

**Agenda Item 10**
May 4, 2016

DATE: April 25, 2016

TO: Children and Families Commission of Orange County

FROM: Christina Altmayer, Executive Director 

SUBJECT: Annual Review and Adoption of the Strategic Plan, Business Plan, Budget, Final Amended Budget, and Related Implementing Actions

ACTIONS: Conduct Public Hearing, adopt resolutions and receive the annual review of the Strategic Plan, Fiscal Year 2016/17 Business Plan, Fiscal Year 2015/16 Amended Operating Budget and Fiscal Year 2016/17 Proposed Budget.

SUMMARY:

The Children and Families Commission of Orange County annually conducts a public hearing to review and update the Strategic Plan, and approve the Business Plan and annual budget for the upcoming fiscal year. This item recommends approval of the updated reports for fiscal year 2016/17.

DISCUSSION:**Strategic Plan Annual Review**

The Proposition 10 initiative requires that each county commission review its Strategic Plan on at least an annual basis and revise the plan as necessary or appropriate. The Strategic Plan addresses the health and early education needs of young children and their families and identifies program-specific measures that accurately reflect the diverse services the Commission funds. The Strategic Plan specifically focuses on Orange County's priorities and initiatives. The funded programs and partnerships with community organizations and public agencies are helping the Commission impact and meet the goal areas of Healthy Children, Strong Families, Early Learning and Capacity Building. The Commission's vision and mission that children are healthy and ready to succeed when they enter school remains the overall goal of all Commission funded programs.

Proposition 10 requires each county commission to conduct a public hearing on the review of its Strategic Plan before any revisions are adopted. The Commission's adoption of the Strategic Plan is required to maintain eligibility for Proposition 10 tobacco tax revenues. The Children and Families Commission of Orange County's first Strategic Plan was approved in February 2000. In 2014, the core elements of the Strategic Plan were reviewed and revised to provide a framework for guiding decisions the Commission will make over the next five or more years resulting in updated goal statements and updated values and guiding principles. Last year's review included an updated framework of the evaluation elements required for grantee reporting and provided the foundation for all Commission evaluation work. There are no updates recommended for 2016. The Commission approval of the Strategic Plan is recommended.

Business Plan

Consistent with the Strategic Plan, the Commission annually approves a Business Plan. The Business Plan complements the Strategic Plan by outlining how management will direct and deploy operational resources in the coming year to achieve the Strategic Plan. It is intended to provide insight to other stakeholders, such as funded agencies and collaborative partners, on how the Commission will operate and carry out its mission and goals in the coming fiscal year. The Business Plan reflects all planned work to be undertaken in fiscal year 2016/17. It includes all Proposition 10 mandated work, including activities stipulated in the Proposition 10 legislation and subsequent statutory requirements.

The fiscal year 2016/17 Business Plan (Attachment 3) represents the third year in a three-year planning cycle. In 2014, Commission management and staff participated in an extensive planning process to review and set priorities for the next three years based on the changing environment of children and young families, the decline in Proposition 10 revenue, and in recognition of the 15th anniversary of the passage of Proposition 10. The updated fiscal year 2016/17 Business Plan maintains the ambitious plans established with modifications to the objectives as they have been achieved and as new objectives are required to address changing conditions.

The Business Plan is focused on addressing the sustainability challenge facing the Commission and building the organization, resources and partnerships to sustain, support and expand services for young children in Orange County. As outlined below, the plan is grounded in addressing this operational imperative through four strategic focus areas.

Operational Imperative: By 2018, markedly increase the resources to sustain the Commission-funded initiatives that measurably contribute to children's healthy development and school readiness.

Strategic Intent #1: Focus on Organizational Effectiveness

Strategic Intent #2: Focus on Achieving Outcomes

Strategic Intent #3: Focus on Strategic Partnerships & Synergistic Collaborations

Strategic Intent #4: Focus on Community Learning and Advancement of Knowledge

The Business Plan includes a summary of the accomplishments to date for fiscal year 2015/16. The approval of the fiscal year 2016/17 Business Plan does not authorize or obligate the Commission to any specific funding action or contract with any organization or entity.

Evaluation Team Work Plan

Proposition 10 requires each county commission to have a plan that describes the goals and objectives to be achieved; the programs, services and projects to be provided; and how measurable outcomes of programs, services, and projects will be determined using appropriate and reliable indicators. To address this mandate, the Commission's Evaluation Team measures progress toward achievement of the goals and objectives in the Commission's Strategic Plan. Each year, the Evaluation Team provides the Commission with an annual report of its accomplishments and recommends a Work Plan for the coming year. The Evaluation Work Plan is included as a component of the fiscal year 2016/17 Business Plan and provides both prior year accomplishments and high priority evaluation activities for fiscal year 2016/17.

