the PILT program, a $65 million increase. PILT provides federal payments to local governments to help offset losses in property taxes due to nontaxable federal lands within their boundaries.

Wildfire Funding Fix
The newly enacted law includes a long sought-after proposal that will alter the budgetary treatment of fighting future wildfires. Specifically, in years when fire suppression costs exceed the ten-year average, a budget-cap adjustment will be used to fund firefighting activities. This new contingency account – which will begin in fiscal year 2020 and run through fiscal year 2027 – will receive an additional $2.3 to nearly $3 billion per year. It should be noted that this funding would only be used once all suppression funds are depleted.

The omnibus also would freeze the 10-year average computation of fire suppression costs at the 2015 level. This will enable the Forest Service to invest in other valuable programs, without having to dedicate an increasing percentage of its budget to firefighting costs.

Secure Rural Schools (SRS)
The omnibus includes a two-year extension of the SRS program to cover payments for fiscal year 2017 (retroactive) and fiscal year 2018. It should be noted that these payments are actually distributed in fiscal years 2018 and 2019. The law also requires the U.S. Forest Service to provide the 2017 payment in a timely manner (within 45 days of enactment). In an effort to further expedite the distribution of payments, counties will not have the option, as they have in past years, to elect whether to receive a share of timber harvest receipts or the SRS payment. Instead, the most recent election made by each county will carry forward for fiscal years 2017 and 2018.

Forest Management Reforms
The omnibus makes several forest management reforms. For example, the bill includes language providing a categorical exclusion from the *National Environmental Policy Act* (NEPA) for hazardous fuels reduction projects and collaborative restoration projects up to 3,000 acres. Another provision will expedite projects that reduce vegetation around power lines.

Marijuana Eradication Operations in National Forests

Approximately 80 percent of marijuana grown on public lands is grown on National Forest System lands, with illegal grow sites presenting a risk to public safety and the environment. The Forest Service Law Enforcement & Investigation (LEI) program is designed to address illegal cannabis production, the associated environmental damage, and the safety risk drug-trafficking organizations pose to public lands. The omnibus provides $2.5 million for marijuana eradication operations, site cleanup, and reclamation.

	FY 2017 ENACTED	FY 2018 OMNIBUS	CHANGE
PAYMENTS-IN-LIEU-OF-TAXES (PILT)	$465	$530	**+$65**
WILDLAND FIRE MANAGEMENT (FS)	$2,833	$2,880	**+$47**
WILDLAND FIRE MANAGEMENT (DOI)	$943	$948	**+$5**
TOTAL – FIRE MANAGEMENT	$3,776	$3,828	**+$52**
FIRE SUPPRESSION (FS)	$1,248	$1,057	**-$191**
FIRE SUPPRESSION (DOI)	$395	$389	**-$6**
TOTAL – FIRE SUPPRESSION	$1,643	$1,446	**-$197**
FIRE PREPAREDNESS (FS)	$1,083	$1,324	**+$241**
FIRE PREPAREDNESS (DOI)	$333	$333	**---**
TOTAL – FIRE PREPAREDNESS	$1,416	$1,657	**+$241**
FUELS MANAGEMENT (FS)	$390	$430	**+$40**
FUELS MANAGEMENT (DOI)	$180	$184	**+$4**
TOTAL – FUELS MANAGEMENT	$570	$614	**+$44**
FOREST HEALTH MANAGEMENT	$94.5	$96.5	**+$2**

ENERGY

Energy Efficiency and Renewable Energy

The fiscal year 2018 spending law increases funding by $287 million for DOE's Office of Energy Efficiency and Renewable Energy. Funding for renewable energy programs – including solar, wind, geothermal, and water – also would receive additional funding.

Weatherization Assistance Program

The Weatherization Assistance Program helps low-income families make their homes more energy efficient and ultimately reduces the homeowner's energy costs. The spending agreement will provide an additional $23 million for the program in fiscal year 2018.

	FY 2017 ENACTED	FY 2018 OMNIBUS	CHANGE
ENERGY EFFICIENCY AND RENEWABLE ENERGY	$2,035	$2,322	**+$287**
RENEWABLE ENERGY PROGRAMS	$451	$520	**+$69**
SOLAR ENERGY PROGRAMS	$208	$242	**+$34**
WIND ENERGY PROGRAMS	$90	$92	**+$2**
GEOTHERMAL TECHNOLOGIES	$70	$81	**+$11**
WEATHERIZATION ASSISTANCE PROGRAM	$225	$248	**+$23**

We hope this information is useful to you. Please do not hesitate to contact us if you have any questions.

FIRST 5 SOLANO
CHILDREN AND FAMILIES COMMISSION
IT'S ALL ABOUT THE KIDS

SYSTEMS AND POLICY COMMITTEE MEETING
May 14, 2018, 3:00 PM to 4:30 PM
601 Texas Street, Suite 210, Fairfield, CA 94533

CALL TO ORDER

I. Introductions, Public Comment, Commissioner Comment

II. Consent Calendar — Action
  A. Approve the May 14, 2018 SPC Meeting Agenda
  B. Approve the March 15, 2018 SPC Meeting Minutes
  C. Receive the Commissioner Meeting Attendance Status Report

III. Co-Sponsorship of Training and Conferences Fund Application — Action
  Motion: Consider approval of a request from Solano County Health and Social Services Women Infants and Children (WIC) on behalf of the Breastfeeding Coalition of Solano County for an allocation of up to $1,700 to provide a training on "Trauma, Culture, and Breastfeeding"
  Megan Richards, First 5 Solano

IV. Vallejo Family Support Services — Action
  Motion: Consider recommending approval of an allocation of $60,000 to Fighting Back Partnership to continue Family Support Services in Vallejo from July-December 2018
  Gene Ibe, Program Manager

V. Planning for FY2018/19 and Beyond — Discussion
  Discuss and provide direction on Commission administrative issues
      A. Commission Meeting Schedule
      B. Committee Structure
  Michele Harris, Executive Director

VI. State and Federal Budget Update — Information
  Receive an update on the state and federal budget and its potential impacts on children
  Jerry Huber, Commissioner, Director of Solano County Health & Social Services

VII. Systems Change Update — Information
  Receive an update on the systems change activities
  Lorraine Fernandez, Program Manager

VIII. First 5 Solano Staffing and Finance Update — Information
  Receive a report on First 5 Solano staffing and financials
  Megan Richards, Deputy Director

X. Future Agenda Items, Meeting Time/Date/Location — Information
  The Systems and Policy Committee is scheduled to meet next on Wednesday, July 18, 2018, 2:00 PM to 3:30 PM, at 601 Texas Street, Suite 210, Fairfield, CA. Future agenda items include: Co-Sponsorships of Training and Conferences; Systems Change Update, and Staffing and Finance Update

ADJOURN

Gerald Huber, Chair
Erin Hannigan
Marisela Barbosa

Megan Richards, Staff

FIRST 5
SOLANO
CHILDREN AND FAMILIES COMMISSION
IT'S ALL ABOUT THE KIDS

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

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

First 5 Solano Children and Families Commission
Systems & Policy Committee Meeting
May 14, 2018, 3:00 PM – 4:30 PM
601 Texas Street, Suite 210, Fairfield, CA

Minutes

Commissioners present: Jerry Huber, Marisela Barbosa (arrived 3:20PM)

First 5 Solano Staff present: Michele Harris (Executive Director), Lorraine Fernandez, Juanita Morales, Gene Ibe, and Andrew Boatright

Members of the public present: Lisa Eckhoff (Solano County Office of Education)

Chair Huber called the meeting to order at 3:01 PM

I. Public Comment

There were no public comments.

Item II – Consent Calendar tabled for later in the meeting due to lack of a quorum.

Item III – Co-Sponsorship of Conferences and Training tabled for a future meeting due to a lack of a quorum.

Item IV – Vallejo Family Support Services tabled for later in the meeting due to lack of a quorum.

V. Planning for FY2018/19 and Beyond
a. Commission Meeting Schedule
Ms. Harris noted that a survey of Commissioners showed that the commission prefers the current time/date for the commission meeting, so staff is recommending no changes. Ms. Harris also noted that several commissioners expressed interest in connecting with community via meetings. Staff noted that the general public does not often attend commission meetings, and perhaps we should consider convening community meetings to satisfy this need. The committee recommended moving forward with planning these meetings.

b. Committee Structure
Ms. Harris noted that the current structure for committees lends itself to much overlap and cancellations of meetings for lack of agenda items. A proposed change in structure would be for one policy & oversight committee consisting of 3 to 4 commissioners to exist to meet the following needs: a sounding board for ideas before presenting to commission. Additional commissioner roles would include community representatives (for site visits), and commissioners to represent the commission on items related to local/state/federal legislation and legislative visits. As funding and legislation opportunities arise commissioners who volunteered for these responsibilities would be tapped first, then reach out to remaining

commission. Committee directed staff to move forward with a proposal that reflects this structure.

VI. State and Federal Budget Update

Commissioner Huber gave a brief update regarding the federal budget. Commissioner Huber will also present this update at the full Commission.

VII. Systems Change Update

Lorraine Fernandez gave a short update regarding efforts within systems change. There was a convening of funders in April. Gene Ibe announced an award of funding for an invitation-only grant regarding a Resilience outreach plan and implementation. Commissioner Huber noted the significance of the achievement puts Solano County on the map in the frame of funding in the Bay Area.

Commissioner Barbosa joined the meeting.

Items II and IV readdressed.

II. Consent Calendar

A. Approve the May 14, 2018 SPC Meeting Agenda

Motion: Approve the SPC Meeting Agenda for May 14, 2018

Moved by Commissioner Barbosa; Seconded by Commissioner Huber
Approved 2-0-0
Yea: Commissioners Barbosa, Huber
Nay: None
Abstain: None

B. Approve the March 15, 2018 SPC Meeting minutes

Motion: Approve the SPC Meeting Minutes for March 15, 2018

Moved by Commissioner Barbosa; Seconded by Commissioner Huber
Approved 2-0-0
Yea: Commissioners Barbosa, Huber
Nay: None
Abstain: None

C. Receive the Commissioner Meeting Attendance Status Report

IV. Vallejo Family Support Services

Ms. Ibe recapped why family support services will need to continue for the interim period between Vallejo Early Childhood Center opening (potentially in late 2018).

Ms. Harris noted some challenges from the current site selection.

Motion: Approve an allocation of $60,000 to Fighting Back Partnership to continue Family Support Services in Vallejo from July-December 2018.

Moved by Commissioner Barbosa; Seconded by Commissioner Huber
Approved 2-0-0
Yea: Commissioners Barbosa, Huber
Nay: None
Abstain: None

VIII. First 5 Solano Staffing and Finance Update

Ms. Harris reported the budget is on track.

IX. Future Agenda Items, Meeting Time/Date/Location
The next Systems and Policy Change Committee is scheduled July 18, 2018, at 601 Texas Street, Suite 210, Fairfield, CA. Future agenda items include: Co-Sponsorships of Training and Conferences; Systems Change Update, and Staffing and Finance Update.

Adjourn

Commissioner Huber adjourned the meeting at 3:42 PM.

Andrew Boatright, Office Assistant III

Approved:

DATE: May 29, 2018

TO: First 5 Solano Commission

FROM: Lorraine Fernandez, Program Manager

SUBJ: Nonprofit Capacity Assessment Findings

Agenda Item V: Receive a presentation on the Solano County Nonprofit Capacity Diagnostic Findings and Recommendations

Background
In discussions regarding quality capacity building support and training for Solano nonprofits, First 5 Solano and Solano County Health & Social Service (H&SS) determined that there was a need for a comprehensive survey to obtain current information from local nonprofits to inform how to best serve the needs of Solano nonprofits in the area organizational capacity building.

A Bay Area consulting group, Learning for Action, published the "Point the Way Capacity Building Landscape Study" for the Chicago area which provided specific recommendations were tailored to the needs of the nonprofits in the Chicago area, and that a similar study for Solano would be informative to drive capacity building opportunities.

Solano County Nonprofit Capacity Diagnostic Findings and Recommendations
Through joint funding from First 5 Solano and H&SS, Learning for Action was hired to conduct an assessment of the capacity of Solano nonprofit partners; and to provide a tailored analysis and recommendations for future action. An in-depth diagnostic tool was developed and respondents were advised that the data collected would be used to inform a set of actionable recommendations to direct limited resources to appropriate capacity building support. Of the 103 human services nonprofits identified to receive the survey, 54 responded for a 52% response rate. The majority of the respondents were the Executive Director/Chief Executive Officer (CEO) of the organization.

The results of the assessment included key findings and recommendations, and have been published in a report entitled "*Solano County Nonprofit Capacity Diagnostic Findings.*" (Attachment B) Recommendations were developed for areas that match Solano nonprofit's identified needs, have high leverage to influence other areas of organizational need, and are well-suited for change via capacity-building interventions, including capacity building efforts in the areas of:

- **Vision and Impact Model** – *Clarity on Organizational Strategy*
- **Internal Evaluation and Learning** – *Developing Evaluation Frameworks and Cultivating Reflective Practices*
- **Board Governance and Leadership** – *Strengthening Boards and Developing New Board Members*

A stakeholder group of nonprofit representatives, funders and county staff was convened on April 19, 2018 to review and discuss the findings of the report, and to provide input regarding

recommendations for future capacity building systems change efforts. The group recommended to convene the nonprofit leaders to present the results of the capacity assessment, talk about the seven dimensions of nonprofit capacity, and introduce upcoming capacity building opportunities that will be available for Solano non-profits. A "Nonprofit Capacity Building and Information and Learning Session" will be held on Wednesday, June 27th from 1 pm to 4 pm at the County Event Center. (Attachment C)

Attachment A: Presentation
Attachment B: Solano County Nonprofit Capacity Diagnostic Findings
Attachment C: Flyer: Nonprofit Capacity Building Information and Learning Session

Background

Bay Area Foundation Giving Report

$3 per capita foundation giving in Solano

UC Berkeley Fundraising/Volunteer Management Program

Grant from Zellerbach Family Foundation

20 Solano nonprofits participated

Nonprofit Capacity Assessment

Presented today

Since 2006, foundation giving has increased across the Bay Area, but Solano is at the bottom of the funding food chain:

<u>lowest</u> in total foundation funding

<u>lowest</u> in per capita giving

<u>fewest</u> nonprofits per capita

<u>fewest</u> funders per capita

<u>lowest</u> local foundation assets

...and the funding gap only continues to widen.

What Is Nonprofit Capacity?

Any nonprofit organization needs these seven **capacities** to varying degrees depending on its context, in order to function effectively:

Vision and impact model
Description of the impact the organization is trying to create, mapped to activities that help produce that impact (e.g., Theory of Change)

Governance and leadership
Board and staff leadership with appropriate skills

Program delivery
Staff, technology, facilities, and other capabilities to deliver programs effectively

Resource generation
A strong funding model

Internal operations and management
IT, financial management, communications and marketing, and human resources management

Evaluation and learning
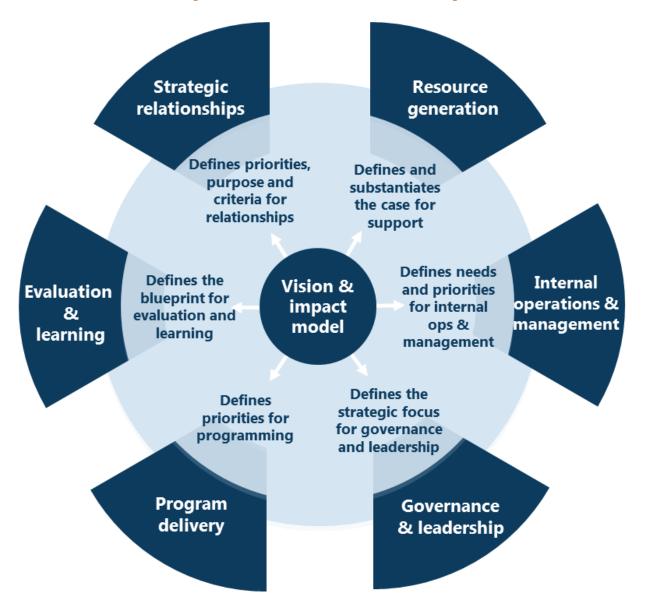Tools, processes, infrastructure, and culture that support continuous improvement

Strategic relationships
The ability to nurture and maintain external relationships necessary for success

Vision and Impact are Foundational
The Vision and Impact Model Drives Nonprofit Effectiveness

What is Capacity Building?

A simple definition of **capacity building** is:

Any intentional and sustained effort to improve an organization's functioning

How Can Nonprofits and Funders Prioritize Among the Areas for Capacity Building?

Nonprofits and funders have limited resources available to dedicate to capacity building and must prioritize which areas of nonprofit capacity to focus their attention.

LFA recommends that nonprofits and funders choose the area(s) that best meet the following criteria:

- **Match an organization's specific needs** for growth and support (which can be assessed by the Nonprofit Capacity Diagnostic)

- Have **high leverage to influence other areas** of organizational need

- Are **well-suited for change** via capacity-building interventions

Nonprofit Capacity Diagnostic Overview

Diagnostic Tool

In partnership with First 5 Solano, LFA designed the Solano County Nonprofit Capacities Diagnostic to assess organizations' capacity across the seven dimensions of capacity

Assessment and Analysis

LFA administered the diagnostic tool to organizations throughout Solano County and analyzed the results to determine **three priority areas** for growth and development

Example of the Diagnostic Tool

Dimension: Vision and Impact Model

Definition: A clear and detailed description of the impact the organization is trying to create, which is mapped to the set of organizational activities that help produce that impact and a plan for achieving that impact (e.g., Theory of Change)

Indicate the extent to which the following statements are true for your organization on a scale from:
1=Not true, 2=Somewhat true, 3=Completely true, and Don't know

Level One

a) Our organization has a written mission and vision.

Level Two

a) Our organization has board-approved mission and vision statements that are used to guide our decisions and work.

b) Each and every one of our programs intentionally contributes to our mission and vision.

c) Our organization has a multi-year strategic plan with clear and agreed-upon goals.