Four principles guide evaluation Work Plans:

1. Meeting all reporting and accountability requirements
2. Connecting and utilizing the data that are collected to better inform program and funding decisions
3. Building an evaluation platform that provides resources that can support and enhance local, statewide and national funding partnerships and,
4. Ensuring judicious and efficient collection of data.

The Evaluation Work Plan has been developed to support the operational imperatives included in the fiscal year 2016/17 Business Plan. Resources to support these evaluation-related Work Plan projects are reflected in the Commission's fiscal year 2016/17 proposed budget. Planned resources include staff and on-call evaluation consultant resources. Major components of the Evaluation budget include the Commission's data collection and reporting system (18% of the evaluation budget), evaluation staff (13%), evaluation consultants and Early Developmental Index support (36%) and indicator reports/collaborative projects (33%).

Fiscal Year 2015/2016 Amended Operating Budget

The fiscal year 2015/16 Budget was approved by the Commission in May 2015 and amended in October 2015. Current program allocations and encumbrances were analyzed and a proposed amended operating budget for fiscal year 2015/16 (Attachment 4) has been developed. The amended operating budget includes both previously approved contracts and funds recommended to be carried forward into the next year.

- *Revenue* – No change is requested for Tobacco Tax revenue budgeted for fiscal year 2015/16. Once final fiscal year 2015/16 Tobacco Tax revenue has been posted by First 5 California, the Commission will receive a report with any recommended adjustments to budgeted Tobacco Tax revenue. The strategy endorsed by the Commission in November 2013 will be followed, and any additional revenue above forecasted budget amounts will be made available for catalytic investments subject to Commission approval.
- *Program Funding* – Program funding including Round 2 Catalytic has been increased from \$28.2 to \$35.7 million to account for the Intergovernmental Transfer (IGT) transaction approved in April 2016.
 - Bridges Maternal Health Network funding has been increased by \$2,592,000 for the IGT transfer to improve rates of prenatal care and healthy birth outcomes through expansion/sustaining Bridges Maternal Child Health Network prenatal care services.
 - Pediatric Health Services has been increased by \$2,530,800 for the IGT transfer to improve early identification and intervention for young children with behavioral/developmental concerns and connect children to appropriate services.
 - Catalytic Round 2 Funding has been increased by \$2,400,000 for the IGT transfer to improve early identification and intervention for young children with behavioral/developmental concerns and connect children to appropriate services.
 - Capacity Building grants have been reduced by \$150,000 in fiscal year 2015/16 and transferred to fiscal year 2016/17 when the expenses are expected to occur.

Fiscal Year 2016/2017 Proposed Budget

The fiscal year 2016/17 budget proposal represents the third of the three-year funding actions approved by the Commission in February 2014. The step-down approach embedded in the most recent Long-Term Financial Plan is maintained and is presented by program service area in the fiscal year 2016/17 Budget. The proposed base program budget for fiscal year 2016/17 is \$19.8 million and is consistent with the Long-Term Financial Plan assumptions presented at the December Commission meeting. First 5 California's Child Signature Program funding ends June 30, 2016, but First 5 funding for the IMPACT (Improve and Maximize Programs so All Children Can Thrive) program will begin July 1, 2016 and accounts for \$1.8 million in the program budget.

Budget Highlights:

- All budget program areas in the four goal areas are consistent with the February 2014 Commission three-year funding actions except for First 5 California and Federal programs with separate revenue sources.
- Estimated revenue for the first year of the First 5 California IMPACT Program is included in the proposed revenue budget.
- Estimates of Catalytic Round 1 and 2 expenses are included in the proposed fiscal year 2016/17 budget, and only Round 2 estimated expenses are included in the calculation of the administrative limit.
- Other revenue resources consist of contributions for both the Conditions of Children Report and Community Indicators Report, investment earnings, and other anticipated reimbursements and payments.
- Funding for the AmeriCorps/VISTA (Volunteers in Service to America) program ended in April 2015. No revenue is included in the fiscal year 2016/17 budget for AmeriCorps/VISTA.
- A carryover amount of \$150,000 is included for Capacity Building Grants and matching funds for contract payments originally budgeted in fiscal year 2015/16 but expected to be paid in fiscal year 2016/17.
- Program management, evaluation and administrative consultants are included in the proposed budget as presented in Agenda Item 4.

Fiscal Year 2016/17 Administrative Budget

Total staff salaries and benefits are budgeted at \$2.14 million compared to \$2.0 million in fiscal year 2015/16, a seven-percent increase. The staffing budget supports 12 full-time positions, one vacant position, and one part-time extra help position. This includes the conversion of a part-time extra help position to regular half-time position. The change from the prior year is due to the conversion of the one extra help staff position. Although the total staff salaries and benefits budget increased, total administrative expenses of \$2.40 million budgeted for fiscal year 2016/17 represents a small decline from the fiscal year 2015/16 budget of \$2.49 million due to increased dedication of staff time to program management. The proposed fiscal year 2016/17 administrative budget is nine-percent of the Commission's total annual operating budget of \$26.7 million.

Staffing and operating resources directly supporting a specific Commission program or project are allocated to the related program area. Approximately \$756,000 of total salary and benefits has been

budgeted in the supported goal areas. These allocations are based on an annual time study of Commission staff managing programs and consider specific staff assignments. As the administrative budget decreases along with the total program budget, increases to employee benefit costs become more difficult to manage under the 10 percent administrative cap. Staff will continue the approach of allocating resources and expenses related to specific Commission programs using the First 5 Financial Management Guide definitions and guidelines of what costs are considered administrative as opposed to program and evaluation.

The Fiscal Year 2016/17 Proposed Budget is fully compliant with Commission's policy to limit administrative expenses to 10 percent of the annual budget. Health and Safety Code Section 130140 requires the Commission to adopt a limit on the percentage of the Commission's operating budget that may be spent on administrative functions. Administrative costs and functions are defined by the First 5 California Commission guidelines pursuant to Chapter 284, Statutes of 2005 (AB 109). Adoption of the fiscal year 2016/17 budget includes a 10 percent limitation of the operating budget on administrative function expenditures. Approval of the Fiscal Year 2016/17 Proposed Budget (Attachment 5) is requested.

STRATEGIC PLAN & FISCAL SUMMARY:

The Strategic Plan, Business Plan, FY 2015/16 Amended Budget, FY 2016/17 Proposed Operating Budget and recommended actions presented in this staff report have been reviewed in relation to the Commission's Strategic Plan and are consistent with applicable goals. The proposed Evaluation Work Plan is consistent with the Capacity Building goal and statutory requirements related to evaluation.

PRIOR COMMISSION ACTIONS:

- April 2016 – Received third quarter status update on the FY 2015/16 Business Plan
- March 2016 – Received report on Long-Term Financial Plan and catalytic funding and approve assumptions for development of the proposed FY 2016/17 budget
- January 2016 – Received second quarter status update on the FY 2015/16 Business Plan
- December 2015 - Received the Long-Term Financial Plan and Program Update
- October 2015 - Approved the Amended Annual Operating Budget for FY 2015/16 and directed the 2014/15 Proposition 10 revenue above budget (\$700,000) into the reserve for catalytic investments
- October 2015 – Receive first quarter status update on the FY 2015/16 Business Plan
- July 2015 – Received fourth quarter status update on the FY 2014/15 Business Plan
- May 2015 - Confirmed the annual review of the Strategic Plan, and approved the Business Plan and Annual Operating Budget for FY 2015/16
- April 2015 - Received second quarter status update on the FY 2014/15 Business Plan
- April 2015 - Received Long Term Financial Plan and Catalytic Funding updates and approve assumptions for development of the Proposed FY 2015/16 Budget
- February 2015 – Received quarterly update on the Approved FY 2014/15 Business Plan
- December 2014 - Received the Long-Term Financial Plan and Program Update
- May 2014- Received FY 2014/15 POMS Work Plan and FY 2013/14 Work Plan Updates

- February 2014 - Approved Proposed Funding Renewal Actions for Program Agreements for FY 2014/15 through FY 2016/17

RECOMMENDED ACTIONS:

1. Conduct Public Hearing.
2. Adopt resolution (Attachment 2) confirming the Children and Families Commission's annual review and adoption of the Strategic Plan.
3. Approve Fiscal Year 2016/17 Business Plan including the Administrative Budget and Work Plan.
4. Approve Fiscal Year 2015/16 Amended Operating Budget.
5. Adopt resolution (Attachment 6) approving the Annual Operating Budget for Fiscal Year 2016/17, and confirming the 10 percent limitation on administrative expenditures for the operating budget.

ATTACHMENTS:

1. Children and Families Commission of Orange County Strategic Plan - 2016
2. Resolution for the Strategic Plan
3. Children and Families Commission of Orange County Business Plan – Fiscal Year 2016/17
4. Fiscal Year 2015/16 Final Amended Operating Budget
5. Catalytic Funding Summary
6. Fiscal Year 2016/17 Proposed Budget
7. Resolution for the Fiscal Year 2016/17 Budget

Contact: Christina Altmayer



STRATEGIC PLAN

Table of Contents

I. Introduction	3
II. Strategic Plan Overview	4
III. Vision, Mission, and Goals	8
IV. Implementing Strategies	14
V. Strategic Partnerships	18
VI. Commission Organization	20
VII. Community Engagement	22
VIII. Leveraging Existing Community Resources and Infrastructure	23
IX. List of Appendices	24

I. Introduction

Proposition 10

The Children and Families Commission of Orange County was created as a result of Proposition 10, the California Children and Families Act of 1998. The proposition added a 50-cent sales tax on tobacco products sold in California and requires that funds raised be used to support education, health and child development programs for children from the prenatal stage through age five. Funds collected statewide are allocated to local county commissions based on each county's birth rate.