Level Three

a) Our strategic plan is used to set written annual goals that are regularly reflected on and adjusted based on progress and learnings.

b) Our organization has a theory of change that details the impact it seeks and how each of its programs intentionally contributes to that impact.

c) All of our organization's staff and board members can clearly articulate our vison and impact model.

d) Our organization has a dashboard and system for monitoring progress on organizational and programmatic objectives.

e) Our organization can quickly adapt our programs and strategies based on changes in the external landscape (such as laws, policies, or new organizations in our field).
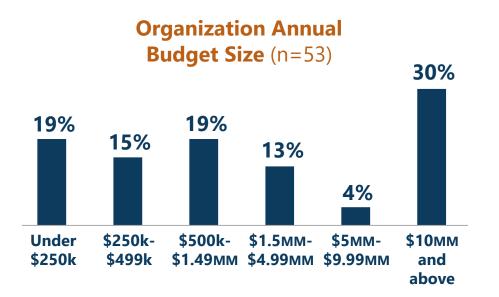
Level Four

a) Our organization has an annual implementation plan based on our strategic plan that details organizational and programmatic objectives, roles, and responsibilities with timeframes and resource implications.

b) Our organization relies heavily and regularly on strategic planning and monitoring tools, including a theory of change for each of our programs and organizational dashboard, to guide our work on an ongoing basis.

c) Our organization can quickly adapt our programs and strategies based on our progress and learnings.
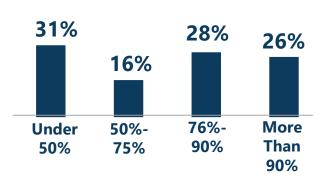
About the Responding Nonprofits

Of the 103 grantees of First 5 Solano and Solano H&SS initially identified, **54 responded** for a 52% response rate.

- Responding organizations have a range of annual budget sizes
- **Over one-third (34%) have an annual budget under $500k**

- Many organizations are not overly reliant on government funding
- For **one-third** of respondents, **less than half of their budget comes from government funding**

Organization Annual Budget Size (n=53)

Category	Percent
Under $250k	19%
$250k-$499k	15%
$500k-$1.49MM	19%
$1.5MM-$4.99MM	13%
$5MM-$9.99MM	4%
$10MM and above	30%

Percent of Annual Organization Budget from Government Funding (n=51)

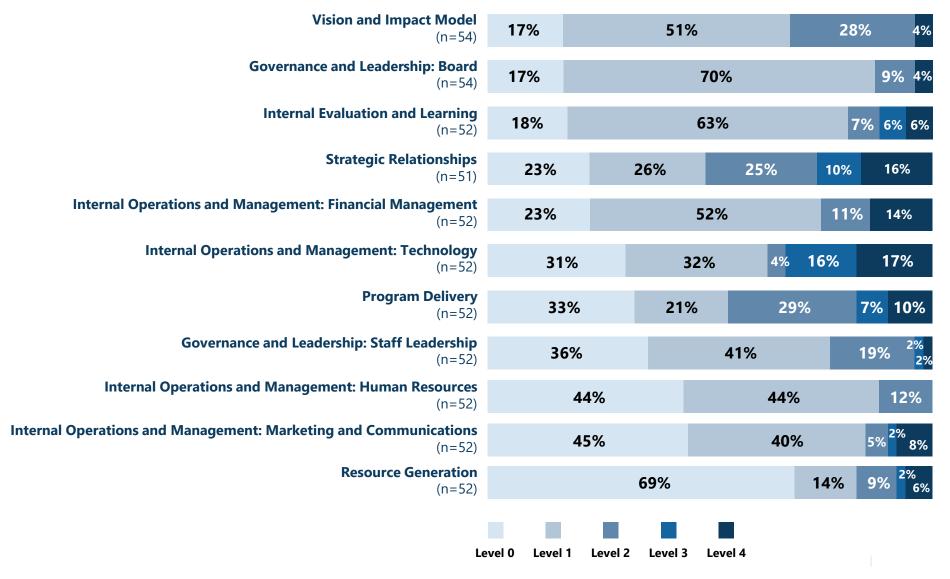| Category	Percent
Under 50%	31%
50%-75%	16%
76%-90%	28%
More Than 90%	26%

Key Findings

What did we learn about Solano County nonprofits' strengths?

- Solano County nonprofits **deliver services with intention, expertise, and cultural responsiveness**.

- Solano County nonprofits have **high levels of capacity**, relative to the other dimensions, in the following areas: **Program Delivery, Strategic Relationships,** and **Technology** (part of Internal Operations and Management).

What did we learn about where Solano County nonprofits need support?

- **Capacity is low** among Solano County nonprofits in many of the seven dimensions.

- **Low levels of capacity,** relative to the other dimensions, in **Vision and Impact, Board Development, Internal Evaluation, Resource Generation,** and **Human Resources.**

- **Key challenges** are **insufficient staff capacity and time**, **insufficient staff skill and expertise**, and **insufficient funding**.

Nonprofit Capacity Results in Core Dimensions

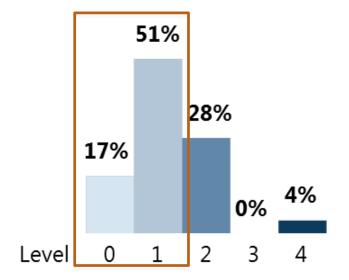|	Level 0	Level 1	Level 2	Level 3	Level 4
Vision and Impact Model (n=54)	17%	51%	28%		4%
Governance and Leadership: Board (n=54)	17%	70%	9%		4%
Internal Evaluation and Learning (n=52)	18%	63%	7%	6%	6%
Strategic Relationships (n=51)	23%	26%	25%	10%	16%
Internal Operations and Management: Financial Management (n=52)	23%	52%	11%		14%
Internal Operations and Management: Technology (n=52)	31%	32%	4%	16%	17%
Program Delivery (n=52)	33%	21%	29%	7%	10%
Governance and Leadership: Staff Leadership (n=52)	36%	41%	19%	2%	2%
Internal Operations and Management: Human Resources (n=52)	44%	44%	12%		
Internal Operations and Management: Marketing and Communications (n=52)	45%	40%	5%	2%	8%
Resource Generation (n=52)	69%	14%	9%	2%	6%

Self-Reported Capacity Needs

Fundraising
(Resource Generation)
53%

Communications and marketing
(Internal Operations and Management: Marketing and Communications)
47%

Board development
(Governance and Leadership: Board)
43%

Strategy development/strategic planning
(Vision and Impact Model)
33%

Technology
(Internal Operations and Management: Technology)
29%

Coaching on leading and managing organization change
(Vision and Impact Model)
26%

Developing internal capacity for data analysis and reporting
(Internal Evaluation and Learning)
26%

(n=54)

Recommended Areas of Nonprofit Capacity Investment

Vision and Impact Model

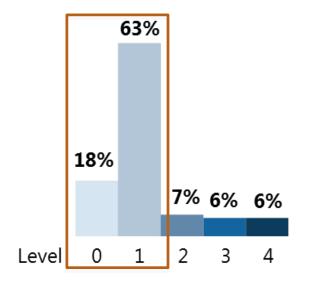**Nonprofit Capacity Level: Vision and Impact** (n=54)

The data show that organizations have a **deep and foundational need for support in the area of organizational strategy.**

While organizations indicated in the survey that they have strong mission and vision statements, **the majority do not conduct strategic planning, or have a Theory of Change.**

> "As an **independent nonprofit** that relies on donations for 85% of our budget, in a low-income area, **we tend to work in survival, not planning mode.**"

Internal Evaluation and Learning

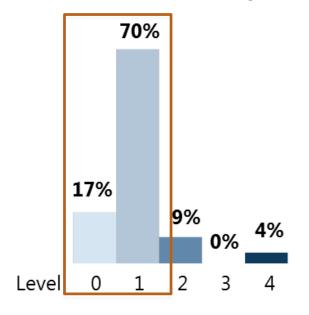**Nonprofit Capacity Level: Internal Evaluation and Learning** (n=52)

Organizations in Solano County **need support with their capacity to measure, track, and reflect on data.**

The majority of organizations collect data on the number of people they serve and client-level data; However, **most do not have a system for collecting, analyzing, and adjusting strategies based on outcome data.**

> **Everything is challenging in this area.** We need to have a concerted effort and plan to manage data collection, analysis, and make changes based upon evaluation of data. We have taken initial steps, but **need to have a solid plan and implement across the agency.**

Board Governance and Leadership

Nonprofit Capacity Level: Board Governance and Leadership (n=54)

There is **room for improvement in the area of board governance and leadership,** particularly regarding:

- Board fundraising;
- Board members serving as ambassadors of the organization; and
- Board collectively engaging in reflective practices.

> " Most members of the board have been working individuals from the field and the **board needs members that have connections, time, and financial connections.** "

Possible Capacity Building: Cohort Program for Vision & Impact and Evaluation & Learning

A **medium intensity effort:** Cohort-based intervention focused on Vision and Impact, followed by Evaluation and Learning

- Includes some group sessions and some individual coaching

- Organizations learn together with their peers--many organizations receive some information on topics like strategic planning and theories of change together in joint sessions

- Each organization also receives coaching tailored to their organization

- Costs are spread out over multiple years

Possible Capacity Building:
Board Governance and Leadership

A **low intensity effort:** provide access to third-party resources to enhance board knowledge and capacity

- Create a small scholarship fund for organizations to apply to for support

- Provide access to BoardSource materials and resources

- Send executive directors and/or board members to CompassPoint trainings

Next Steps:
Nonprofit Capacity Building Information Learning Session

- Hosted by Solano County Health and Social Services and First 5 Solano

- June 27, 2018: 1-4pm

- Designed for nonprofit leaders to:

  o Learn about the 7 dimensions of nonprofit capacity
  o Receive the results of the Solano nonprofit capacity assessment
  o Hear about the upcoming capacity building opportunities available for Solano nonprofits

Questions/Comments?

Solano County Nonprofit Capacity
Diagnostic Findings
Final Report

About
First 5 Solano

First 5 Solano provides funding to partners who work directly with the community to provide services bettering the lives of children ages 0-5 and their families. Funded partners provide many services including prenatal care, healthcare access, mental health services, quality childcare, early childhood education, family support, and parent education.

About Solano County Health and Social Services

The Solano County Department of Health & Social Services provides cost-effective services that promote self-reliance and safeguard the physical, emotional, and social well-being of the residents of Solano County. The Department administers Health, Mental Health, and Social Services programs in collaboration with a wide variety of community partners.

About
Learning for Action

Established in 2001, Learning for Action (LFA) is headquartered in San Francisco's Mission District and has an office in Seattle, Washington. LFA's mission is to enhance the impact and sustainability of social sector organizations through highly customized research, strategy development, evaluation, and capacity-building services. LFA's approach is based on rigorous data collection while grounded in a community perspective to catalyze social change. We aim to support structural change that addresses the underlying root causes of inequities so that all members of our communities have access to the opportunities they deserve for productive, healthy, and meaningful lives.

Table of Contents

Report Overview

The report is organized into the following sections:

1. Purpose and Methods

A description of the purpose of the Solano County Nonprofit Capacity Diagnostic study, the diagnostic design, and methods used to gather and analyze data.

2. Defining Capacity Building

A definition of capacity building used in this study and a framework for understanding capacity building.

3. Research Findings

A summary of findings from Solano County nonprofits that participated in the study.

4. Recommendations

Suggestions for First 5 Solano, Solano County Health and Social Services, partner organizations, and funders to build on these findings and move towards action.

Purpose and Methods

About this Report

In July 2017, First 5 Solano and Solano Health and Social Services engaged Learning for Action (LFA) to design and administer a diagnostic tool to learn about the current organizational capacity of nonprofits in Solano County. This report summarizes the findings of the study and describes LFA's recommendations for First 5 Solano, Solano Health and Social Services, partner organizations, and other funders to consider in order to support greater impact in the nonprofit sector in Solano County.

About the Nonprofit Capacities Diagnostic

LFA developed a comprehensive diagnostic tool, the Solano County Nonprofit Capacities Diagnostic to learn about the current capacity of nonprofits in Solano County. The tool is based on LFA's direct experience and knowledge of the factors most critical to organizational effectiveness, and a review of existing instruments in the field that measure nonprofit capacity. Additionally, LFA reflected on key findings and lessons learned from research conducted for Point the Way, a capacity building study of nonprofits, funders, and capacity building providers in the Chicago area in 2016.

The diagnostic is organized according to the seven dimensions of nonprofit capacity (see figure to the right; see Pages 10-12 for a more comprehensive definition of capacity building).

Figure 1. Seven Dimensions of Nonprofit Capacity

Strategic relationships · Resource generation · Internal operations & management · Governance & leadership · Program delivery · Evaluation & learning · Vision & impact model

Methods

Data Collection

LFA administered the Solano County Nonprofit Capacities Diagnostic via SurveyMonkey, and nonprofits were provided with a link to complete the diagnostic online. For each dimension of capacity building, respondents were asked to rate the extent to which their organization has successfully met a series of outcomes, using a 3-point scale ("Not true," "Somewhat true," and "Completely true"). Within each dimension, the outcome statements are divided among four levels, with Level 4 statements reflecting the measures of greatest organizational capacity. (See Page 10 for an overview of the seven dimensions of nonprofit capacity and Appendix B for the complete diagnostic tool.)

Data Management

LFA used Statistical Package for the Social Sciences (SPSS) to clean, manage, and analyze the data collected from the diagnostic. Based on responses, each nonprofit respondent was assigned to a level to describe its current capacity in each of the seven dimensions. Respondents were assigned to the highest level for which they selected "Completely true" for all the statements in that level. (Level completion is cumulative; in other words, a respondent must respond "Completely true" to all statements within Level 1 to be eligible to meet Level 2, etc.) Respondents that did not select "Completely true" to all of the statements in Level 1 were placed in the Level 0 category.

Data Analysis

LFA analyzed the diagnostic data to identify themes in strengths and needs for capacity-building support. The frequency of respondents that fall into each level in each of the seven dimensions, along with the responses to each question in the diagnostic, are detailed in this report's Findings and Appendix. In addition, LFA conducted cross tabulations to investigate relationships between variables, such as a nonprofit's content area and budget size, in relationship to diagnostic capacity. (See Appendix A.)

About the Responding Nonprofits

First 5 Solano identified 103 nonprofits in Solano County that are funded by First 5 Solano or Solano County Health and Social Services to complete the diagnostic. A total of **54 nonprofits** participated (52% response rate). A brief overview of respondents follows*:

- **67%** of survey respondents are the Executive Director/CEO of their organization.

- **Most of the participating organizations (69%)** have been in operation for **20 years or longer.**

- While nonprofit budget size varies, **over one-third (34%) have an annual budget under $500k** (see Fig. 2 below).

- For **one-third (31%)** of respondents, **less than 50% of their budget comes from government funding.**

- Responding organizations focus on a variety of content areas; the most common are **children ages 0-5 and their families, human services,** and **mental health** (see Fig. 3 below).

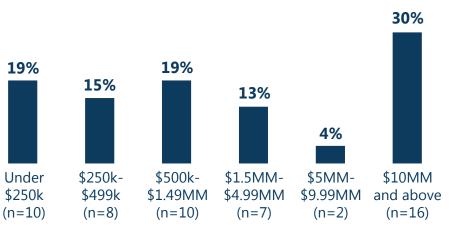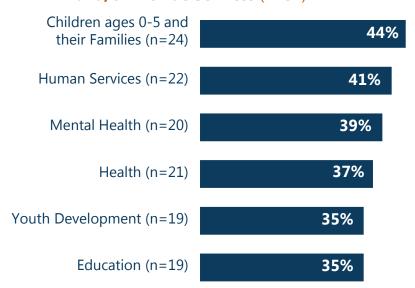**Figure 2. Organization Annual Budget Size** (n=53)

Under $250k (n=10)	$250k-$499k (n=8)	$500k-$1.49MM (n=10)	$1.5MM-$4.99MM (n=7)	$5MM-$9.99MM (n=2)	$10MM and above (n=16)
19%	15%	19%	13%	4%	30%

Figure 3. Most Common Content Areas Organizations Work and/or Provide Services (n=54)**

Children ages 0-5 and their Families (n=24)	44%
Human Services (n=22)	41%
Mental Health (n=20)	39%
Health (n=21)	37%
Youth Development (n=19)	35%
Education (n=19)	35%

*(See Appendix A for full responses.)
**The sum of percentages exceeds 100% because respondents were asked to check all that apply.*

A Common Definition of Capacity Building

What Is Nonprofit Capacity?

Any nonprofit organization needs these seven **capacities,** to varying degrees depending on its context, in order to function effectively:

Vision and impact model
A clear and detailed description of the impact the organization is trying to create, mapped to the set of organizational activities that help produce that impact (e.g., Theory of Change)

Governance and leadership
A board and staff leadership that have the skills needed to work effectively together in service of the organization's mission

Program delivery
Staff, technology, facilities, and other capabilities needed to deliver programs effectively and in fidelity to the impact model

Resource generation
A strong funding model to guide resource generation, and the capabilities to secure resources over time

Internal operations and management
Includes technical functions such as IT, financial management, communications and marketing, and human resources management

Evaluation and learning
Tools, processes, infrastructure, and culture that support continuous program and organizational improvement

Strategic relationships
The ability to nurture and maintain the external relationships necessary for success, including program delivery partners, funding relationships, and political support

A Vision and Impact Model is Foundational

While all seven dimensions of capacity contribute to a nonprofit's success, **a clear and specific vision and impact model is integral to maximizing effectiveness in the other dimensions**. Without a strong, vibrant vision and impact model in place, the foundation for the other dimensions stand is unsteady. A thriving nonprofit uses its vision and impact model as a guide that informs all the other areas of the organization, and that evolves along with the changing needs and priorities of the organization and communities it serves.

Articulating a vision and impact model is a pre-condition for achieving success in the other areas of nonprofit capacity. For example, many Solano County nonprofits indicated that they need support with fundraising (see Fig. 6 on Page 16). Having in place a solid theory of change is critical for these nonprofits to **clearly communicate their organizational priorities and needs** (Internal Operations and Management: Marketing and Communications) and to **make a compelling case for their need for support** (Resource Generation). Figure 4 describes the ways in which a strong vision and impact model can be used to strengthen the other key dimensions of a nonprofit's capacity.

Figure 4. Vision and Impact Model Drives Nonprofit Effectiveness

Strategic relationships — Defines priorities, purpose and criteria for relationships

Resource generation — Defines and substantiates the case for support

Internal operations & management — Defines needs and priorities for internal ops & management

Governance & leadership — Defines the strategic focus for governance and leadership

Program delivery — Defines priorities for programming

Evaluation & learning — Defines the blueprint for evaluation and learning

Vision & impact model

What is Capacity Building?

A simple definition of **capacity building** is: | **Any intentional and sustained effort to improve an organization's functioning.**

Capacity-building services are delivered by a range of provider types, which can be grouped into three major categories: nonprofit, for-profit, and academia.

Providers deliver capacity-building services through a range of mechanisms. Some approaches are designed to directly transfer knowledge or skills (i.e. connecting organizations to information, education, and training), others use skilled external facilitators to shepherd organizational change processes (i.e. consulting/coaching), and still others are meant to transfer knowledge from peer to peer while also promoting opportunities for collaboration within a field (i.e. peer learning/convening).