Children and Families Commission of Orange County

Before Orange County could receive Proposition 10 tobacco tax revenues, the Board of Supervisors had to establish a County Children and Families Commission. The Orange County Board of Supervisors adopted ordinance No. 98-18 on December 15, 1998 establishing the Children and Families Commission of Orange County Trust Fund and Commission. The Children and Families Commission of Orange County took their oath of office and conducted their first meeting on September 15, 1999.

First Strategic Plan Adoption

The Commission approved a process and budget for the development of the original Strategic Plan on November 3, 1999. A public hearing on the proposed Strategic Plan was held on February 2, 2000 and the first Strategic Plan was adopted by the Children and Families Commission of Orange County on February 16, 2000. Deemed an adequate and complete Strategic Plan for the support and improvement of early childhood education within the county, the Strategic Plan was submitted to the California Children and Families Commission in February 2000. Beginning in 2001, the Children and Families Commission of Orange County annually reviews and re-approves the Strategic Plan as current and consistent with their goals and objectives and those of the California Children and Families Act of 1998.

Annual Strategic Plan Review

The Strategic Plan has been annually reviewed by the Commission pursuant to the Proposition 10 initiative requirements. This Strategic Plan is consistent with and in furtherance of the purposes of the California Children and Families Act of 1998 and subsequent amendments. It is in compliance with Act-related sections of the California Health and Safety Code, and current amendments.

II. Strategic Plan Overview

Purpose

The Children and Families Commission of Orange County Strategic Plan provides an overall framework guiding investment and resource decisions that the Commission will make over the next three to five years. It has been developed consistent with the Proposition 10 Strategic Plan Guidelines and includes the following mandatory components:

- A description of the goals and objectives proposed to be attained;
- A description of the programs, services, and projects proposed to be provided, sponsored or facilitated;
- A description of how measurable outcomes of such programs, services and projects will be determined by the County Commission using appropriate reliable indicators; and
- A description of how programs, services and projects relating to early childhood development within the county will be integrated in a consumer-oriented and easily accessible system.

Source: California Children and Families Commission Strategic Plan Guidelines (September 1999)

Link to Other Planning Efforts

While the Strategic Plan is the overall guiding document, several related programs and documents support the implementation of the goals and strategies identified in the Strategic Plan. Each of these documents are identified below and briefly described in terms of its connection to the Strategic Plan.

Community Outreach and Education Programs

The Commission engages the community through partnerships with both funded programs and media to both provide input on key areas of childhood development and disseminate child development information to the public. The Commission also develops program-specific engagement strategies to effectively incorporate community input in the design and development of programs.

Program Plans

Prior to launching major initiatives, the Commission prepares a program plan specifically identifying how the program will be implemented, identifying outcomes and indicators of success, and building on best practices. Program plans are developed for the Commission's major initiatives. Program planning also includes a focus on sustainability planning and stewardship for complex initiatives.

Long Term Financial Plan

Recognizing that the Commission is operating within an environment of declining revenue, a Long Term Financial Plan was initially developed by the Commission in 2001 to develop funding strategies to maximize the funding potential of Proposition 10 revenues, identify leveraging strategies and promote program sustainability. The 10 year financial projections are annually reviewed by the Commission prior to any budgetary action to ensure that annual budget decisions are considered with a long term perspective.

Annual Budget and Business Plan

The Commission annually adopts a budget which provides budgetary authority and appropriations. The Commission follows a conservative approach for revenue and interest earning projections. The budget provides general appropriation authority; specific contract actions require separate, subsequent approval by the Commission.

In conjunction with the annual budget, the Commission annually reviews a business plan of management and organizational strategies governing the operations of the Commission. The business plan identifies staffing levels, organizational structure, major initiatives planned for the year, and implementing actions.

Evaluation System

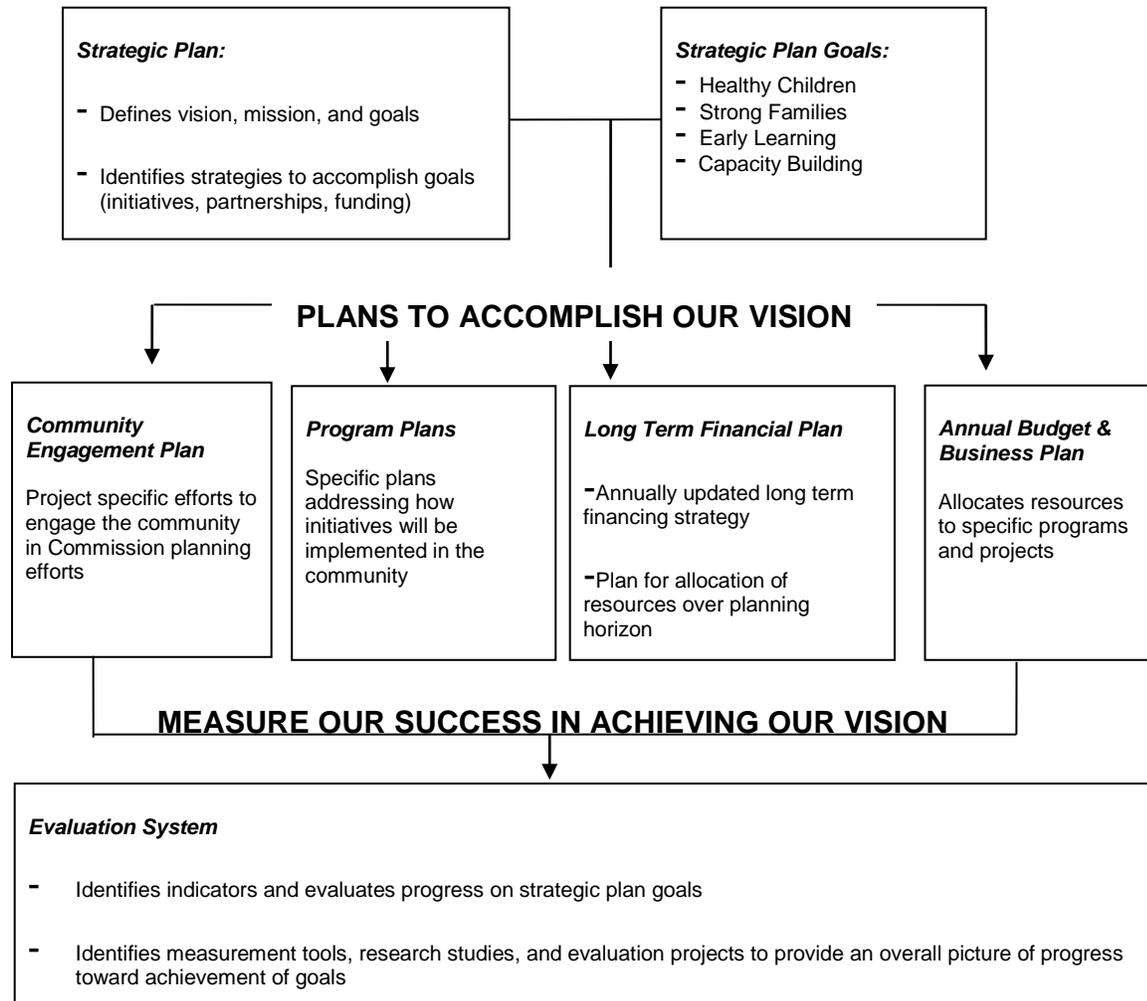
The Evaluation System is designed to measure the results of the Commission funded programs and the overall impact on children and families that Proposition 10 funding is making in Orange County. Annually, the Commission approves a work plan of evaluation activities, considering prior year progress. The Evaluation System includes the investment the Commission has made in a program and client based outcomes reporting program and specific evaluation reports. (*See Part IV: The Evaluation Framework*).

The graphic on the following page displays the linkage of these planning efforts.

Children and Families Commission of Orange County Strategic Planning Process

VISION

All Children are Healthy and Ready to Learn



Reliance on Community Data

The Commission supports the development of reliable community indicators, community health needs assessment, and data both to provide comparison with program evaluation data and to discern the effects of Commission funded initiatives at the community level. Community reports are also critical input to the Commission in identifying areas of need and priorities for its investment in children and families in Orange County.

Following are examples of on-going, community-wide measurement efforts sponsored by the Commission:

Annual Report on the Conditions of Children in Orange County

This detailed compilation of key indicators of the wellbeing of children is sponsored by the Commission and the Orange County's Children's Partnership (OCCP). In 2015, the Commission began as the lead entity for the development of the Report, in partnership with the Social Services Agency and the OCCP.

Early Development Index (EDI) Community Profile

The Commission sponsors and supports several community based assessments including the Early Development Index (EDI) Community Profile. The EDI Community Profile provides local level information on children's developmental outcomes during the kindergarten year. The Community Profile provides information on kindergarten readiness in five domains and supports community and neighborhood level planning on strategies to improve children's outcomes.

Orange County's Healthier Together

The Commission is a member of the *Orange County's Healthier Together* Improvement Partnership; a collaborative of public and private entities working together to improve community health in the county. The collective work is carried out through community assessment, community health improvement planning, coordination and collaboration, along with capacity building to foster shared resources related to the use of data in community health improvement activities. A core tool to support this work is the Orange County's Healthier Together web portal. The web portal was created by the Healthy Communities Institute, a leading community and population health improvement platform. The web portal project sponsors include the County Health Care Agency, the Commission, and other community funders.