As nonprofits and funders have limited resources available to dedicate to capacity building at any one time, they need to prioritize which areas of nonprofit capacity to focus their attention. When selecting an area(s) to prioritize, LFA recommends that organizations choose the area(s) that best meet the following criteria:

- **Match an organization's specific needs** for growth and support (which can be assessed by the Nonprofit Capacity Diagnostic)

- Have **high leverage to influence other areas** of organizational need

- Are **well-suited for change** via capacity-building interventions

LFA used these criteria to guide the recommendations offered for Solano County nonprofits (Page 28).
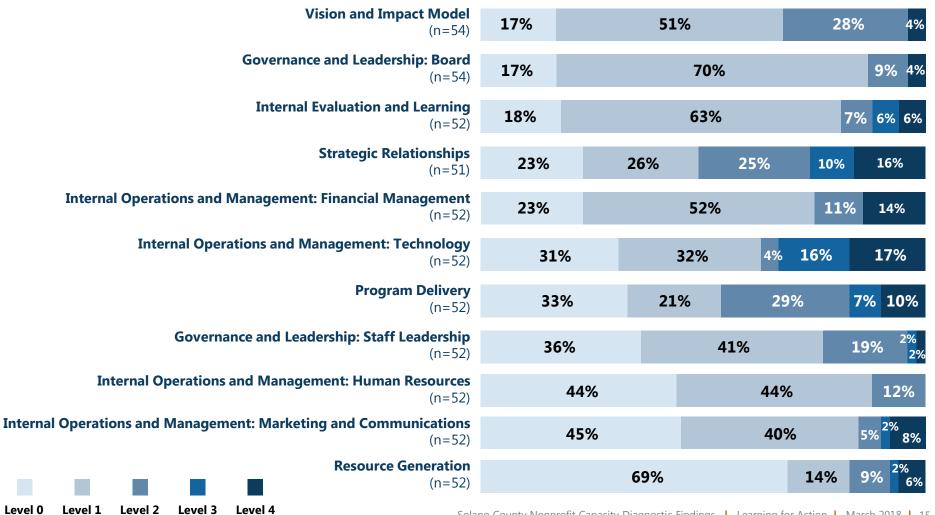
Findings

Key Findings

Solano County nonprofits, like nonprofits in other regions, have a great need for capacity-building services. This section explores the specific services and supports nonprofits need most and why.

- Solano County nonprofits **deliver services with intention, expertise, and cultural responsiveness** (Page 20).

- **Capacity is low** among Solano County nonprofits in many of the seven dimensions.

- Solano County nonprofits have **high levels of capacity**, relative to the other dimensions, in the following areas: **Program Delivery, Strategic Relationships,** and **Technology** (part of Internal Operations and Management).

- Solano County nonprofits have **low levels of capacity,** relative to the other dimensions, in the following areas: **Vision and Impact, Board Development, Internal Evaluation, Resource Generation,** and **Human Resources** (part of Internal Operations and Management).

- **Nonprofits' needs for capacity in each dimension are interrelated.** For example, in order to design programs that lead to desired change (Program Delivery), nonprofits need to effectively and systematically collect, analyze, and reflect on program data (Internal Evaluation). In order to effectively generate funds (Resource Generation), nonprofits need strong boards of directors that can provide funds and serve as ambassadors for the organization in the community (Board Development).

- Nonprofits' levels of capacity according to the diagnostic's indicators (Fig. 5, Page 15) **largely align with the areas in which nonprofits self-identified the greatest need for capacity-building support** (Fig. 6, Page 16).

- When describing the **key challenges** that they face in each dimension, nonprofits most often cited a **dearth of staff capacity and time**, **insufficient staff skill and expertise**, and **insufficient funding**.

Nonprofit Capacity Findings Overview

Below is a summary of respondents' highest level of attainment in the core dimensions of nonprofit capacity. There is a relatively large percentage of respondents (49% or higher) in Levels 0 and 1 in all dimensions.

Figure 5. Nonprofit Capacity Results in Core Dimensions

Dimension	Level 0	Level 1	Level 2	Level 3	Level 4
Vision and Impact Model (n=54)	17%	51%	28%		4%
Governance and Leadership: Board (n=54)	17%	70%	9%		4%
Internal Evaluation and Learning (n=52)	18%	63%	7%	6%	6%
Strategic Relationships (n=51)	23%	26%	25%	10%	16%
Internal Operations and Management: Financial Management (n=52)	23%	52%	11%		14%
Internal Operations and Management: Technology (n=52)	31%	32%	4%	16%	17%
Program Delivery (n=52)	33%	21%	29%	7%	10%
Governance and Leadership: Staff Leadership (n=52)	36%	41%	19%	2%	2%
Internal Operations and Management: Human Resources (n=52)	44%	44%	12%		
Internal Operations and Management: Marketing and Communications (n=52)	45%	40%	5%	2%	8%
Resource Generation (n=52)	69%	14%	9%	2%	6%

Level 0   Level 1   Level 2   Level 3   Level 4

Nonprofit Capacity: Self-Reported Needs

Nonprofits indicated the types of capacity-building supports (up to five) that are most needed by their organization. The most frequently cited areas are shown below. These areas largely align with the areas in which nonprofits demonstrate the greatest need for capacity-building support, based on their responses to the indicators in each dimension.

Figure 6. Self-Reported Capacity-Building Supports Most Needed by Organizations (n=54)

Support	Percentage
Fundraising (Resource Generation)	53%
Communications and marketing (Internal Operations and Management: Marketing and Communications)	47%
Board development (Governance and Leadership: Board)	43%
Strategy development/strategic planning (Vision and Impact Model)	33%
Technology (Internal Operations and Management: Technology)	29%
Coaching on leading and managing organization change (Vision and Impact Model)	26%
Developing internal capacity for data analysis and reporting (Internal Evaluation and Learning)	26%

Vision and Impact Model
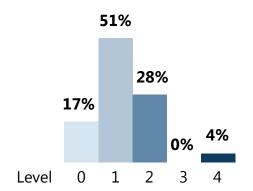
Most nonprofits have mission and vision statements

- The majority of survey respondents (83%) have a **written organizational mission and vision,** and most (79%) report that all of their programs **intentionally contribute to** their mission and vision.

- For most organizations (72%), mission and vision statements are **board-approved.**

- Just over one-third of organizations (42%) have a **multi-year strategic plan.** A smaller percentage (30%) use the strategic plan to set **written annual goals.**

Few nonprofits use strategic planning and monitoring tools

- Many nonprofits explained that strategic planning is a challenge due to a need to focus on the urgent demands of running a low-resourced nonprofit organization. Long-term planning regularly gets de-prioritized in the face of pressing short-term needs.

- Only 17% of respondents have an organizational **theory of change**, a critical component of a strong vision and impact model. A similar portion of the sample (15%) **rely on strategic planning and monitoring tools** to guide their work on an ongoing basis.

- Almost one in three organizations (30%) have a **dashboard and system for monitoring progress** on organizational and programmatic objectives.

- These findings indicate that nonprofits need particular support with strategic development. Indeed, when asked to select their areas of capacity-building need, **33% selected strategy development/planning** (Fig. 6, Page 16).

Figure 7. Nonprofit Capacity Level Attained: Vision and Impact (n=54)

"We have a three year, **board approved strategic plan that is aligned with our mission and value statements.** Each year, we develop organizational and inter-departmental team **goals that support our strategic plan.**"

"As an independent nonprofit that relies on donations for 85% of our budget, in a low-income area, **we tend to work in survival, not planning mode.**"

Governance and Leadership: Board

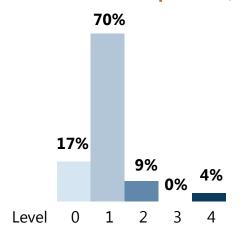**Figure 8. Nonprofit Capacity Level Attained: Governance and Leadership: Board** (n=54)

Most nonprofits have boards with basic governance procedures in place

- Nearly all survey respondents (94%) have **board meeting agendas that are planned by either the chair or the ED/CEO**.

- 89% of survey respondents report that board members **regularly attend board meetings**.

- Approximately three-quarters (72%) **have written descriptions of the board's roles and responsibilities.**

Nonprofits need to develop and deepen their boards

- When asked to indicate their areas for capacity-building needs, **43% of survey respondents selected board development**. Many reported that board members bring limited time, finances, expertise, or influence to their role.

- Most respondents **do not have a strong fundraising board:** only 19% of organizations have board members that make personally meaningful financial gifts.

- Less than one-quarter (23%) of respondents report that all board members **serve as ambassadors** in the community for the organization.

- While nearly three-quarters (74%) of survey respondents report that there is a strong working relationship between the board chair and the ED/CEO, about half (54%) report that **board meeting agendas are planned jointly**.

- **Most boards are not regularly engaging in reflective processes.** Just 17% informally reflect on their individual and collective progress annually, and only 15% have a formal process for holding themselves accountable for delivering strong results. In only half of nonprofits, (55%) board members engage primarily in strategic and reflective conversations during board meetings, and for only 40% do boards focus exclusively on strategic (rather than tactical) matters.

"Most members of the board have been working individuals from the field and the **board needs members that have connections, time, and financial connections.**

"All of our board members support our ministry, but are **limited in capacity due to time, finances, expertise, network, or area of influence."**

Governance and Leadership: Staff Leadership

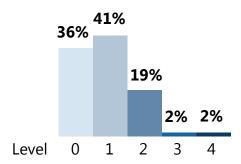**Figure 9. Nonprofit Capacity Level Attained: Governance and Leadership: Staff Leadership** (n=52)

Most nonprofits have a clear leadership structure and skilled leaders and staff

- The majority of survey respondents (71%) have a **clear leadership structure** that supports the advancement of their organization's strategy.

- Three-quarters (75%) of nonprofits have staff with a **diverse skillset** and set of life experiences, and 65% have staff leaders with the **skills and talents to effectively implement their leadership responsibilities.**

Nonprofits need support with succession planning and developing leadership talent

- Just 19% of nonprofits have a **written, detailed, up-to-date succession plan** for the ED/CEO, and only 12% have a written, formal succession plan for every Chief/Director-level role.

- 64% of organizations have leadership **staff with sufficient experience and skills** to continue operational functions even if the ED/CEO is unavailable, suggesting that many nonprofits have skilled leaders who could step in if needed, but lack a formal plan to guide this transition, were it to take place. Conversely, several nonprofits reported that small staff sizes and high rates of turnover among leaders and staff make effective succession planning a challenge.

- While 69% of nonprofits **provide staff with some training** related to their role(s), only 37% of managing staff receive **ongoing training and professional development** explicitly related to their roles and to build leadership and management skills. Limited funding and staff time were cited as barriers to expanding training opportunities.

Bar chart — Level 0: 36%, Level 1: 41%, Level 2: 19%, Level 3: 2%, Level 4: 2%

"Staff have **very diverse professional backgrounds,** some coming from the non-profit world, most from corporate or government agencies, thus providing a wide range of knowledge."

"It is hard to keep really good people as they tend to move on from us to higher paying jobs with counties or other agencies. **We do not have formal succession plans for any of our managers**, so this is something we really need to do."
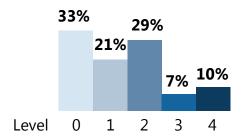
Program Delivery

Nonprofits deliver services with intention, expertise, and cultural responsiveness

- The majority of respondents (79%) have a **clear, written description** of who their target population is, and 75% have **staff with the expertise and commitment** necessary to carry out their programs.

- 69% of survey respondents have a program model based on **current best practices or research** in the field, and 65% monitor **policy, funding, or community trends** that might impact their programming.

- 67% of staff bring **appropriate levels of cultural responsiveness** to the communities they serve, and 62% of organizations have programming and outreach that are designed for and aligned with the **cultural norms** of the communities served.

Most nonprofits lack a codified program model informed by beneficiaries' perspectives, do not use data to inform program delivery, and are not able to deliver programs at the needed scale

- Only 44% of organizations have a **codified program model** that is informed by the **perspective of intended beneficiaries**.

- About a third of organizations (38%) use **evaluation data** to improve their programs, create new programs, or end existing programs, and only 31% have **metrics to measure and evaluate** how well their programs adhere to the program model/design.

- Only a third (33%) of organizations have capacity and infrastructure to **deliver programs at a scale** that has meaningful impact on the scope of the need. Several organizations cited high rates of staff turnover, limited staff capacity, and limited funding as constraints to delivering programs to meet the community's needs.

Figure 10. Nonprofit Capacity Level Attained: Program Delivery (n=52)

"We strive to provide the **best care for our clients and stay up to date as much as possible in our specific field**. Our staff comes from various life experiences and that contributes to our care. We are in the top half of an ever changing industry."

"Creating and implementing good design requires that there are staff in place to carry out the work. While we have good systems in place, and are able to hire a culturally responsive staff, filling our staffing needs for teaching staff has been very difficult. **You cannot implement practices effectively when you don't have consistent staffing in place**."
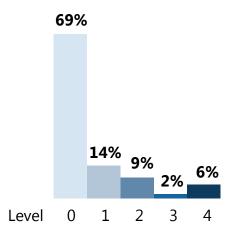
Resource Generation

Most nonprofits follow some basic fundraising best practices

- The majority of survey respondents (67%) **acknowledge donations** promptly

- Just over half (54%) **track each donation** in a computerized database.

Resource generation is the area where nonprofits most frequently ask for support

- When asked to indicate their areas of need for capacity-building support, survey respondents most commonly cited **fundraising as a top area of need** (selected by 53% of nonprofits) (Fig. 6, Page 16).

- Only 35% of organizations say they have **good relationships** with their donors, and 33% invest time in **building and sustaining relationships with current and prospective funding partners**.

- Less than half (41%) of respondents have **board members that discuss fundraising strategies**.

- One-quarter (25%) of organizations have a dedicated **fund development function,** and 29% build **internal capacity in fundraising** so that the organization is not overly reliant on one staff or board member.

- One-quarter (25%) or respondents have a **written fund development plan aligned with their strategy**, and just 29% have a **diversified funding base**.

Figure 11. Nonprofit Capacity Level Attained: Resource Generation (n=52)

Level 0   1   2   3   4

69%   14%   9%   2%   6%

"We have a couple of people who are good at outreach and donor retention. We have begun using a fee-based donation program that **processes donations but also produces data tracking for us**."

"Fund development falls to one person, the ED. A draft fund development plan was submitted earlier this year, the first on record for more than five years. Capacity building in general does not get the time and attention necessary to increase, and more than 80% of our funding is tied to federal dollars. **Everything in this category is challenging.**"
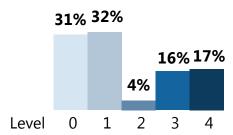
Internal Operations and Management: Technology

The majority of nonprofits have fundamental technology operations

- Nearly all survey respondents (96%) have a **website**, and **dedicated professional email addresses** (92%).

- Almost three-quarters of respondents (71%) have **remote access to email and work documents.**

- Approximately two-thirds of respondents (67%) have a **system for storing some client-level data** and can generate electronic reports on clients served, and 64% have and use **electronic database(s) throughout the organization** for tracking clients, program outcomes, financial information, and for reporting purposes.

Many respondents do not have a written technology plan, a regularly maintained website, or technology that supports the use of data

- When asked to indicate their areas for capacity-building needs, 29% of respondents identified **technology as a top area of need** (Fig. 6, Page 16). Nonprofits said they needed improved databases and tracking systems, website upgrades, and internal or external IT support.

- While most organizations have basic technology systems in place, only 37% have a **written plan for regularly upgrading and enhancing technology**.

- While most organizations have a website, only half (50%) of organizations have a **comprehensive website that is regularly maintained**.

- 40% of respondents do *not* have **technology that supports the use of data across the organization**, including for programmatic and financial decision-making purposes.

Figure 12. Nonprofit Capacity Level Attained: Internal Operations and Management: Technology (n=52)

Level   0   1   2   3   4

31% 32% 4% 16% 17%

"**Our electronic database is a must for our organization.** We could not provide the level of professional service nor maintain the records we must maintain of we did not have such a database."

"Our database is outdated, the program we use and its creators are **behind in keeping up with today's technology.** We plan to update soon. The biggest problem is there is no database that does everything we need. **We have to use multiple systems to get the most comprehensive picture and reports**."

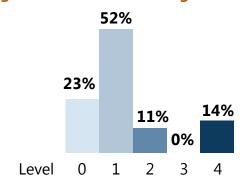# Internal Operations and Management: Financial Management

Most nonprofits have clear fiscal policies and procedures in place

- The majority of organizations have **clearly defined fiscal policies and procedures** (81%), and staff **understand and are held accountable for following these policies** (73%).

- 86% of organizations have **internal controls** on financial transactions to prevent misuse of funds.

- 81% of organizations have accounting systems that provide a **clear, accurate, and up-to-date picture of their finances**, and staff are comfortable using the system.

- Three-quarters of organizations have an **annual audit** conducted by an independent CPA (75%) and implement the audit's recommendations (72%).

- For 71% of organizations, board and staff leaders **regularly consider the financial implications of all decisions**.

Nonprofits struggle to keep a balanced budget and to use financial tools for multi-year planning

- Only 46% of organizations operated **without a budget deficit** for at least the past three years.

- Only 33% of organizations **track key financial health indicators** using a rolling, multi-year financial plan.

- About half of organizations (52%) **assess their financial performance and makes course corrections** at least semiannually, and just 35% consistently use **financial planning and forecasting tools** for long-term planning.

Figure 13. Nonprofit Capacity Level Attained: Internal Operations and Management: Financial Management (n=52)

Bar chart showing capacity levels:
- Level 0: 23%
- Level 1: 52%
- Level 2: 11%
- Level 3: 0%
- Level 4: 14%

> "We run so close to the bone **we have to pay close attention to our financials**. We've had to completely change our fiscal view and planning in the past year and our financials policies and procedures were recently updated and staff trained on them."

> "We have a **severe lack of funds**. We survive, we don't thrive. While we are constantly looking at the financial picture, we do not have any written financial plan for the current year, or multiple years. Adjustments are always made to ensure that we do not have deficits, but **every financial decision is made on a day to day basis**."

Internal Operations and Management: Marketing and Communications

Figure 14. Nonprofit Capacity Level Attained: Internal Operations and Management: Marketing and Communications (n=52)
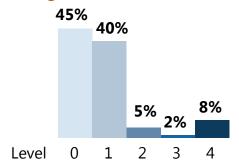
Some nonprofits communicate regularly with their target audiences

- Over half (55%) of survey respondents have **identified target audiences to communicate with**, and 44% communicate with their target audiences **regularly**.

- 42% of survey respondents develop **clear, compelling, and concise messages** tailored to their target audiences.

- A full 40% of respondents have an **active social media presence**, which requires consistent, dedicated staff time and energy.

The majority of nonprofits do not have a written communications strategy or prepare and distribute an annual report

- When asked to identify areas of need for capacity-building support, nearly half (47%) of respondents identified marketing and communications as an **area of need** (Fig. 6, Page 16).

- Just 13% of respondents have a **written communications plan** that broadly describes the external audiences that they want to communicate with and what their communications goals are, and even fewer (10%) have a communications plan that is **updated regularly**.

- Only 12% of respondents have a communications strategy that is **customized for each of their stakeholders** and includes a consistent message about the organization and its work.

- About one-third (35%) of respondents prepare and distribute an **annual report** of their accomplishments and financial position, a critical communications tool.

A bar chart showing capacity levels:
- Level 0: 45%
- Level 1: 40%
- Level 2: 5%
- Level 3: 2%
- Level 4: 8%

"We have **identified target audiences for different programs** and have some strategies for reaching them, which include email, website, social media, fairs, trainings, visit to churches etc."

"Annual reporting often seems to take a back seat due to time limitations of staff and board to prepare the reports, and deliver to stakeholders. **We are so busy reporting to our grantors, etc. that these reports often get waylaid.**"

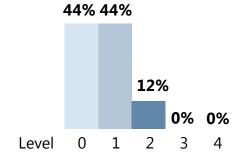# Internal Operations and Management: Human Resources

Most nonprofits give feedback to their employees informally

- The majority of organizations surveyed (89%) have **written job descriptions**.

- 71% of organizations report that **employees receive feedback** on an ongoing, informal (as needed) basis, and 59% of organizations report that their performance reviews define **strengths employees should build on**, **areas they should improve**, and what they should **learn to continue to develop**.

- 67% of organizations **make difficult personnel decisions** when a team member's performance undermines their ability to meet their beneficiaries' needs.

Most nonprofits do not engage in regular, comprehensive performance assessments or collect feedback on staff satisfaction with the workplace

- While 60% of organizations engage in **regular performance assessments** for all staff, just 15% conduct **360-degree performance assessments** at least annually.

- Only 29% of organizations **gather satisfaction feedback** from employees and **act on that feedback** to improve the workplace experience.

- Less than half (40%) of organizations proactively think about how to **recruit, develop, engage and retain top-quality talent.**

- In just 25% of organizations, managers/supervisors establish **professional development plans** tied to each individual's career goals.

- While 67% of organization consider staff requests for **external professional development**, only 25% have a **written professional development policy** that includes funding and time away from the office for all employees to participate in professional development opportunities.

Figure 15. Nonprofit Capacity Level Attained: Internal Operations and Management: Human Resources (n=52)

"We don't always get the performance reviews done, but when they are done, we do them with **thoughtful intent and with professional growth and development in mind**."

"We have limited HR resource in-house and there has not been a routine of regular performance evaluations. **Building the infrastructure around HR is a definite challenge**."
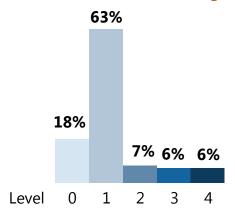
Internal Evaluation and Learning

Many nonprofits collect basic data for evaluation and learning and share results with their staff and board

- The majority of survey respondents (82%) collect data on the number of people served, and 69% **collect client-level data** for evaluation and learning.

- Over half (56%) of respondents **regularly share program and overall organization results with their staff and board**, allowing for questions, celebrating successes, and learning from failures.

- Nearly half (45%) of organizations report that **all staff have access to data** that help them do their jobs effectively on an everyday basis.

Most nonprofits lack the ability to use data for continuous and long-term learning

- While 67% of organizations surveyed **gather feedback from clients and beneficiaries** to learn more about their experiences with the organization's programs and clients' unmet needs, just 23% **regularly share program results with clients and beneficiaries**.

- Only 27% of organizations have **a budget line to ensure ongoing evaluation activities**, and one-quarter (25%) **allocate financial support** (beyond specific evaluation grants) to **integrate evaluation into program activities.**

- Only one-third (31%) of organizations have determined **what they need to measure internally to continuously improve delivery of programs** and confirm whether they're on track to achieve their intended results.

- 18% of organizations have engaged an **external evaluator** to assess program outcomes.

Figure 16. Nonprofit Capacity Level Attained: Internal Evaluation and Learning (n=52)

Bar chart values:
- Level 0: 18%
- Level 1: 63%
- Level 2: 7%
- Level 3: 6%
- Level 4: 6%

> "We have **robust data collection systems and client satisfaction measurements**. The use of data at all levels in the organization is uneven -- some managers look to the data more than others."

> "**Everything is challenging in this area**. We need to have a concerted effort and plan to manage data collection, analysis and make changes based upon evaluation of data. We have taken initial steps, but **need to have a solid plan and implement across the agency**."

Strategic Relationships

Figure 17. Nonprofit Capacity Level Attained: Strategic Relationships (n=51)
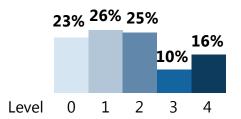
Nonprofits are strong at building relationships, collaborating, and exchanging information with other organizations

- The majority of survey respondents (80%) **collaborate informally with other organizations,** and 55% play a key role in **establishing and/or managing a coalition or formal collaboration**.

- 82% **exchange information with partners** as needed, and 77% participate in in **formal alliances and networks** that advance their goals and influence.

- 73% of organizations intentionally and routinely work to **build strong relationships with other organizations and influencers in the community**.

- 69% have staff who, based on their professional and life experiences, are **skilled in navigating local dynamics and building relationships with relevant partners**.

Most nonprofits do not have established relationships with the media or longstanding support from key political figures

- A third of organizations (33%) build, establish, and maintain relationships with **members of the media**.

- Although 71% of organizations have begun to **establish relationships with key political figures/entities**, just 36% have **longstanding, active support from key political figures/entities**.

- Approximately one-third (35%) of organizations build **strategic relationships to help them effectively navigate racial, cultural, historical, and/or political dynamics** in their ecosystem.

Bar chart data:
- Level 0: 23%
- Level 1: 26%
- Level 2: 25%
- Level 3: 10%
- Level 4: 16%

"**Relationship and coalition building is key to our success** as an agency. The agency has been instrumental in establishing new coalitions when the need arises. The agency also participates long-term in some coalitions. Staff at all levels meet with their counterparts in other agencies.

"My organization could be much more politically savvy. Other organizations that are doing similar work have much higher profiles due in part to better marketing. We need to not only promote our programs better, **we need to get those with power and influence in the greater community to promote them as well**."

Recommendations

Focusing in on Recommended Capacity-Building Supports

LFA recommends that Solano County focus a set of intentional capacity-building efforts in the following capacity dimensions:

1. **Vision and Impact Model:** *Clarity on Organizational Strategy*

2. **Internal Evaluation and Learning:** *Developing Evaluation Frameworks and Cultivating Reflective Practices*

3. **Board Governance and Leadership:** *Strengthening Boards and Identifying New Board Members*

LFA has chosen to highlight these three dimensions for potential capacity-building interventions based on the need for increased capacity as demonstrated by the results of the Nonprofit Capacity Diagnostic, LFA's deep experience with nonprofits and understanding of which dimensions are the highest leverage within an organization, and what lends itself well to capacity-building interventions. LFA has chosen to focus on what we believe are foundational elements of organizational capacity. Increased capacity in these three areas will then enhance performance and capacity in other dimensions. Some areas of reported need by nonprofits are not included for various reasons. For instance, while Resource Generation was noted as a high need among many organizations, having a clear vision and strategy in place, along with data to demonstrate success, are pre-conditions for nonprofits to successfully generate additional resources. In addition, First 5 Solano already has a fundraising capacity-building program that many of its community partners are engaged in.

The following pages provide more detail on why support is especially needed in these areas and includes some suggestions of what support might look like in varying levels of investment intensities.

Strategic relationships

Resource generation

Evaluation & learning

Vision & impact model

Internal operations & management

Program delivery

Governance & leadership
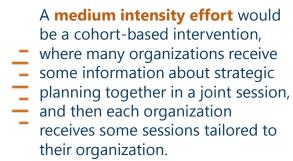
Vision and Impact Model
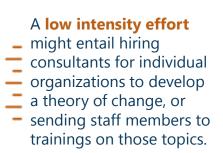## Clarity on Organizational Strategy

While most organizations have mission and vision statements, only 15% use strategic planning and monitoring tools, and less than one in five has a theory of change, indicating a deep and foundational need for support in this area. Understanding an organization's vision and impact model and articulating it in a framework such as a theory of change is the first step to institutionalizing data driven decision making.

Articulating a clear and up-to-date strategy is beneficial on many levels. Most strategy engagements include developing a theory of change which allows the organization to name its intended impact, set clear goals for where it is going, and select indicators of progress along the way. Strategic planning is inherently a board driven process, which can increase board engagement and learning. Strategic plans are also the foundation for the other dimensions of nonprofit capacities, and a thoughtful strategic plan will allow an organization to strengthen other aspects of its work. For instance, it can also be used as a communications tool when attracting resources to the organization, ensures all program activities are aligned with the organization's ultimate goals, and sets up the basic framework used for internal evaluation and learning.

A **high intensity effort** would be to provide individual grants of $25k-$30k per organization to engage in customized strategic planning process with a consultant.

A **medium intensity effort** would be a cohort-based intervention, where many organizations receive some information about strategic planning together in a joint session, and then each organization receives some sessions tailored to their organization.

A **low intensity effort** might entail hiring consultants for individual organizations to develop a theory of change, or sending staff members to trainings on those topics.

Internal Evaluation and Learning
Developing Evaluation Frameworks and Cultivating Reflective Practices

Organization in Solano need support with their capacity to measure, track, and reflect on data. Basic procedures for collecting information on the number of people served are generally in place among Nonprofit Capacity Diagnostic respondents. However, most nonprofits do not have a system for collecting, analyzing, and making changes based on outcome data. Just as articulating an organization's vision and impact model is foundational to many other dimensions, the ability to use data for continuous and long-term learning and improvement influences an organization's success in many ways. It is only by knowing which programs are strong, which benchmarks are not met, or which programs are or are not reaching the target population that an organization can reflect on those findings and course correct as necessary. Having this information is powerful—it enables the board to know whether the organization is track, staff to know how well programs are succeeding, and funders to know what they are investing in. Without a strong evaluation and learning capacity, an organization will not be able to truly communicate the results of their work.

A **medium intensity effort** would support organizations in this dimension in a meaningful way. Cohort-capacity building is less expensive than individualized consulting and an MDRC evaluation found the group-learning approach to be nearly as effective as customized consulting at improving organizational outcomes.[1] A cohort-based support model would allow many organizations to simultaneously participate in an effort to enhance their ability to measure and track their work. This would entail organizations articulating their program model and intended outcomes, measuring and tracking progress, learning how to reflect on data, and understanding how to communicate the value of their work with data. If desired, this work could be phased, such that Phase 1 would include clarifying the program model and outcomes, Phase 2 would be data collection, and Phase 3 would focus on deepening a culture of learning and reflection. It can also easily be linked to cohort-based strategy effort, such that organizations can first clarify their strategy in a theory of change, and can then move into evaluation and learning capacity building together.

Board Governance and Leadership
Strengthening Boards and Identifying New Board Members

A strong board where individual board members bring their time, talents, and financial resources to bear is a hallmark of a strong nonprofit. While most organizations have basic procedures in place and hold regular board meetings, the Nonprofit Capacity Diagnostic results indicate that most organizations do not have strategic boards that set a strong vision for the organization and hold themselves and the staff accountable for achieving that vision. A high-performing board is also closely tied to fundraising—board members should serve as ambassadors for the organization in the community, developing connections and generating resources. A particular area of need noted by diagnostic respondents is cultivating new board members—many report that their boards are comprised of individuals with limited time, networks, expertise, and/or financial resources. They recognize this need, but are unsure how to have it met. Support for organizations in this area could range in the degree of intensity and resources required.

A **high intensity effort** might entail developing the pool of qualified potential board members in the county, by intentionally seeking out and recruiting community members for individual boards. Solano County might be able to work with a small number of organizations a year to build their board in this way.

A **low intensity effort** might be to provide access to resources through BoardSource or send executive directors or board members to CompassPoint trainings. Solano County could create a scholarship fund for organizations to apply to for support and provide guidance on which types of trainings might be most relevant for a particular organization.

Additional Resources

In addition to the three recommendations on the prior pages, LFA offers some specific capacity-building resources. Some of these are specific resources that could support the implementation of the ideas on the prior pages, and others are in capacity domains that did not rise to the level of key recommendations.

Domain	Resource
Vision and Impact Model	• LaPiana consulting: cohort strategic planning (Lapiana.org)
Board Governance	• CompassPoint trainings (compasspoint.org) • BoardSource resources and trainings (boardsource.org) • Building Blox Consulting, high-intensity investment in board trainings/development (buildingbloxconsulting.com) • Ryan Consulting Group, high-intensity investment in board trainings/development (ryanconsultinggroup.com)
Technology	• Making Wise Decision toolkit: Decision guide to selecting data systems (http://www.publicprofit.net/New-Resource-Making-Wise-Decisions-A-Step-by-Step-Guide-To-Selecting-The-Right-Data-System
Marketing and Communications and Strategic Relationships	• Spin Academy: A week-long nonprofit communications capacity-building retreat in San Francisco (spinacademy.org)
Internal Evaluation and Learning	• Better Results Toolkit: step-by-step resource for nonprofits to develop and implement a measurement plan (http://learningforaction.com/environmental-education-better-results-toolkit/

Appendices

Complete Diagnostic Results

Complete Diagnostic Results

About Your Organization

	Executive Director/CEO	Other executive position	Program Director	Other
What role do you play in your organization? (n=54)	67% (n=36)	13% (n=7)	6% (n=3)	15% (n=8)

The sum of percentages exceeds 100% due to rounding.

Respondents that selected "Other" provided these other roles:
- President - Volunteer and Chairman of the Board
- Center Manager
- Interim Executive Director
- Marketing Director/Office Manager
- Case/Operations Manager
- President
- Quality Assurance Officer

In what content area(s) does your organization work and/or provide services? *Select all that apply*	% Selected* (n=54)
Arts and Culture (n=1)	2%
Children ages 0-5 and their Families (n=24)	44%
Community Development (n=8)	15%
Education (n=19)	35%
Environment (n=3)	6%
Health (n=21)	39%
Housing/Homelessness (n=14)	26%
Human Services (n=22)	41%
Legal Services (n=0)	0%
Mental Health (n=20)	37%
Policy/Advocacy (n=10)	19%
Seniors (n=11)	20%
Youth Development (n=19)	35%
Veterans (n=19)	9%
Workforce Development (n=8)	15%
Other (n=10)	19%

The sum of percentages exceeds 100% because respondents were asked to check all that apply.

Respondents that selected "Other" provided these other content areas:
- Animal humane services
- Disabilities
- Family literacy programs
- Financial Literacy
- Foster Care

- Individuals with Intellectual Disabilities
- Nutrition Education, Physical Activity and Water Consumption Promotion
- Sexual assault examinations/child forensic interviews
- STEAM Facility
- Substance abuse

	5 years or fewer	6-10 years	11-20 years	More than 20 years
How long has your organization been in operation? (n=54)	6% (n=3)	6% (n=3)	20% (n=11)	69% (n=37)

* The sum of percentages exceeds 100% due to rounding.

	Under $250k	$250k-$499k	$500k-$1.49MM	$1.5MM-$4.99MM	$5MM-$9.99MM	$10 million and above
Approximately what size is your organization's annual budget? (n=53)	19% (n=10)	15% (n=8)	19% (n=10)	13% (n=7)	4% (n=2)	30% (n=16)

	Under 50%	50-75%	76%-90%	More than 90%
Approximately what percentage of your budget comes from government funding? (n=51)	31% (n=16)	16% (n=8)	28% (n=14)	26% (n=13)

The sum of percentages exceeds 100% due to rounding.

Vision and Impact Model

	Not True (1)	Somewhat True (2)	Completely True (3)	Don't Know*	Mean
Level One					
a) Our organization has a **written mission and vision**. (n=54)	2% (n=1)	15% (n=8)	83% (n=45)	0% (n=0)	2.8
Level Two					
a) Our organization has **board-approved mission and vision statements** that are used to guide our decisions and work. (n=54)	6% (n=3)	22% (n=12)	72% (n=39)	0% (n=0)	2.7
b) Each and every one of our programs **intentionally contributes** to our mission and vision. (n=53)	4% (n=2)	17% (n=9)	79% (n=42)	0% (n=0)	2.8
c) Our organization has **a multi-year strategic plan** with clear and agreed-upon goals. (n=53)	25% (n=13)	34% (n=18)	42% (n=22)	0% (n=0)	2.2
Level Three					
a) Our strategic plan is used to set written **annual goals** that are regularly reflected on and adjusted based on progress and learnings. (n=54)	30% (n=16)	41% (n=22)	30% (n=16)	0% (n=0)	2.0
b) Our organization has a **theory of change** that details the impact it seeks and how each of its programs intentionally contributes to that impact. (n=51)	34% (n=18)	45% (n=24)	17% (n=9)	4% (n=2)	1.8
c) All of our organization's staff and board members can **clearly articulate** our vision and impact model. (n=53)	19% (n=10)	57% (n=30)	25% (n=13)	0% (n=0)	2.1
d) Our organization has a **dashboard and system for monitoring progress** on organizational and programmatic objectives. (n=52)	34% (n=18)	34% (n=18)	30% (n=16)	2% (n=1)	2.0
e) Our organization can **quickly adapt** our programs and strategies based on **changes in the external landscape** (such as laws, policies, or new organizations in our field). (n=52)	9% (n=5)	55% (n=29)	34% (n=18)	2% (n=1)	2.3
Level Four					
a) Our organization has an **annual implementation plan based on our strategic plan** that details organizational and programmatic objectives, roles, and responsibilities with timeframes and resource implications. (n=54)	30% (n=16)	48% (n=26)	22% (n=12)	0% (n=0)	1.9
b) Our organization relies heavily and regularly on **strategic planning and monitoring tools**, including a theory of change for each of our programs and organizational dashboard, to guide our work on an ongoing basis. (n=51)	36% (n=19)	45% (n=24)	15% (n=8)	4% (n=2)	1.8
c) Our organization can **quickly adapt** our programs and strategies based on our **progress and learnings**. (n=51)	8% (n=4)	60% (n=32)	28% (n=15)	4% (n=2)	2.2

The sum of percentages for each question above may be more or less than 100% due to rounding.