Orange County Community Indicators Report

This annual report provides a comprehensive set of indicators that measure the quality of life in Orange County. The indicators provide comparison with neighboring and "peer" regions (areas with similar demographics and economies) and track trends over time. The Commission is partnering with other funders, including regional foundations, to focus the Community Indicators Report on highlighting significant trends that are impacting children, families, and communities in Orange County.

III. Vision, Mission, and Goals

The following section describes the Commission’s vision, mission and goals for Orange County children and families. For each of the four strategic goal areas, programmatic initiatives critical to the achievement of the Commission’s goals are presented. Also discussed are common strategies used across all goal areas and an overall framework, *Pathways to School Readiness*, which charts a course for the Commission to follow in achieving its goals.

This section also includes discussion of the communications strategy used to convey to the public the Commission’s vision, mission and goals. This is followed by a presentation of the Commission’s guiding principles for all funding decisions. Finally, this section details the specific objectives the Commission will pursue to achieve its vision and goals and how these programs and services relating to early childhood development within the county will be integrated into a consumer-oriented and easily accessible system.

Vision

Orange County’s young children need safe, supportive and nurturing environments to be healthy and ready to succeed in life. The Commission’s vision statement reflects its unique position within Orange County to better the lives of young children and their families.

All children are healthy and ready to learn.

Mission

The Commission’s mission statement is a broad, comprehensive statement of its purpose and function in the community. The mission enables the Commission to act as an advocate for all young children in Orange County, serving roles as convener, planner, and program sponsor.

Provide leadership, funding and support for programs that achieve the vision that all children are healthy and ready to learn.

Goals

The following four goals further refine and delineate the Commission’s desired results over the coming years. They provide the framework for the initiatives discussed under each goal. Many of the initiatives summarized are Commission directed initiatives, developed by the Commission to fill gaps in the existing service landscape.

Healthy Children

Promote the overall physical, social, emotional and intellectual health of young children.

Within this goal area, the Commission supports the following programmatic initiatives in reaching the goal:

Maternal Child Health

The Bridges Maternal Child Health Network is a countywide program that supports children's success by identifying health and developmental concerns during the first years of life. The project is aimed at ensuring that all prenatal women and their babies have a medical home for comprehensive health services, receive information about healthy child development, and are linked to home visiting and early intervention services, if needed. The Bridges Network includes high birth hospitals, community based service providers, and public health nurses that collectively promote family strength and health outcomes for Orange County's youngest children.

Community Health

The Commission supports community clinics and community health providers to ensure that families have access to health coverage and quality pediatric care. These services include but are not limited to primary pediatric care, obesity treatment and prevention, and coordination of health services. A child's health is heavily influenced by access to health care. Access is improved through the direct provision of health care and utilization of health access and coverage programs, and providing health education, in-home support services, parenting classes, and other services for pregnant women and families with young children. It is important to note that health access is emphasized in all programs related to the Healthy Children goal area.

Dental Health

Physical health includes dental health and the Commission plays a role in the reduction of oral health disease in children through support of education, prevention, access, and treatment services.

Pediatric Health Services

The Commission fosters a strong children's health care delivery system in Orange County. Programs are designed to increase access to pediatric specialty care including early developmental programs, physician sub-specialists, and vision services.

School Readiness Nursing

School Readiness Nurses provide comprehensive health and developmental assessments for young children and link the children to needed services prior to a child's first day of school. The nurses are based at the 25 school districts that serve young children in Orange County. The Commission views funding and supporting school-based nurses for young children as an essential element of this goal area.

Strong Families

Support and strengthen families in ways that promote good parenting for the optimal development of young children.

Within this goal area, the Commission supports the following programmatic initiatives in reaching the goal:

Developmental Screenings

The Commission, working with community partners, focuses on increasing the quantity and the quality of standardized developmental and behavioral screenings for young children in order to increase early intervention and improve the health outcomes of children.

Homeless Prevention

The Commission works with local agencies to fund transitional shelters and support services for families with young children. Services are focused on connecting children with health homes, early learning experiences, and supporting parents in being their child's first teachers.

Neighborhood Resource Network

The purpose of the Neighborhood Resource Network is to create a voluntary support structure for families that have had an initial child abuse report. This voluntary program strengthens families by connecting them to community services that will help them manage the circumstances that are putting stress on their family unit, thereby reducing family stress and the potential for abuse and maltreatment. The intended outcome for this program is to reduce children that enter the child welfare system.

Early Learning

Provide early learning opportunities for young children to maximize their potential to succeed in school.

Within this goal area, the Commission supports the following programmatic initiatives in reaching the goal:

School Readiness

Children should enter kindergarten with the skills and support they need to succeed. School readiness programs take a “whole child” approach by focusing on the emotional, physical and social well-being of each child. The school readiness programs encourage system change and build community capacity to prepare young children in their transition to kindergarten.