**The "Don't Know" answer response is not included in the total n or the mean calculation.*

Governance and Leadership - Board

		Not True (1)	Somewhat True (2)	Completely True (3)	*Don't Know**	Mean
Level One						
a)	Board meeting agendas are planned by either the **chair or the ED/CEO**. (n=54)	2% (n=1)	4% (n=2)	94% (n=51)	0% (n=0)	2.9
b)	A majority of board members **regularly attend board meetings**. (n=53)	4% (n=2)	8% (n=4)	89% (n=47)	0% (n=0)	2.9
Level Two						
a)	Board meeting agendas are **planned jointly** between the board chair and the ED/CEO. (n=52)	11% (n=6)	31% (n=17)	54% (n=29)	40% (n=2)	2.4
b)	Materials to support agenda topics are **prepared and sent to board members in advance** of meetings. (n=52)	4% (n=2)	26% (n=14)	68% (n=36)	2% (n=1)	2.7
c)	Board members use board meetings primarily to **engage in strategic and reflective conversations**. (n=53)	6% (n=3)	40% (n=21)	55% (n=29)	0% (n=0)	2.5
d)	Our organization has **written descriptions** of the board's roles and responsibilities. (n=52)	6% (n=3)	21% (n=11)	72% (n=38)	2% (n=1)	2.7
e)	The board focuses exclusively on **strategic matters** (and not operational/tactical matters such as staff management). (n=53)	21% (n=11)	40% (n=21)	40% (n=21)	0% (n=0)	2.2
f)	Some board members understand **key financial metrics** for the organization. (n=52)	0% (n=0)	40% (n=21)	60% (n=31)	0% (n=0)	2.6
g)	Some board members **make financial gifts**. (n=50)	25% (n=13)	19% (n=10)	52% (n=27)	4% (n=2)	2.3
Level Three						
a)	There is a **strong working relationship** between the board chair and ED/CEO. (n=53)	6% (n=3)	19% (n=10)	74% (n=40)	2% (n=1)	2.7
b)	The board **has established committees and/or working groups** that meet regularly. (n=50)	25% (n=13)	32% (n=17)	38% (n=20)	6% (n=3)	2.1
c)	Some board members serve as **ambassadors** for the organization—making connections and building relationships that help us advance our mission. (n=53)	8% (n=4)	51% (n=27)	42% (n=22)	0% (n=0)	2.3
d)	Board members informally **reflect on their individual and collective progress** at least once a year. (n=46)	25% (n=13)	45% (n=24)	17% (n=9)	13% (n=7)	1.9
Level Four						
a)	All board members **actively participate** in committees or working groups. (n=52)	35% (n=18)	50% (n=26)	15% (n=8)	0% (n=0)	1.8
b)	All board members serve as **ambassadors** for the organization—making connections and building relationships that help us advance our mission. (n=51)	30% (n=16)	43% (n=23)	23% (n=12)	4% (n=2)	1.9
c)	All board members make personally meaningful **financial gifts**. (n=50)	42% (n=22)	35% (n=18)	19% (n=10)	4% (n=2)	1.8
d)	Through a formal process (at least annually), **board members assess themselves individually and collectively** to hold themselves accountable for delivering strong results. (n=48)	47% (n=25)	28% (n=15)	15% (n=8)	9% (n=5)	1.7

*The sum of percentages for each question above may be more or less than 100% due to rounding.
**The "Don't Know" answer response is not included in the total n or the mean calculation.

Governance and Leadership – Staff Leadership

	Not True (1)	Somewhat True (2)	Completely True (3)	Don't Know*	Mean
Level One					
a) Our organization has a **paid ED/CEO**. (n=52)	14% (n=7)	0% (n=0)	87% (n=45)	0% (n=0)	2.7
b) Our organization provides staff with **some training related to their role(s)**. (n=51)	4% (n=2)	28% (n=14)	69% (n=35)	0% (n=0)	2.7
Level Two					
a) Our organization has a **clear leadership structure** that supports advancement of the organization's strategy. (n=51)	4% (n=2)	23% (n=12)	71% (n=37)	2% (n=1)	2.7
b) Our organization has a **clear, written decision-making model and process**. (n=51)	16% (n=8)	53% (n=27)	31% (n=16)	0% (n=0)	2.2
c) Staff leaders **have skills and talents to effectively implement** their leadership responsibilities. (n=52)	2% (n=1)	33% (n=17)	65% (n=34)	0% (n=0)	2.6
Level Three					
a) Our organization has a written, detailed, **up-to-date succession plan** for the ED/CEO. (n=47)	50% (n=26)	21% (n=11)	19% (n=10)	10% (n=5)	1.7
b) Our staff have a **diverse skillset** and set of life experiences. (n=52)	8% (n=4)	17% (n=9)	75% (n=39)	0% (n=0)	2.7
c) All managing staff receive **ongoing training and professional development** explicitly related to their roles and to build management/leadership skills. (n=52)	6% (n=3)	58% (n=30)	37% (n=19)	0% (n=0)	2.3
Level Four					
a) Our organization has leadership **staff with sufficient experience and skills** to continue organizational operations even if the ED/CEO is unavailable for a period of time. (n=52)	17% (n=9)	37% (n=10)	64% (n=33)	0% (n=0)	2.5
b) Our organization has a **written, formal succession plan** for every Chief/Director-level role in the organization. (n=49)	58% (n=30)	25% (n=13)	12% (n=6)	6% (n=3)	1.5

The sum of percentages for each question above may be more or less than 100% due to rounding.

**The "Don't Know" answer response is not included in the total n or the mean calculation.*

Program Delivery

	Not True (1)	Somewhat True (2)	Completely True (3)	Don't Know*	Mean
Level One					
a) Our organization has a **clear, written description** of who our target population is. (n=51)	2% (n=1)	17% (n=9)	79% (n=41)	2% (n=1)	2.8
b) Our staff have the **expertise and commitment** necessary to carry out our programs. (n=51)	0% (n=0)	23% (n=23)	75% (n=75)	2% (n=1)	2.8
Level Two					
a) Our program model is based on **current best practices or research** in our field. (n=51)	2% (n=1)	27% (n=14)	69% (n=36)	2% (n=1)	2.7
b) Our staff bring appropriate levels of **cultural responsiveness** to the communities we serve. (n=51)	0% (n=0)	31% (n16=)	67% (n=35)	2% (n=1)	2.7
Level Three					
a) Our organization has a **codified program model** (documentation of how our programs operate and why) that is informed by the perspective of intended beneficiaries. (n=51)	13% (n=7)	40% (n=21)	44% (n=23)	2% (n=1)	2.3
b) Our programming and outreach are designed for and aligned with the **cultural norms** of the communities our organization serves. (n=51)	4% (n=2)	33% (n=17)	62% (n=32)	2% (n=1)	2.6
c) Our staff reflect the **diversity of the communities and constituents** our organization serves. (n=50)	4% (n=2)	41% (n=21)	53% (n=27)	2% (n=1)	2.5
d) Staff receive training and professional development that is **skill- and competency- based** and specific to core elements of our program design and delivery approach. (n=51)	8% (n=4)	38% (n=20)	52% (n=27)	2% (n=1)	2.5
e) Our organization monitors **policy, funding, or community trends** that might affect our programming. (n=50)	6% (n=3)	27% (n=14)	65% (n=33)	2% (n=1)	2.5
Level Four					
a) Our programs are designed based on a **sound analysis of the issues, insights from intended beneficiaries, and evidence-informed practices** about how activities can lead to desired change. (n=51)	2% (n=1)	50% (n=26)	46% (n=24)	2% (n=1)	2.5
b) Our organization uses **evaluation data** to improve our programs, create new programs, and even end existing programs. (n=50)	12% (n=6)	46% (n=24)	38% (n=20)	4% (n=2)	2.3
c) Our organization pays attention to the **larger eco-system in which our programs operate**, including racial, cultural, geographical, historical, and political dynamics. (n=51)	4% (n=2)	38% (n=20)	56% (n=29)	2% (n=1)	2.5
d) Our organization has metrics to measure and evaluate how well our **programs adhere to the program model/design** (fidelity testing). (n=50)	17% (n=9)	48% (n=25)	31% (n=16)	4% (n=2)	2.1
e) Our organization has the capacity and infrastructure to deliver programs at a scale that has a **meaningful impact on the scope of the need**. (n=51)	13% (n=7)	52% (n=27)	33% (n=17)	2% (n=1)	2.2
f) Our leaders grow our programs by also **growing our program capacity and administrative infrastructure**. (n=50)	16% (n=8)	49% (n=25)	33% (n=17)	2% (n=1)	2.2

The sum of percentages for each question above may be more or less than 100% due to rounding.
**The "Don't Know" answer response is not included in the total n or the mean calculation.*

Resource Generation

	Not True (1)	Somewhat True (2)	Completely True (3)	Don't Know*	Mean
Level One					
a) Board members **discuss fundraising strategies**. (n=50)	18% (n=9)	18% (n=20)	41% (n=21)	2% (n=1)	2.2
b) Our organization has **good relationships with our donors**. (n=49)	8% (n=4)	35% (n=18)	35% (n=27)	4% (n=2)	2.5
Level Two					
a) Our organization has a staff person who devotes at least part of their time to **resource generation**. (n=52)	31% (n=16)	23% (n=12)	46% (n=24)	0% (n=0)	2.2
b) Our organization has staff with the **understanding and skills necessary to support our fundraising efforts** (e.g., how to cultivate individual donors, how to write appeals, etc.). (n=52)	33% (n=17)	27% (n=14)	40% (n=21)	0% (n=0)	2.1
c) Our organization **tracks each donation** in a computerized database. (n=51)	21% (n=11)	23% (n=12)	54% (n28=)	2% (n=1)	2.3
d) Our organization **acknowledges donations promptly**. (n=52)	12% (n=6)	21% (n=11)	67% (n=35)	0% (n=0)	2.6
Level Three					
a) Our organization has **a written fundraising plan with annual targets**, informed by an understanding of who our target individual donors and foundation and government partners are. (n=52)	44% (n=23)	23% (n=12)	31% (n=16)	2% (n=1)	1.9
b) Our organization has a **diversified fundraising base**, including individual donors, private foundations, and government support; no single funding source covers more than 50% of our annual budget. (n=52)	35% (n=18)	37% (n=19)	29% (n=15)	0% (n=)	1.9
c) Our organization **reflects on our fundraising targets and achievements and makes adjustments to our fundraising plan** as necessary. (n=51)	29% (n=15)	38% (n=20)	31% (n=16)	2% (n=1)	2.0
Level Four					
a) Our organization invests in a **dedicated fund development function**. (n=47)	45% (n=23)	22% (n=11)	25% (n=13)	8% (n=4)	1.8
b) Our organization builds **internal capacity in fundraising** so that it is not overly reliant on consultants or the heroic efforts of one staff or board member. (n=50)	38% (n=20)	29% (n=15)	29% (n=15)	4% (n=2)	1.9
c) Our organization invests time in building and sustaining **relationships with current and prospective funding partners**. (n=51)	19% (n=10)	46% (n=24)	33% (n=17)	2% (n=1)	2.1
d) Our organization manages to a **written fund development plan aligned with our strategy**. (n=50)	50% (n=50)	21% (n=21)	25% (n=25)	4% (n=2)	1.7

*The sum of percentages for each question above may be more or less than 100% due to rounding.

**The "Don't Know" answer response is not included in the total n or the mean calculation.

Internal Operations and Management - Technology

		Not True (1)	Somewhat True (2)	Completely True (3)	Don't Know*	Mean
Level One						
a)	Our organization has a **website**. (n=52)	0% (n=0)	4% (n2=)	96% (n=50)	0% (n=0)	3.0
b)	Our organization has **dedicated professional email addresses**. (n=52)	2% (n=1)	6% (n=3)	92% (n=48)	0% (n=0)	2.9
c)	Our organization has **remote access to email and work documents** (compliant with HIPAA and FERPA regulations if relevant). (n=51)	2% (n=1)	25% (n=13)	71% (n=37)	2% (n=1)	2.7
Level Two						
a)	Our organization has a **comprehensive website that is regularly maintained**. (n=51)	12% (n=6)	37% (n=19)	50% (n=26)	2% (n=1)	2.4
b)	Our organization has a **system for storing some client-level data** and can generate some electronic reports on clients served as needed. (n=52)	10% (n=5)	23% (n=12)	67% (n=35)	0% (n=0)	2.6
Level Three						
a)	Our organization has and uses an **electronic database(s) throughout the organization** for tracking clients, program outcomes, financial information, and for reporting purposes. (n=52)	12% (n=6)	25% (n=13)	64% (n=33)	0% (n=0)	2.5
Level Four						
a)	**Technology supports the use of data** across the organization, including for programmatic and financial decision-making purposes. (n=52)	21% (n=11)	19% (n=10)	60% (n=31)	0% (n=0)	2.4
b)	Leadership is committed to and has a **written plan for regularly upgrading and enhancing technology**. (n=51)	42% (n=22)	19% (n=10)	37% (n=19)	2% (n=1)	1.9

*The sum of percentages for each question above may be more or less than 100% due to rounding.
**The "Don't Know" answer response is not included in the total n or the mean calculation.

Internal Operations and Management – Financial Management

		Not True (1)	Somewhat True (2)	Completely True (3)	Don't Know*	Mean
Level One						
a)	There are **internal controls on financial transactions** (such as more than one person reviewing credit card and bank statements), which prevent people from misusing funds. (n=52)	2% (n=1)	10% (n=5)	86% (n=46)	0% (n=0)	2.9
b)	Our accounting system provides a **clear, accurate, and up-to-date picture of our finances**, and staff are comfortable using the system. (n=52)	2% (n=1)	17% (n=9)	81% (n=42)	0% (n=0)	2.8
Level Two						
a)	Our organization has an **annual audit** conducted by an independent CPA. (n=51)	19% (n=10)	4% (n=2)	75% (n=39)	2% (n=1)	2.6
b)	The audit is reviewed by the board and its **recommendations are implemented**. (n=49)	18% (n=9)	8% (n=4)	72% (n=36)	2% (n=1)	2.6
c)	Our organization has **clearly defined fiscal policies and procedures**. (n=52)	8% (n=4)	12% (n=6)	81% (n=42)	0% (n=0)	2.7
d)	Staff **understand fiscal policies** and are **held accountable for following them**. (n=52)	4% (n=2)	23% (n=12)	73% (n=38)	0% (n=0)	2.7
e)	Accounts are **reconciled monthly and financial statements are produced**, including budget-to-actual comparisons. (n=52)	4% (n=2)	8% (n=4)	89% (n=46)	0% (n=0)	2.9
f)	Our organization maintains a **cash reserve of at least one month**. (n=50)	15% (n=8)	13% (n=7)	67% (n=35)	4% (n=2)	2.5
g)	Our organization has operated **without a budget deficit** for at least the past three years. (n=50)	21% (n=11)	29% (n=15)	46% (n=24)	4% (n=2)	2.3
Level Three						
a)	Our organization consistently uses **financial planning and forecasting tools** to support our long-term planning. (n=51)	15% (n=)	48% (n=)	35% (n=)	2% (n=0)	2.2
b)	Our organization is able to understand the full cost of delivering programs (including direct, shared, and admin costs), and **incorporates the full cost into our financial planning**. (n=51)	10% (n=5)	42% (n=22)	46% (n=24)	2% (n=1)	2.4
c)	Our board and staff leaders regularly consider the **financial implications of all decisions**. (n=50)	2% (n=1)	25% (n=13)	71% (n=36)	2% (n=1)	2.7
d)	Our board finance committee **shapes the annual budget** before bringing it to the full board. (n=50)	19% (n=10)	31% (n=16)	46% (n=24)	4% (n=2)	2.3
Level Four						
a)	Our leaders have an **immediate as well as multi-year perspective** of the organization's fiscal picture. (n=51)	12% (n=6)	42% (n=22)	44% (n=23)	2% (n=1)	2.3
b)	Leaders ensure that our projected costs and revenues are structurally balanced and that there is **sufficient liquidity to fund operations**. (n=52)	12% (n=6)	29% (n=15)	60% (n=31)	0% (n=0)	2.5
c)	Our organization tracks **key financial health indicators** using a rolling, multi-year financial plan. (n=50)	33% (n=17)	31% (n=16)	33% (n=17)	4% (n=2)	2.0
d)	At least semiannually, our organization **assesses our financial performance and makes course corrections**. (n=50)	10% (n=5)	35% (n=18)	52% (n=27)	4% (n=2)	2.4

The sum of percentages for each question above may be more or less than 100% due to rounding.

Internal Operations and Management – Marketing and Communications

	Not True (1)	Somewhat True (2)	Completely True (3)	Don't Know*	Mean
Level One					
a) Our organization has **identified target audiences to communicate with**, and we send out communications or materials to them on an as-needed basis. (n=51)	4% (n=2)	41% (n=21)	55% (n=28)	0% (n=0)	2.5
Level Two					
a) Our organization develops **clear, compelling, and concise messages** tailored to our target audiences. (n=51)	4% (n=2)	52% (n=27)	42% (n=22)	2% (n=1)	2.4
b) Our organization communicates with our target audiences **regularly**. (n=52)	8% (n=4)	48% (n=25)	44% (n=23)	0% (n=0)	2.4
c) Our organization prepares and distributes an **annual report** of accomplishments and financial position. (n=52)	31% (n=16)	35% (n=18)	35% (n=18)	0% (n=0)	2.0
Level Three					
a) Our organization has a **written communications plan** that broadly describes the external audiences that we want to communicate with and what our communications goals are. (n=51)	46% (n=24)	38% (n=20)	13% (n=7)	2% (n=1)	1.7
b) Our organization sometimes **refers back to the plan** when sending out messages to our stakeholders. (n=50)	47% (n=24)	35% (n=18)	16% (n=8)	2% (n=1)	1.7
Level Four					
a) Our organization has a **written communications plan and strategy that is updated regularly** and responds to what stakeholders value. (n=51)	52% (n=27)	37% (n=19)	10% (n=5)	2% (n=1)	1.6
b) Our communications strategy is **customized for each of our stakeholders** and includes a consistent message about the organization and its work. (n=51)	48% (n=25)	38% (n=20)	12% (n=6)	2% (n=1)	1.6
c) Our organization maintains an **active social media presence**. (n=51)	12% (n=6)	46% (n=24)	40% (n=21)	2% (n=1)	2.3

*The sum of percentages for each question above may be more or less than 100% due to rounding.

**The "Don't Know" answer response is not included in the total n or the mean calculation.

Internal Operations and Management – Human Resources

		Not True (1)	Somewhat True (2)	Completely True (3)	*Don't Know**	Mean
Level One						
a)	All staff roles have **written job descriptions**. (n=52)	4% (n=2)	8% (n=4)	89% (n=46)	0% (n=0)	2.9
b)	Employees receive **feedback** on an ongoing, informal (as needed) basis. (n=50)	8% (n=4)	20% (n=10)	71% (n=36)	2% (n=1)	2.6
c)	Our organization receives **regular updates on city, state, and federal employment law** (e.g. minimum wage, sick leave requirements) (n=52)	8% (n=4)	10% (n=5)	83% (n=43)	0% (n=0)	2.8
d)	Our organization has a **procedure for updating and putting new policies in place** to respond to changes in the law. (n=52)	12% (n=6)	23% (n=12)	65% (n=34)	0% (n=0)	2.5
Level Two						
a)	Our organization has **accountability systems** that provide clarity at each level of the organization about standards for success. (n=51)	15% (n=8)	42% (n=22)	40% (n=21)	2% (n=1)	2.3
b)	Our organization has **effective processes for recruiting and hiring staff**. (n=52)	12% (n=6)	42% (n=22)	46% (n=24)	0% (n=0)	2.4
c)	Our organization engages in **regular performance assessments** for all staff members, including the ED/CEO. (n=52)	15% (n=8)	25% (n=13)	60% (n=31)	0% (n=0)	2.4
d)	Our organization makes **difficult personnel decisions** when a team member's performance undermines our ability to meet our beneficiaries' needs. This includes re-assignment, additional development, or termination in accordance with our policies. (n=50)	8% (n=4)	21% (n=11)	67% (n=35)	4% (n=2)	2.6
e)	Individual requests for **external professional development** are considered on a case-by-case basis. (n50=)	10% (n=5)	19% (n=10)	67% (n=35)	4% (n=2)	2.6
f)	For vital organization functions, **staff are cross-trained** to ensure coverage in the event that a staff member isn't able to perform their duties. (n=51)	13% (n=7)	58% (n=30)	27% (n=14)	2% (n=1)	2.1
Level Three						
a)	Our organization has **effective and formal, codified processes** for training or onboarding new staff. (n=52)	19% (n=10)	37% (n=19)	44% (n=23)	0% (n=0)	2.3
b)	Our organization conducts **360-degree performance assessments** at least annually for all staff members, including the ED/CEO. (n=49)	48% (n=25)	31% (n=16)	15% (n=8)	6% (n=3)	1.7
c)	Performance reviews define what **strengths employees should build on**, what **areas they should improve**, and what they should **learn to continue to develop**. (n=50)	10% (n=5)	29% (n=15)	59% (n=30)	2% (n=1)	2.5
d)	Our organization has a **written professional development policy** that includes funding and time away from the office for all employees to participate in professional development opportunities. (n=50)	52% (n=27)	20% (n=10)	25% (n=13)	2% (n=1)	1.7

		Not True (1)	Somewhat True (2)	Completely True (3)	*Don't Know**	Mean
e)	Our organization regularly **gathers satisfaction feedback** from employees and **acts on that feedback** to improve the workplace experience for all employees. (n=52)	29% (n=15)	42% (n=22)	29% (n=15)	0% (n=0)	2.0
Level Four						
a)	Our organization intentionally and proactively thinks about how to **recruit, develop, engage, and retain top-quality talent** to deliver on our mission. (n=52)	19% (n=10)	40% (n=21)	40% (n=21)	0% (n=0)	2.2
b)	Managers provide **continuous feedback to team members** augmented by annual performance reviews. (n=52)	8% (n=4)	46% (n=24)	46% (n=24)	0% (n=0)	2.4
c)	Performance reviews are used as an opportunity for **staff development and coaching**. (n=52)	10% (n=5)	33% (n=17)	58% (n=30)	0% (n=0)	2.5
d)	Managers/supervisors establish **professional development plans** tied to each individual's career goals and the organization's needs. (n=51)	27% (n=14)	37% (n=19)	25% (n=18)	2% (n=1)	2.1
e)	Our organization **gathers feedback to understand why employees leave** or take jobs at other organizations (e.g. through exit interviews), and this feedback is **used to improve the workplace experience** for our employees. (n=51)	24% (n=12)	33% (n=17)	43% (n=22)	0% (n=0)	2.2

The sum of percentages for each question above may be more or less than 100% due to rounding.

**The "Don't Know" answer response is not included in the total n or the mean calculation.*

Internal Evaluation and Learning

		Not True (1)	Somewhat True (2)	Completely True (3)	Don't Know*	Mean
Level One						
a)	Our organization **collects data** on the number of people served. (n=51)	6% (n=3)	12% (n=6)	82% (n=42)	0% (n=0)	2.8
Level Two						
a)	Our organization **collects client-level data** that we use for evaluation and learning. (n=52)	6% (n=3)	25% (n=13)	69% (n=36)	0% (n=0)	2.6
b)	Our organization **gathers feedback from clients and beneficiaries** to learn more about their experiences with our programs and their unmet needs (e.g. through satisfaction surveys, focus groups, input sessions, etc.) (n=51)	14% (n=7)	20% (n=10)	67% (n=34)	0% (n=0)	2.5
c)	There are some staff who know how to review client-level data to **surface insights about program improvement**. (n=52)	14% (n=7)	31% (n=16)	56% (n=29)	0% (n=0)	2.4
d)	Our organization gathers and uses **community feedback** to inform our work. (n=52)	23% (n=12)	31% (n=16)	46% (n=24)	0% (n=0)	2.2
e)	Our organization has **a budget line to ensure ongoing evaluation activities**. (n=49)	40% (n=21)	27% (n=14)	27% (n=14)	6% (n=3)	1.9
f)	Our organization has a **data system to track outputs** of our programs that is used to help gauge organizational and program effectiveness. (n=52)	27% (n=14)	29% (n=15)	44% (n=23)	0% (n=0)	2.2
Level Three						
a)	Our organization has determined **what it needs to measure internally to continuously improve delivery of programs** and confirm whether it's on track to achieve our intended results. (n=52)	15% (n=8)	54% (n=28)	31% (n=16)	0% (n=0)	2.2
b)	Our organization has **metrics on which we collect data to regularly assess progress** toward organizational-level goals and objectives. (n=52)	21% (n=11)	40% (n=21)	39% (n=20)	0% (n=)	2.2
c)	Our management and staff have identified what **information is needed for analysis of long-term patterns, trends, and correlations** (e.g., how have the numbers served, outcomes, and cost per outcome changed over the past two years?) (n=51)	17% (n=9)	50% (n=26)	31% (n=16)	2% (n=1)	2.1
d)	There are staff responsible for our **data systems' implementation and maintenance**. (n=52)	17% (n=9)	35% (n=18)	48% (n=25)	0% (n=0)	2.3
e)	Our organization **allocates financial support** (beyond specific evaluation grants) to **integrate evaluation into program activities**. (n=49)	42% (n=22)	27% (n=14)	25% (n=13)	6% (n=3)	1.8
Level Four						
a)	Management and staff make the collection, analysis, and use of data **part of the organization's DNA**. (n=52)	19% (n=10)	50% (n=26)	31% (n=16)	0% (n=0)	2.1
b)	**All staff**--from the front lines to managers and executives--**have access to data** that help them do their jobs effectively on an everyday basis. (n=51)	22% (n=11)	33% (n=17)	45% (n=23)	0% (n=0)	2.2

	Not True (1)	Somewhat True (2)	Completely True (3)	*Don't Know**	Mean
c) Leadership **regularly shares program and overall organization results with staff and board**, allowing for questions, celebrating successes, and learning from failures. (n=52)	10% (n=5)	35% (n=18)	56% (n=29)	0% (n=0)	2.5
d) Our organization **regularly shares program results with clients and beneficiaries**. (n=51)	31% (n=16)	44% (n=23)	23% (n=12)	2% (n=1)	1.9
e) Our organization has engaged an **external evaluator** to assess program outcomes. (n=49)	71% (n=36)	8% (n=4)	18% (n=9)	4% (n=2)	1.5

The sum of percentages for each question above may be more or less than 100% due to rounding.

**The "Don't Know" answer response is not included in the total n or the mean calculation.*

Strategic Relationships

	Not True (1)	Somewhat True (2)	Completely True (3)	Don't Know*	Mean
Level One					
a) Our organization **collaborates informally with other organizations** that can advance our goals and influence. (n=51)	6% (n=3)	14% (n=7)	80% (n=41)	0% (n=0)	2.8
b) Our organization **exchanges information with partners** as needed. (n=51)	4% (n=2)	14% (n=7)	82% (n=42)	0% (n=0)	2.8
Level Two					
a) Our organization participates in **formal alliances and networks** that advance our goals and influence. (n=51)	2% (n=1)	22% (n=11)	77% (n=39)	0% (n=0)	2.8
b) Our organization has staff who, based on their professional and life experiences, are **skilled in navigating local dynamics and building relationships with relevant partners**. (n=51)	2% (n=1)	29% (n=15)	69% (n=35)	0% (n=0)	2.7
c) Our organization has begun to **establish relationships with key political figures/entities**. (n=51)	12% (n=6)	18% (n=9)	71% (n=36)	0% (n=0)	2.6
Level Three					
a) Our organization intentionally and routinely works to **build strong relationships with other organizations and influencers in the community**. (n=51)	0% (n=0)	28% (n=14)	73% (n=37)	0% (n=0)	2.7
b) Our organization seeks support from **stakeholders who may not be traditional allies**, but with whom it can partner on specific projects. (n=51)	6% (n=3)	49% (n=25)	45% (n=23)	0% (n=0)	2.4
c) Our organization has been **endorsed by key political figures/entities**. (n=51)	16% (n=8)	35% (n=18)	49% (n=25)	0% (n=0)	2.3
Level Four					
a) Our organization plays a key role in **establishing and/or managing a coalition or formal collaboration**. (n=50)	14% (n=7)	29% (n=15)	55% (n=28)	2% (n=1)	2.4
b) Our organization builds, establishes, and maintains relationships with **members of the media**. (n=51)	28% (n=14)	39% (n=20)	33% (n=17)	0% (n=0)	2.1
c) Our organization has **longstanding, active support from key political figures/entities**. (n=50)	14% (n=7)	50% (n=25)	36% (n=18)	0% (n=0)	2.2
d) Our organization **builds strategic relationships to help us effectively navigate racial, cultural, historical, and/or political dynamics** in our ecosystem. (n=50)	12% (n=6)	51% (n=26)	35% (n=18)	2% (n=1)	2.2

*The sum of percentages for each question above may be more or less than 100% due to rounding.

**The "Don't Know" answer response is not included in the total n or the mean calculation.

Capacity Building Supports

Types of capacity building supports that are <u>most needed</u> by your organization	% Selected (n=51)*
a) Strategy development/strategic planning	33%
b) Theory of change development	12%
c) Coaching on leading and managing organizational change	26%
d) Executive coaching	12%
e) Leadership development	18%
f) Board development	43%
g) Clarifying or strengthening the program model	18%
h) Skills-based training for program staff	18%
i) Management training for managers	14%
j) Providing effective case management	2%
k) Fundraising	53%
l) Communications and marketing	47%
m) Technology	29%
n) Human resources	22%
o) Talent development	14%
p) Mergers and restructuring	2%
q) Legal	2%
r) Financial systems and management	18%
s) Volunteer management	14%
c) Developing a data collection plan for internal evaluation	12%
t) Developing an internal program participant data tracking system	12%
u) Developing internal capacity for collecting program participant-level data	10%
v) Developing internal capacity for data analysis and reporting	26%
w) Cultivating and developing relationships with political allies (i.e., elected or appointed officials)	18%
x) Cultivating and developing relationships with other nonprofits	6%
y) Building and managing formal coalitions	0%
z) I don't know	0%
aa) Other	2%

Respondents were asked to select up to five answer response options.

Nonprofit Capacities Diagnostic Tool

Introduction and Overview

Thank you for taking the time to complete the Solano County Nonprofit Capacities Diagnostic!

This diagnostic is the result of a partnership between First 5 Solano, Solano Health and Social Services (H&SS), and Learning for Action (LFA), an independent evaluation and strategic development firm, to explore the ways in which nonprofits in Solano County would most benefit from capacity building support.

This diagnostic should take approximately 30-45 minutes to complete. Please complete and submit your responses before **Friday, November 3 at 11:59pm. You may start the survey, leave, and return to finish your responses**. Please just click on the link you received anytime you wish to return to the survey to continue filling it out. Your responses will be not be submitted until you select the "DONE" button on the final page of the survey.

What do I need to know before completing the diagnostic?

This diagnostic is a **learning tool** – an opportunity for you to reflect on your organization's capacities and where there are opportunities for you to develop and grow as an organization. The aggregated responses to this tool will help First 5 Solano and H&SS to identify where and how organizations need support, so **it is critical that you answer honestly**. The second section of the diagnostic will ask you to reflect on your capacities in seven key dimensions. You will be asked to explain your responses, describe the challenges your organization faces, and identify the capacity building supports it needs. **Your written responses are invaluable** to telling the story about the capacities and needs of nonprofits in Solano County.

This tool is administered by Learning for Action (LFA), an independent consulting firm.**Your responses are confidential**. First 5 Solano and H&SS will receive a report of aggregated responses and will not have access to individual organizations' responses. At a future date, you may be asked to release your individual responses to First 5 Solano and H&SS, but your consent will be optional. Please direct any questions about the diagnostic to Annie.Dods@learningforaction.com.

About Your Organization

1. What role do you play in your organization?

○ Executive Director/CEO

○ Other executive position

○ Program Director

○ Other - Please list:

[ ]

2. In what **content area(s)** does your organization work and/or provide services? *(Select all that apply.)*

☐ Arts and Culture

☐ Children ages 0-5 and their Families

☐ Community Development

☐ Education

☐ Environment

☐ Health

☐ Housing/Homelessness

☐ Human Services

☐ Legal Services

☐ Mental Health

☐ Policy/Advocacy

☐ Seniors

☐ Youth Development

☐ Veterans

☐ Workforce Development

☐ Other:

[ ]

3. How long has your organization been in operation?

○ 5 years or fewer

○ 6-10 years

○ 11-20 years

○ More than 20 years

4. Approximately what size is your organization's annual budget?

○ Under $250,000

○ $250,000-$499,999

○ $500,000-$1.499MM

○ $1.5MM-$4.99MM

○ $5MM-$9.99MM

○ $10 million and above

5. Approximately what percentage of your budget comes from government funding?

○ Under 50%

○ 50-75%

○ 76-90%

○ More than 90%

Solano County Nonprofit Capacities Diagnostic

Your Organization Capacity

In this section, you will be asked to reflect on your organization's capacities in seven dimensions, and you will rate your organization on a 3-point scale.[1] For each dimension, outcome statements are organized by levels (1-4) that generally represent higher degrees of organizational capacity. Level 3 and 4 outcomes represent the highest standard of nonprofit capacity, and most organizations will not meet many of these outcomes. Remember: your responses are confidential and will be used at the aggregate level to inform additional capacity building supports for nonprofits in Solano County. Please respond honestly.

[1] Some statements in this section are derived from "Performance Imperative Organizational Self-Assessment (PIOSA) Guide," developed collaboratively by the Leap of Reason Ambassadors Community, licensed under CC BY ND: https://creativecommons.org/licenses/by-nd/4.0/.

Vision and Impact Model

Definition: A clear and detailed description of the impact the organization is trying to create, which is mapped to the set of organizational activities that help produce that impact and a plan for achieving that impact (e.g., Theory of Change and strategic plan).

6. Please indicate the extent to which the following statements are true for your organization:

Level One

	Not True 1	Somewhat True 2	Completely True 3	Don't Know
a) Our organization has a **written mission and vision**.	○	○	○	○

Level Two

	Not True 1	Somewhat True 2	Completely True 3	Don't Know
a) Our organization has **board-approved mission and vision statements** that are used to guide our decisions and work.	○	○	○	○
b) Each and every one of our programs **intentionally contributes** to our mission and vision.	○	○	○	○
c) Our organization has a **multi-year strategic plan** with clear and agreed-upon goals.	○	○	○	○

Level Three

	Not True 1	Somewhat True 2	Completely True 3	Don't Know
a) Our strategic plan is used to set written **annual goals** that are regularly reflected on and adjusted based on progress and learnings.	○	○	○	○
b) Our organization has a **theory of change** that details the impact it seeks and how each of its programs intentionally contributes to that impact.	○	○	○	○
c) All of our organization's staff and board members can **clearly articulate** our vision and impact model.	○	○	○	○
d) Our organization has a **dashboard and system for monitoring progress** on organizational and programmatic objectives.	○	○	○	○
e) Our organization can **quickly adapt** our programs and strategies based on **changes in the external landscape** (such as laws, policies, or new organizations in our field).	○	○	○	○

Level Four

	Not True 1	Somewhat True 2	Completely True 3	*Don't Know*
a) Our organization has an **annual implementation plan based on our strategic plan** that details organizational and programmatic objectives, roles, and responsibilities with timeframes and resource implications.	◯	◯	◯	◯
b) Our organization relies heavily and regularly on **strategic planning and monitoring tools**, including a theory of change for each of our programs and organizational dashboards, to guide our work on an ongoing basis.	◯	◯	◯	◯
c) Our organization can **quickly adapt** our programs and strategies based on our **progress and learnings**.	◯	◯	◯	◯

7. Please explain your ratings above for statements you identified as **"completely true."** How is your organization **successfully meeting these objectives?**

8. What does your organization find **most challenging** about this area of organizational capacity **and why**?

Solano County Nonprofit Capacities Diagnostic

Governance and Leadership

Definition: Board and staff leadership have the skills needed to work effectively together in service of the organization's mission.

Board

9. Please indicate the extent to which the following statements are true for your organization:

Level One

	Not True 1	Somewhat True 2	Completely True 3	Don't Know
a) Board meeting agendas are planned by either the **chair or the ED/CEO**.	◯	◯	◯	◯
b) A majority of board members **regularly attend board meetings**.	◯	◯	◯	◯

Level Two

	Not True 1	Somewhat True 2	Completely True 3	Don't Know
a) Board meeting agendas are **planned jointly** between the board chair and the ED/CEO.	◯	◯	◯	◯
b) Materials to support agenda topics are **prepared and sent to board members in advance** of meetings.	◯	◯	◯	◯
c) Board members use board meetings primarily to **engage in strategic and reflective conversations**.	◯	◯	◯	◯
d) Our organization has **written descriptions** of the board's roles and responsibilities.	◯	◯	◯	◯
e) The board focuses exclusively on **strategic matters** (and not operational/tactical matters such as staff management).	◯	◯	◯	◯
f) Some board members understand **key financial metrics** for the organization.	◯	◯	◯	◯
g) Some board members **make financial gifts**.	◯	◯	◯	◯

Level Three

	Not True 1	Somewhat True 2	Completely True 3	Don't Know
a) There is a **strong working relationship** between the board chair and ED/CEO.	◯	◯	◯	◯
b) The board has **established committees and/or working groups** that meet regularly.	◯	◯	◯	◯
c) Some board members serve as **ambassadors** for the organization—making connections and building relationships that help us advance our mission.	◯	◯	◯	◯
d) Board members informally **reflect on their individual and collective progress** at least once a year.	◯	◯	◯	◯

Level Four

	Not True 1	Somewhat True 2	Completely True 3	*Don't Know*
a) All board members **actively participate** in committees or working groups.	○	○	○	○
b) All board members serve as **ambassadors** for the organization—making connections and building relationships that help us advance our mission.	○	○	○	○
c) All board members make personally meaningful **financial gifts**.	○	○	○	○
d) Through a formal process (at least annually), board **members assess themselves individually and collectively** to hold themselves accountable for delivering strong results.	○	○	○	○

10. Please explain your ratings above for statements you identified as **"completely true."** How is your organization **successfully meeting these objectives?**

11. What does your organization find **most challenging** about this area of organizational capacity **and why?**

Solano County Nonprofit Capacities Diagnostic

Governance and Leadership

Definition: A board and staff leadership that have the skills needed to work effectively together in service of the organization's mission.