- *School District Early Learning Programs* - School district based Early Learning Specialists improve the transition to kindergarten by educating the community on best practices for early care; informing and training parents to prepare their children for entering school; promoting community collaboration; and coordinating the distribution of resource information and materials between the districts and local community agencies.
- *Countywide Early Learning Programs* - Countywide Early Learning Programs are provided by organizations to improve the readiness of young children for school including early literacy and math, special needs services, speech and language training, and health and safety support to early care providers.

Early Literacy and Language Development

Early literacy and language development are essential to success in school. Language development programs and the development of best practices and guidelines for early literacy are among Commission supported efforts to improve young children’s literacy and language development.

Early STEM (Science, Technology, Engineering and Mathematics) Education

Researchers studying the long-term impact of investments in early math learning confirmed early math skills are the number one predictor of later achievement, ahead of reading and attention skills. The Commission supports the professional development of early educators in the area of STEM, and the implementation of early math programs as part of the continuum of programs from preschool through career and college.

Early Learning Quality Improvement Programs

The Commission leverages outside funding to implement quality improvement programs designed to increase the quality of early care and to support the long-term academic achievement of young children.

Capacity Building

Promote an effective and quality delivery system for young child and families.

Within this goal area, the Commission supports the following programmatic initiatives in reaching the goal:

Leveraging Strategies and National/State Foundation Programs

The Commission seeks to leverage existing programs to serve the needs of young children. For example, Commission funded AmeriCorps members serve with key community service organizations supporting programs for children and families.

Technical Assistance

The Commission provides training, technical assistance and administrative support to funded programs to ensure effective, efficient and quality services.

Capacity Building Grants

Competitive grants that provide an opportunity for non-profit organizations to increase their capacity. Grant dollars can be used for technology enhancements, new program deployment, sustainability, and/or infrastructure improvements. These investments must be tied to increased quality or services for children ages 0-5.

Evaluation System

All Commission programs are part of an integrated performance evaluation process that makes outcomes measurement part of the program operations. These programs are discussed in detail in Section IV.

Common Strategies Across Goals

Across all four goals, the Commission employs the following common strategies:

- ***Outcomes Based Funding*** - Programs are funded based on outcomes and results are tracked.
- ***Unique Partnerships*** - The Commission has stimulated new partnerships to promote and address the needs of young children.
- ***Creating Multiple Ways to Access Care*** - Programs include an access to care element among multiple service platforms such as schools, family resource centers, and community agencies.
- ***Family-based Services*** - Services are geared at enriching the child within the context of the whole family, incorporating parents, other caregivers, and siblings in the service design.
- ***Prevention and Early Intervention*** - Programs emphasize addressing early identification and prevention.

Pathways to School Readiness: Measuring Progress

Pathways to School Readiness provides a clear framework for the Commission to follow to achieve its vision, mission and goals. *Pathways to School Readiness* begins by identifying the service platforms that will carry out Commission priorities and specific initiatives. It then takes the initiatives through implementation and evaluation of outcomes as a means of assessing success toward achieving the Commission's vision. The graphic (Appendix A) displays the *Pathways to School Readiness*.

IV. Implementing Strategies

Implementation of the Strategic Plan requires a unique combination of innovative strategies. Strategies to guide specific program implementation will be identified and developed as part of program plans. The following are five implementing programs for achieving the Strategic Plan goals and objectives.

1. Funding

The Proposition 10 initiative specifies that revenue allocations from the tobacco tax “shall be used only to supplement existing levels of service and not fund existing levels of service. No moneys in the California Children and Families Trust Fund shall be used to supplant state or local General Fund money for any purpose.”

The Long Term Financial Plan guides the Commission’s funding strategies. The plan projections are annually reviewed by the Commission prior to any budgetary action to ensure that annual budget decisions are considered with a long-term perspective.

The programs and strategies funded link directly to the stated goals contained in this Strategic Plan. Funds are distributed through grants related to the Commission goals of Healthy Children, Strong Families, Early Learning and Capacity Building. The Commission has employed three strategies to fund programs benefiting the health and early education of young children:

Operating Grants

Program grants are investments made to implement priority programs that are critical to improving outcomes for young children. There are two categories of programs grants that are described below.

- *Commission Directed Initiatives*- These initiatives are developed in partnership with community based organizations, public institution and the Commission. They have a countywide impact and are reflective of the system improvements the Commission believes to be necessary for children to be healthy and ready to succeed. Examples of the Commission Directed Initiatives include, Bridges Maternal Child Health Network, School Readiness Nurses and Early Learning Coordinators.
- *Program Grants*- Grants in which agencies designed the programs to serve a specific need either in a geographic or demographic segment of the 0-5 population. Agencies are eligible to receive renewal funding for implementing proven and promising interventions within a targeted geographic area or population.