Staff Leadership

12. Please indicate the extent to which the following statements are true for your organization:

Level One

	Not True 1	Somewhat True 2	Completely True 3	Don't Know
a) Our organization has a **paid ED/CEO**.	○	○	○	○
b) Our organization provides staff with **some training related to their role(s)**.	○	○	○	○

Level Two

	Not True 1	Somewhat True 2	Completely True 3	Don't Know
a) Our organization has a **clear leadership structure** that supports advancement of the organization's strategy.	○	○	○	○
b) Our organization has a **clear, written decision-making model and process**.	○	○	○	○
c) Staff leaders **have skills and talents to effectively implement** their leadership responsibilities.	○	○	○	○

Level Three

	Not True 1	Somewhat True 2	Completely True 3	Don't Know
a) Our organization has a written, detailed, **up-to-date succession plan** for the ED/CEO.	○	○	○	○
b) Our staff have a **diverse skillset** and set of life experiences.	○	○	○	○
c) All managing staff receive **ongoing training and professional development** explicitly related to their roles and to build management/leadership skills	○	○	○	○

Level Four

	Not True 1	Somewhat True 2	Completely True 3	Don't Know
a) Our organization has leadership staff **with sufficient experience and skills** to continue organizational operations even if the ED/CEO is unavailable for a period of time.	○	○	○	○
b) Our organization has a **written, formal succession plan** for every Chief/Director-level role in the organization.	○	○	○	○

13. Please explain your ratings above for statements you identified as **"completely true."** How is your organization **successfully meeting these objectives?**

<div style="border: 1px solid #000; height: 120px;"></div>

14. What does your organization find **most challenging** about this area of organizational capacity **and why?**

<div style="border: 1px solid #000; height: 120px;"></div>

Program Delivery

Definition: Program implementation at a high level of quality with fidelity and consistency across sites and staff.

15. Please indicate the extent to which the following statements are true for your organization:

Level One

	Not True 1	Somewhat True 2	Completely True 3	Don't Know
a) Our organization has a **clear, written description** of who our target population is.	○	○	○	○
b) Our staff have the **expertise and commitment** necessary to carry out our programs.	○	○	○	○

Level Two

	Not True 1	Somewhat True 2	Completely True 3	Don't Know
a) Our program model is based on **current best practices or research** in our field.	○	○	○	○
b) Our staff bring appropriate levels of **cultural responsiveness** to the communities we serve.	○	○	○	○

Level Three

	Not True 1	Somewhat True 2	Completely True 3	Don't Know
a) Our organization has a **codified program model** (documentation of how our programs operate and why) that is informed by the perspective of intended beneficiaries.	○	○	○	○
b) Our programming and outreach are designed for and aligned with the **cultural norms** of the communities our organization serves.	○	○	○	○
c) Our staff reflect the **diversity of the communities and constituents** our organization serves.	○	○	○	○
d) Staff receive training and professional development that is **skill- and competency- based** and specific to core elements of our program design and delivery approach.	○	○	○	○
e) Our organization monitors **policy, funding, or community trends** that might affect our programming.	○	○	○	○

Level Four

	Not True 1	Somewhat True 2	Completely True 3	Don't Know
a) Our programs are designed based on a **sound analysis of the issues, insights from intended beneficiaries, and evidence-informed practices** about how activities can lead to desired change.	○	○	○	○
b) Our organization uses **evaluation data** to improve our programs, create new programs, and even end existing programs.	○	○	○	○
c) Our organization pays attention to the **larger eco-system in which our programs operate**, including racial, cultural, geographical, historical, and political dynamics.	○	○	○	○
d) Our organization has **metrics** to measure and evaluate how well our **programs adhere to the program model/design** (fidelity testing).	○	○	○	○
e) Our organization has the **capacity and infrastructure** to deliver programs at a scale that has a **meaningful impact on the scope of the need**.	○	○	○	○
f) Our leaders grow our programs by also **growing our program capacity and administrative infrastructure**.	○	○	○	○

16. Please explain your ratings above for statements you identified as **"completely true."** How is your organization **successfully meeting these objectives?**

<div style="border:1px solid #000; height:100px;"></div>

17. What does your organization find **most challenging** about this area of organizational capacity **and why?**

<div style="border:1px solid #000; height:100px;"></div>

<div style="background-color:#2c4a63; color:#fff; padding:10px;">

Solano County Nonprofit Capacities Diagnostic

</div>

Resource Generation

Definition: A strong funding model to guide resource generation, and the capabilities to secure resources over time.

18. Please indicate the extent to which the following statements are true for your organization:

Level One

	Not True 1	Somewhat True 2	Completely True 3	*Don't Know*
a) Board members **discuss fundraising strategies**.	○	○	○	○
b) Our organization has **good relationships with our donors**.	○	○	○	○

Level Two

	Not True 1	Somewhat True 2	Completely True 3	Don't Know
a) Our organization has a staff person who devotes at least part of their time to **resource generation**.	◯	◯	◯	◯
b) Our organization has staff with the **understanding and skills necessary to support our fundraising efforts** (e.g., how to cultivate individual donors, how to write appeals, etc.).	◯	◯	◯	◯
c) Our organization **tracks each donation** in a computerized database.	◯	◯	◯	◯
d) Our organization **acknowledges donations promptly**.	◯	◯	◯	◯

Level Three

	Not True 1	Somewhat True 2	Completely True 3	Don't Know
a) Our organization has a **written fundraising plan with annual targets**, informed by an understanding of who our target individual donors and foundation and government partners are.	◯	◯	◯	◯
b) Our organization has a **diversified fundraising base**, including individual donors, private foundations, and government support; no single funding source covers more than 50% of our annual budget.	◯	◯	◯	◯
c) Our organization **reflects on our fundraising targets and achievements and makes adjustments to our fundraising plan** as necessary.	◯	◯	◯	◯

Level Four

	Not True 1	Somewhat True 2	Completely True 3	*Don't Know*
a) Our organization invests in a **dedicated fund development function**.	○	○	○	○
b) Our organization builds **internal capacity in fundraising** so that it is not overly reliant on consultants or the heroic efforts of one staff or board member.	○	○	○	○
c) Our organization invests time in building and sustaining **relationships with current and prospective funding partners**.	○	○	○	○
d) Our organization manages to a **written fund development plan aligned with our strategy**.	○	○	○	○

19. Please explain your ratings above for statements you identified as **"completely true."** How is your organization **successfully meeting these objectives?**

20. What does your organization find **most challenging** about this area of organizational capacity **and why?**

Solano County Nonprofit Capacities Diagnostic

Internal Operations and Management

Definition: Technical functions such as IT, financial management, external communications, and human resources management.

Technology

21. Please indicate the extent to which the following statements are true for your organization:

13

Level One

	Not True 1	Somewhat True 2	Completely True 3	*Don't Know*
a) Our organization has a **website**.	○	○	○	○
b) Our organization has **dedicated professional email addresses**.	○	○	○	○
c) Our organization has **remote access to email and work documents** (compliant with HIPAA and FERPA regulations if relevant).	○	○	○	○

Level Two

	Not True 1	Somewhat True 2	Completely True 3	*Don't Know*
a) Our organization has a **comprehensive website that is regularly maintained**.	○	○	○	○
b) Our organization has a **system for storing some client-level data** and can generate some **electronic reports** on clients served as needed.	○	○	○	○

Level Three

	Not True 1	Somewhat True 2	Completely True 3	*Don't Know*
a) Our organization has and uses an **electronic database(s) throughout the organization** for tracking clients, program outcomes, financial information, and for reporting purposes.	○	○	○	○

Level Four

	Not True 1	Somewhat True 2	Completely True 3	*Don't Know*
a) **Technology supports the use of data** across the organization, including for programmatic and financial decision-making purposes.	○	○	○	○
b) Leadership is committed to and has a **written plan for regularly upgrading and enhancing technology**.	○	○	○	○

22. Please explain your ratings above for statements you identified as **"completely true."** How is your organization **successfully meeting these objectives**?

```


```

23. What does your organization find **most challenging** about this area of organizational capacity **and why?**

```


```

Internal Operations and Management

Definition: Technical functions such as IT, financial management, external communications, and human resources management.

Financial Management

24. Please indicate the extent to which the following statements are true for your organization:

Level One

	Not True 1	Somewhat True 2	Completely True 3	*Don't Know*
a) There are **internal controls on financial transactions** (such as more than one person reviewing credit card and bank statements), which prevent people from misusing funds.	○	○	○	○
b) Our accounting system provides a **clear, accurate, and up-to-date picture of our finances**, and staff are comfortable using the system.	○	○	○	○

Level Two

	Not True 1	Somewhat True 2	Completely True 3	Don't Know
a) Our organization has an **annual audit** conducted by an independent CPA.	○	○	○	○
b) The audit is reviewed by the board and its **recommendations are implemented**.	○	○	○	○
c) Our organization has **clearly defined fiscal policies and procedures**.	○	○	○	○
d) Staff **understand fiscal policies** and are **held accountable for following them**.	○	○	○	○
e) Accounts are **reconciled monthly and financial statements are produced**, including budget-to-actual comparisons.	○	○	○	○
f) Our organization maintains a **cash reserve of at least one month**.	○	○	○	○
g) Our organization has operated **without a budget deficit** for at least the past three years.	○	○	○	○

Level Three

	Not True 1	Somewhat True 2	Completely True 3	Don't Know
a) Our organization consistently uses **financial planning and forecasting tools** to support our long-term planning.	○	○	○	○
b) Our organization is able to understand the full cost of delivering programs (including direct, shared, and admin costs), and **incorporates the full cost into our financial planning**.	○	○	○	○
c) Our board and staff leaders regularly consider the **financial implications of all decisions**.	○	○	○	○
d) Our board finance committee **shapes the annual budget** before bringing it to the full board.	○	○	○	○

	Not True 1	Somewhat True 2	Completely True 3	*Don't Know*
a) Our leaders have an **immediate as well as multi-year perspective** of the organization's fiscal picture.	○	○	○	○
b) Leaders ensure that our projected costs and revenues are structurally balanced and that there is **sufficient liquidity to fund operations**.	○	○	○	○
c) Our organization tracks **key financial health indicators** using a rolling, multi-year financial plan.	○	○	○	○
d) At least semiannually, our organization **assesses our financial performance and makes course corrections**.	○	○	○	○

25. Please explain your ratings above for statements you identified as **"completely true."** How is your organization **successfully meeting these objectives?**

```
┌─────────────────────────────────────────────────────────────────┐
│                                                                   │
│                                                                   │
│                                                                   │
│                                                                   │
└─────────────────────────────────────────────────────────────────┘
```

26. What does your organization find **most challenging** about this area of organizational capacity **and why?**

```
┌─────────────────────────────────────────────────────────────────┐
│                                                                   │
│                                                                   │
│                                                                   │
└─────────────────────────────────────────────────────────────────┘
```

Solano County Nonprofit Capacities Diagnostic

Internal Operations and Management

Definition: Technical functions such as IT, financial management, external communications, and human resources management.

Marketing and Communications

27. Please indicate the extent to which the following statements are true for your organization:

Level One

	Not True 1	Somewhat True 2	Completely True 3	*Don't Know*
a) Our organization has **identified target audiences to communicate with**, and we send out communications or materials to them on an as-needed basis.	○	○	○	○

Level Two

	Not True 1	Somewhat True 2	Completely True 3	*Don't Know*
a) Our organization develops **clear, compelling, and concise messages** tailored to our target audiences.	○	○	○	○
b) Our organization communicates with our target audiences **regularly**.	○	○	○	○
c) Our organization prepares and distributes an **annual report** of accomplishments and financial position.	○	○	○	○

Level Three

	Not True 1	Somewhat True 2	Completely True 3	*Don't Know*
a) Our organization has a **written communications plan** that broadly describes the external audiences that we want to communicate with and what our communications goals are.	○	○	○	○
b) Our organization sometimes **refers back to the plan** when sending out messages to our stakeholders.	○	○	○	○

Level Four

	Not True 1	Somewhat True 2	Completely True 3	*Don't Know*
a) Our organization has a **written communications plan and strategy that is updated regularly** and responds to what stakeholders value.	○	○	○	○
b) Our communications strategy is **customized for each of our stakeholders** and includes a consistent message about the organization and its work.	○	○	○	○
c) Our organization maintains an **active social media presence**.	○	○	○	○

28. Please explain your ratings above for statements you identified as **"completely true."** How is your organization **successfully meeting these objectives?**

29. What does your organization find **most challenging** about this area of organizational capacity **and why?**

Internal Operations and Management

Definition: Technical functions such as IT, financial management, external communications, and human resources management.

Human Resources

30. Please indicate the extent to which the following statements are true for your organization:

Level One

	Not True 1	Somewhat True 2	Completely True 3	Don't Know
a) All staff roles have **written job descriptions**.	○	○	○	○
b) Employees **receive feedback** on an ongoing, informal (as needed) basis.	○	○	○	○
c) Our organization receives **regular updates on city, state, and federal employment law** (e.g. minimum wage, sick leave requirements)	○	○	○	○
d) Our organization has a **procedure for updating and putting new policies in place** to respond to changes in the law.	○	○	○	○

Level Two

	Not True 1	Somewhat True 2	Completely True 3	*Don't Know*
a) Our organization has **accountability systems** that provide clarity at each level of the organization about standards for success.	○	○	○	○
b) Our organization has **effective processes for recruiting and hiring staff**.	○	○	○	○
c) Our organization engages in **regular performance assessments** for all staff members, including the ED/CEO.	○	○	○	○
d) Our organization makes **difficult personnel decisions** when a team member's performance undermines our ability to meet our beneficiaries' needs. This includes re-assignment, additional development, or termination in accordance with our policies.	○	○	○	○
e) Individual requests for **external professional development** are considered on a case-by-case basis.	○	○	○	○
f) For vital organization functions, **staff are cross-trained** to ensure coverage in the event that a staff member isn't able to perform their duties.	○	○	○	○

Level Three

	Not True 1	Somewhat True 2	Completely True 3	*Don't Know*
a) Our organization has **effective and formal, codified processes** for training or onboarding new staff.	○	○	○	○
b) Our organization conducts **360-degree performance assessments** at least annually for all staff members, including the ED/CEO.	○	○	○	○
c) Performance reviews define what **strengths employees should build on**, what **areas they should improve**, and what they should **learn to continue to develop**.	○	○	○	○
d) Our organization has a **written professional development policy** that includes funding and time away from the office for all employees to participate in professional development opportunities.	○	○	○	○
e) Our organization regularly **gathers satisfaction feedback** from employees and **acts on that feedback** to improve the workplace experience for all employees.	○	○	○	○

Level Four

	Not True 1	Somewhat True 2	Completely True 3	*Don't Know*
a) Our organization intentionally and proactively thinks about how to **recruit, develop, engage, and retain top-quality talent** to deliver on our mission.	○	○	○	○
b) Managers provide **continuous feedback to team members** augmented by annual performance reviews.	○	○	○	○
c) Performance reviews are used as an opportunity for **staff development and coaching**.	○	○	○	○
d) Managers/supervisors establish **professional development plans** tied to each individual's career goals and the organization's needs.	○	○	○	○
e) Our organization **gathers feedback to understand why employees leave** or take jobs at other organizations (e.g. through exit interviews), and this feedback is **used to improve the workplace experience** for our employees.	○	○	○	○

31. Please explain your ratings above for statements you identified as **"completely true."** How is your organization **successfully meeting these objectives?**

```
```

32. What does your organization find **most challenging** about this area of organizational capacity **and why?**

```
```

Solano County Nonprofit Capacities Diagnostic

Internal Evaluation and Learning

Definition: Tools, processes, infrastructure, and culture that support continuous program and organizational improvement.

33. Please indicate the extent to which the following statements are true for your organization:

21

Level One

	Not True 1	Somewhat True 2	Completely True 3	*Don't Know*
a) Our organization collects data on the number of people served.	○	○	○	○

Level Two

	Not True 1	Somewhat True 2	Completely True 3	*Don't Know*
a) Our organization **collects client-level data** that we use for evaluation and learning.	○	○	○	○
b) Our organization **gathers feedback from clients and beneficiaries** to learn more about their experiences with our programs and their unmet needs (e.g. through satisfaction surveys, focus groups, input sessions, etc.)	○	○	○	○
c) There are some staff who know how to review client-level data to **surface insights about program improvement**.	○	○	○	○
d) Our organization gathers and uses **community feedback** to inform our work.	○	○	○	○
e) Our organization has a **budget line to ensure ongoing evaluation activities**.	○	○	○	○
f) Our organization has a **data system to track outputs** of our programs that is used to help gauge organizational and program effectiveness.	○	○	○	○

Level Three

	Not True 1	Somewhat True 2	Completely True 3	*Don't Know*
a) Our organization has determined **what it needs to measure internally to continuously improve delivery of programs** and confirm whether it's on track to achieve our intended results.	○	○	○	○
b) Our organization has **metrics on which we collect data to regularly assess progress** toward organizational-level goals and objectives.	○	○	○	○
c) Our management and staff have identified what **information is needed for analysis of long-term patterns, trends, and correlations** (e.g., how have the numbers served, outcomes, and cost per outcome changed over the past two years?)	○	○	○	○
d) There are staff responsible for our **data systems' implementation and maintenance**.	○	○	○	○
e) Our organization **allocates financial support** (beyond specific evaluation grants) to **integrate evaluation into program activities**.	○	○	○	○

Level Four

	Not True 1	Somewhat True 2	Completely True 3	*Don't Know*
a) Management and staff make the collection, analysis, and use of data **part of the organization's DNA**.	○	○	○	○
b) **All staff**--from the front lines to managers and executives--**have access to data** that help them do their jobs effectively on an everyday basis.	○	○	○	○
c) Leadership **regularly shares program and overall organization results with staff and board**, allowing for questions, celebrating successes, and learning from failures.	○	○	○	○
d) Our organization **regularly shares program results with clients and beneficiaries**.	○	○	○	○
e) Our organization has engaged an **external evaluator** to assess program outcomes.	○	○	○	○

34. Please explain your ratings above for statements you identified as **"completely true."** How is your organization **successfully meeting these objectives?**

```



```

35. What does your organization find **most challenging** about this area of organizational capacity **and why?**

```


```

Strategic Relationships

Definition: The ability to nurture and maintain the external relationships necessary for success, including program delivery partners, funding relationships, and political support.

36. Please indicate the extent to which the following statements are true for your organization:

Level One

	Not True 1	Somewhat True 2	Completely True 3	*Don't Know*
a) Our organization **collaborates informally with other organizations** that can advance our goals and influence.	○	○	○	○
b) Our organization **exchanges information with partners** as needed.	○	○	○	○

Level Two

	Not True 1	Somewhat True 2	Completely True 3	Don't Know
a) Our organization participates in **formal alliances and networks** that advance our goals and influence.	◯	◯	◯	◯
b) Our organization has staff who, based on their professional and life experiences, are **skilled in navigating local dynamics and building relationships with relevant partners**.	◯	◯	◯	◯
c) Our organization has begun to **establish relationships with key political figures/entities**.	◯	◯	◯	◯

Level Three

	Not True 1	Somewhat True 2	Completely True 3	Don't Know
a) Our organization intentionally and routinely works to **build strong relationships with other organizations and influencers in the community**.	◯	◯	◯	◯
b) Our organization seeks support from **stakeholders who may not be traditional allies**, but with whom it can partner on specific projects.	◯	◯	◯	◯
c) Our organization has been **endorsed by key political figures/entities**.	◯	◯	◯	◯

Level Four

	Not True 1	Somewhat True 2	Completely True 3	Don't Know
a) Our organization plays a key role in **establishing and/or managing a coalition or formal collaboration**.	◯	◯	◯	◯
b) Our organization builds, establishes, and maintains relationships with **members of the media**.	◯	◯	◯	◯
c) Our organization has **longstanding, active support from key political figures/entities**.	◯	◯	◯	◯
d) Our organization **builds strategic relationships to help us effectively navigate racial, cultural, historical, and/or political dynamics** in our ecosystem.	◯	◯	◯	◯

37. Please explain your ratings above for statements you identified as **"completely true."** How is your organization **successfully meeting these objectives?**

38. What does your organization find **most challenging** about this area of organizational capacity **and why?**

Capacity Building Needs

Please reflect on your responses to the previous section to identify the types of capacity building supports that are **most needed** by your organization.

Please consider the following types of capacity building supports when you respond to the next question.

TYPES OF CAPACITY BUILDING SUPPORTS

Vision and Impact Model
Strategy development / strategic planning
Theory of change development
Coaching on leading and managing organizational change

Governance and Leadership
Executive coaching
Leadership development
Board development

Program Delivery
Clarifying or strengthening the program model
Skills-based training for program staff
Management training for managers
Providing effective case management

Resource Generation
Fundraising
Communications and marketing

Internal Operations and Management
Technology
Human resources
Talent development
Mergers and restructuring
Legal
Financial systems and management
Volunteer management

Evaluation and Learning
Developing a data collection plan for internal evaluation
Developing an internal program participant data tracking system
Developing internal capacity for collecting program participant-level data
Developing internal capacity for data analysis and reporting

Strategic Relationships
Cultivating and developing relationships with political allies (i.e., elected or appointed officials)
Cultivating and developing relationships with other nonprofits
Building and managing formal coalitions

39. In your opinion, what types of capacity building supports are **most needed** by your organization right now? **(*Please select up to five responses.*)**

☐ Strategy development/strategic planning

☐ Theory of change development

☐ Coaching on leading and managing organizational change

☐ Executive coaching

☐ Leadership development

☐ Board development

☐ Clarifying or strengthening the program model

☐ Skills-based training for program staff

☐ Management training for managers

☐ Providing effective case management

☐ Fundraising

☐ Communications and marketing

☐ Technology

☐ Human resources

☐ Talent development

☐ Mergers and restructuring

☐ Legal

☐ Financial systems and management

☐ Volunteer management

☐ Developing a data collection plan for internal evaluation

☐ Developing an internal program participant data tracking system

☐ Developing internal capacity for collecting program participant-level data

☐ Developing internal capacity for data analysis and reporting

☐ Cultivating and developing relationships with political allies (i.e., elected or appointed officials)

☐ Cultivating and developing relationships with other nonprofits

☐ Building and managing formal coalitions

☐ I don't know

☐ Other (please specify):

[   ]

40. Please explain your selections above:

[blank text box]

41. Is there **anything else about your organization's needs for capacity building supports** that you would like to tell us?

[blank text box]

When you are ready to submit your responses, please select "DONE" below.

SOLANO COUNTY HEALTH AND SOCIAL SERVICES
in partnership with
FIRST 5 SOLANO
Announces

Nonprofit Capacity Building Information and Learning Session

Wednesday June 27th, 2018 1pm-4pm

**County Event Center
Conference Room A
601 Texas Street
Fairfield, CA 94533**

**Please register here
by June 13**

Designed for nonprofit leaders to:

- Learn about the 7 dimensions of nonprofit capacity.

- Receive the results of the Solano nonprofit capacity assessment.

- Hear about the upcoming capacity building opportunities that will be available for Solano nonprofits.

FIRST 5 SOLANO
CHILDREN AND FAMILIES COMMISSION

SOLANO COUNTY 1850

DATE: May 29, 2018

TO: First 5 Solano Children and Families Commission

FROM: Michele Harris, Executive Director

SUBJ: **Executive Director's Report for June 2018**

Systems Change Optional Grant Opportunity: In February 2018, a grant opportunity was released to the seven First 5 Solano grantees that successfully completed the UC Berkeley Fundraising and Volunteer Management Program. This grant provided funding of up to $5,000 to support the implementation of the grantee's final project and/or other activities and outcomes in the areas of fundraising and volunteer management. Five applications were submitted and all of these applications were approved. Grantees are Child Haven, Dixon Family Services, Fighting Back Partnership, Child Start, and Solano Family and Children's Services, for activities such as marketing and outreach material to attract donors, donor management software, additional training, direct mail campaigns and social media work.

May 20th First 5 Anniversary and Advocacy Day: First 5 Solano participated in the First 5 Anniversary and Advocacy Day at the State Capitol on May 20th. Staff member Juanita Morales assisted with the community engagement activities during the Anniversary Celebration, which took place on the Capital lawn. Along with parents and children, legislators joined the festivities which included games and activities for the children and the First 5 California Express Van. Commission Marisela Barbosa joined staff members Megan Richards and Lorraine Fernandez for the Advocacy Day Legislative visits with the office of Assemblymember Jim Frazier, Assemblymember Tim Grayson, and Senator Bill Dodd. Items for discussion included support for home visiting, universal developmental screenings, and quality infant/toddler care.

Letter of Support for Home Visiting Programs: First 5 Solano signed on to an on-line letter of support for the CalWORKS Home Visiting Initiative (Attachment A). This letter also asks legislators to consider additional supports for the initiative, recommended by the Senate Budget Subcommittee 3, which would allow the program to serve a broader population of families.

Annual Audit: At the March 2018 meeting, staff brought forward an action item for the Commission to change its County Code. This change was related to the annual audit, and would have allowed for an agency other than the Solano County Auditor Controller's Office (ACO) to conduct First 5 Solano's Audit. Since that time, staff have met with both the ACO and County Counsel. We have determined that a change to the county code is not necessary; instead, an MOU between ACO and First 5 has been established that details the relationship between the two departments, and outlines the roles/responsibilities of each department related to completing the First 5 audit.

First 5 Solano has engaged Vavrinek, Trine, Day & Co. to complete the audit for FY2017/18. Attachment B is a letter from the auditor regarding the engagement.

California State Association of Counties (CSAC) Call for Entries – Challenge Awards: First 5 Solano has submitted an entry for the 2018 CSAC Challenge Awards entitled "Nonprofit Capacity Assessment." The submission showcases the partnership between First 5 Solano and Solano County Health and Social Services to develop and implement a nonprofit diagnostic

capacity assessment for the purpose of informing local capacity building efforts; and, effectively directing capacity-building resources to strengthen the nonprofit community.

Letters of Interest submitted to Callison Foundation: As follow up from the continued engagement with Bay Area funders and the Northern California Grantmakers (NCG), Callison Foundation submitted a request to their Board of Directors to add Solano County to their geographic funding area. First 5 Solano and Rio Vista CARE were both invited to submit Letters of Interest to Callison Foundation.

- Rio Vista CARE submitted a Letter of Interest (LOI) in May 2018 for $25,000 to provide partial support for a Licensed Clinical Supervisor. This is the most urgent need for funding as demand for CARE services has grown significantly in the past years, primarily due to increasingly serious mental health needs among the youth population.
- First 5 Solano submitted two Letters of Interest in April 2018 with the following proposals:
  1. Request for $25,000 to expand funding for "Raising a Reader" to purchase additional high quality and multicultural children's books, and significantly increase the number of children served.
  2. Request for $25,000 to provide funding for two Pre-Kindergarten Academy sessions in Vallejo, and a half session in Dixon. Each Pre-Kindergarten session has a total operating cost of $10,000 and serves between 24-32 children per session.

ACEs Awareness Media Campaign: First 5 Solano applied for a Kaiser Community Benefit Grant related to Mental Health Stigma Reduction, and recently received notification of a $90,000 award to launch an ACEs (Adverse Childhood Experiences) Media Campaign. The campaign will include efforts to raise community awareness of ACEs through messaging via Pandora radio, billboards, and bus ads placed strategically in high-poverty areas in Solano county.

This media activity is in line with the objectives currently being pursued by Solano Kids Thrive and their aim to implement a Resilience Strategic Plan in Solano. The official start of the campaign begins in August 2018. Staff will report back to the Commission on activities as they progress.

Genentech Trauma-Informed Care Grant: Genentech, in partnership with the Center for Care Innovations (CCI), recently launched its Resilient Beginnings Collaborative, a new learning and action community. This will be a 2-year program focused on strengthening their efforts to address trauma and promote resilience and protective factors when delivering care. In the initial design of this program, Solano was not included in the giving area; after discussion with Genentech, First 5 Solano staff was pleased to see that Solano was included.

The collaborative will offer coaching from technical experts, in-person forums, site visits to exemplars and grants of $80,000 over two years for each participating team. First 5 Solano worked with staff at NorthBay Trauma Unit to apply for this opportunity.

First 5 California Summit: In April 2018, First 5 Solano staff attended the annual First 5 California Child Health, Education, and Care Summit. The theme of the 3-day, statewide conference was "California – Leading the Way for Children" and focused on building partnerships and promoting collective impact, and providing leadership around critical programs and investment designed to benefit young children.

Summit workshop sessions included a presentation by Megan Richards, Deputy Director, First 5 Solano, and Lisa Colvig-Niclai from Applied Survey Research on First 5 Solano's Systems Change Action Plan. Additional highlights of the summit also included keynote speeches from Andrew Meltzoff, an internationally renowned expert on children's social-emotional development, Dr. Dana Suskind, Professor of Surgery at the University of Chicago, Director of the Pediatric Cochlear Implant Program, and Founder and Director of the Thirty Million Words Initiative, and a joint presentation by professors Dowell Myers and Ajay Chaudry, focused on demographic trends related to children and using that information to shape early childhood and education policy in California.

The summit concluded with a keynote address by Dr. Vincent Felitti, co-principal investigator of the internationally recognized Adverse Childhood Experiences (ACE) Study, a long-term, in-depth analysis of the health impacts of ACEs for over 17,000 adults, and an award presentation to Mario Lopez, host of the nationally syndicated daily entertainment show, EXTRA, for his support of First 5 California's *Talk. Read. Sing* campaign.

Reading is Fundamental Grant and Pre-K Academies: First 5 Solano partnered with Solano County Office of Education and was awarded a matching grant of $10,000 from Reading is Fundamental to implement the Read for Success program. This program will provide each Pre-k Academy student 6 books, book bags, journals to take home and keep, as well as each classroom a set of 20 teacher's books and STEAM teacher's guide. Additional funding through the Executive Directors fund will also provide school supplies to the 500 children that are expected to attend. Please contact Juanita Morales if you would like to visit a Pre-K academy.

Facebook: The First 5 Solano Facebook page is up and running. Through social media, First 5 Solano is able to provide information and events in real time. First 5 Solano staff will use Facebook to deliver monthly messaging and share relevant posts from other community based organizations and partners. Through Facebook we will also notify the community about local events and happenings throughout Solano County. We invite you to like, post and share on our First 5 Solano Facebook page!

Attachment A: Letter of Support – CalWORKS Home Visiting Initiative
Attachment B: VTD Engagement Letter

June 1, 2018

RE: CalWORKs Home Visiting Initiative – SUPPORT

Dear Governor Brown, Legislative Leadership, and Budget Committee Conferees:

We urge you to expand and enhance voluntary evidence-based home visiting in the final 2018-19 State Budget by adopting and making permanent the *CalWORKs Home Visiting Initiative,* and further, utilizing the resources provided by the Administration for the first few years of the program, to extend its reach to CalWORKs families beyond first-time parents under age 25.

We thank the Administration for putting forward the proposed *CalWORKs Home Visiting Initiative,* which will cost-effectively strengthen the youngest Californians and their families, while also enhancing the impacts of the California Work Opportunity and Responsibility to Kids (CalWORKs) program. Although unmet basic needs, adverse experiences, and circumstances of economic hardship can undermine the health and well-being of families, voluntary evidence-based home visiting programs (such as Healthy Families America, Nurse-Family Partnership, Parents as Teachers, SafeCare and Early Head Start Home-Based Option) are backed by decades of research demonstrating that they improve outcomes for both parents and children in myriad ways. When implemented with fidelity to their model standards, these programs can generate public savings by increasing healthy births, boosting positive parenting practices, reducing child maltreatment, and increasing family self-sufficiency in the forms of adult educational attainment, career training and employment.

The *CalWORKs Home Visiting Initiative*, as proposed by the Administration, would enable County Human Services Agencies to partner with other public agencies and community providers to offer evidence-based home visiting programs on a voluntary basis to first-time parents under age 25 participating in CalWORKs who are pregnant or parenting a child under two years of age.

We urge you to adopt the enhanced *CalWORKs Home Visiting Initiative,* that includes the following:

- Making the *CalWORKs Home Visiting Initiative* a permanent feature of the CalWORKs program, and allow for open and continuous enrollment of eligible, interested families.

- Extending the reach of these services to CalWORKs families beyond first-time parents under age 25.

- Ensuring the addition of the new parent support grant (approximately $500 per participating family) for the purpose of assisting families on an as-needed basis with one-time costs related to the health and safety of the baby and family, such as cribs, car seats, childproofing supplies for the home, etc.

Voluntary, evidence-based home visiting programs are one of the best investments California can make to ensure children and families living in poverty have the opportunity to succeed. California can and should join the 30+ states that are already investing General Funds and/or federal TANF dollars in voluntary, evidence-based home visiting programs to strengthen and support children and families.

We thank you for your work on these important issues and urge your support for the permanent and enhanced *CalWORKs Home Visiting Initiative*.

Sincerely,

The Undersigned Organizations

cc: Members and Staff of the Senate Budget Committee and Subcommittee No. 3
          Members and Staff of the Assembly Budget Committee and Subcommittee No. 1
          Department of Finance

May 21, 2018

To the Board of Commissioners and Management
First 5 Solano Children and Families Commission
Fairfield, California

We are engaged to audit the financial statements of the governmental activities and the general fund of First 5 Solano Children and Families Commission (the Commission) for the year ended June 30 2018. Professional standards require that we provide you with the following information related to our audit. We would also appreciate the opportunity to meet with you to discuss this information further since a two-way dialogue can provide valuable information for the audit process.

Our Responsibilities under U.S. Generally Accepted Auditing Standards and *Government Auditing Standards*

As stated in our engagement letter dated May 21, 2018, our responsibility, as described by professional standards, is to express opinions about whether the financial statements prepared by management with your oversight are fairly presented, in all material respects, in conformity with U.S. generally accepted accounting principles. Our audit of the financial statements does not relieve you or management of your responsibilities.

As part of our audit, we will consider the internal control of the Commission. Such considerations are solely for the purpose of determining our audit procedures and not to provide any assurance concerning such internal control.

As part of obtaining reasonable assurance about whether the financial statements are free of material misstatement, we will also perform tests of the Commission's compliance with certain provisions of laws, regulations, contracts, and grants. However, providing an opinion on compliance with those provisions is not an objective of our audit.

Generally accepted accounting principles provide for certain required supplementary information (RSI) to supplement the basic financial statements. Our responsibility with respect to the General Fund Budgetary Schedule, Schedule of the Proportionate Share of the Net Pension Liability, Schedule of Pension Plan Contributions, Schedule of Proportionate Share of Net OPEB Liability and Schedule of OPEB Contributions, which supplements the basic financial statements, is to apply certain limited procedures in accordance with generally accepted auditing standards. However, the RSI will not be audited and, because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance, we will not express an opinion or provide any assurance on the RSI.

Also, in accordance with the *Standards and Procedures for Audits of Local Entities Administering the California Children and Families Act (Guide),* issued by the California State Controller's Office, we will examine, on a test basis, evidence about the Commission's compliance with requirements specified in the Guide for the purpose of expressing an opinion on the Commission's compliance with these requirements. While our audit will provide a reasonable basis for our opinion, it will not provide a legal determination on the Commission's compliance with those requirements.

Planned Scope, Timing of the Audit, and Other

An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements; therefore, our audit will involve judgment about the number of transactions to be examined and the areas to be tested.

Our audit will include obtaining an understanding of the entity and its environment, including internal control, sufficient to assess the risks of material misstatement of the financial statements and to design the nature, timing, and extent of further audit procedures. Material misstatements may result from (1) errors, (2) fraudulent financial reporting, (3) misappropriation of assets, or (4) violations of laws or governmental regulations that are attributable to the entity or to acts by management or employees acting on behalf of the entity. We will generally communicate our significant findings at the conclusion of the audit. However, some matters could be communicated sooner, particularly if significant difficulties are encountered during the audit where assistance is needed to overcome the difficulties or if the difficulties may lead to a modified opinion. We will also communicate any internal control related matters that are required to be communicated under professional standards.

If any member of the Commission is aware of matters that have a material bearing on the financial statements taken as a whole (as described above in items 1-4), please contact me at (916) 570-1880 or by email at dshowalter@vtdcpa.com.

We expect to begin our audit in May 2018 and issue our report no later than September 24, 2018. David Showalter is the engagement partner and is responsible for supervising the engagement and signing the report or authorizing another individual to sign it.

This information is intended solely for the use of Board of Commissioners and management of First 5 Solano Children and Families Commission and is not intended to be, and should not be, used by anyone other than these specified parties.

Very truly yours,

David Showalter, Partner
Vavrinek, Trine, Day & Co., LLP