Catalytic Investments

Catalytic investments are one-time funding opportunities; which achieve either a reduction or eliminate ongoing funding allocations from the Commission; are high-impact projects that yield multi-year services with no additional funding from the Commission; and/or provide the necessary infrastructure or start-up funding to allow for sustainability through external funding sources.

Programs that are best candidates for Catalytic Investment from the Commission include those that benefit from a one-time capital or significant investment; operate with fee or revenue generation model that could be expanded or enhanced; and have a potential to expand their program funding base. Catalytic investments allow the Commission to reduce future year funding obligations while sustaining priority services for children and families. It also provides opportunities to leverage other funders; and with additional partners, improve reach and quality of programs

Capacity Building Grants

Capacity Building grants are competitive opportunities designed to provide a one-time grant to agencies or collaborative partners attempting to develop or increase the organizational or capacity to provide services to the 0-5 population in Orange County. Grant dollars can be used for technology enhancements, new program deployment, sustainability, and/or infrastructure improvements. These investments must be tied to increased quality or services for children ages 0-5.

2. The Evaluation Framework

The Commission adopted an overall approach to evaluation which includes evaluating both the impact of the services funded on the clients served and the method for providing those services to the community. This evaluation approach considers the results of services from the client perspective (outcome measures) and how services were provided (process measures) in terms of number of clients served, accessibility, quality, and cost-effectiveness of services. The purpose of the Commission-wide evaluation is to provide an overall picture of the Commission's accomplishments and progress toward achievement of their goals and objectives.

The Evaluation Framework is presented in a matrix of the specific outcomes, indicators and measures that the Commission will track for evaluation purposes. This Evaluation Framework includes (Appendix B) both Commission-wide and initiative-specific evaluations. In addition, the Commission participates in the development of community-wide indicator data. Evaluation results are communicated through reports that are presented to the Commission.

The annual evaluation reports describe the major projects for the Commission and the progress made that year, followed by the plans for the next year. The report focuses first on Commission-wide evaluation activities, then describes initiative-specific evaluations, and closes with a description of Commission participation in county, regional, and state evaluation efforts.

Process Measures

- *Aggregate Data* – Basic counts of how many children, families, and providers receive services funded by the Commission and how many services are provided to individuals by Commission funded programs.
- *Grantee Milestones* – Specific information about the accomplishments of individual grantees, which can be tabulated across grantees to provide more detail about the services provided by Commission funded programs (e.g. how many children received assistance with health insurance enrollment).

Outcome Measures

- *Core Data Elements* – A questionnaire covering the major goals and outcomes in the Commission’s Strategic Plan. All clients receiving Commission funded services are asked to complete this questionnaire when they begin to receive services and every six months as long as they continue to receive services.
- *Project Level Questions* – A series of questions that are directly linked to the objectives in the Commission’s Strategic Plan. These questions are asked about a client when service to the client ends to assess whether the client’s condition changed as a result of Commission funded services.

3. Client Based Outcomes Reporting Program

The Commission relies on a client based outcomes reporting program to collect, compile and maintain client and program data. The internet-based data system facilitates monitoring and reporting on project milestones and the Commission’s progress toward achieving its Strategic Plan objectives. All grantees report their progress toward achieving their project milestones, and only grantees providing service directly to clients track data collected on clients who have received services.

The system provides a way for grantees to link their project with the Commission’s Strategic Plan, define the major milestones of their project, monitor their progress with accomplishing their major milestones, and report on the number of services provided and clients served by their project. The program allows Commission staff to easily evaluate contract compliance, review progress with achieving milestones, identify grantees that may need technical assistance, and identify grantees who are implementing successful strategies.

4. Program-Specific Evaluation

The Commission also evaluates specific programs or Commission-funded initiatives to learn more detailed information about the operations and outcomes of these initiatives and to guide program design. Typically, these evaluations are across several agencies participating in a single initiative.

5. State Commission Annual Report to the Legislature

On or before October 15 of each year the Children and Families Commission of Orange County is required to prepare and adopt an annual audit and report on the implementation and performance of its functions during the preceding fiscal year. This report includes the manner in which funds were expended, the progress toward and achievement of program goals and objectives, and measurement of specific outcomes through appropriate and reliable indicators. The Orange County Commission meets these requirements through the submission of a report that is included in First 5 California’s annual report to the legislature.

6. Policy Strategies for Sustainability

Through over 15-years of funding programs in Orange County to support children's healthy development, the Commission has developed a unique understanding of the challenges facing children and families as well as the successful practice to help children develop their potential. The Commission has also learned that funding alone, while essential, is not sufficient. Funding must be supported with a continuous review of changing community conditions, a robust evaluation system to understand the impact of those conditions, and a commitment to collaboration, capacity building and reinforcing partnerships.

Building on local partnerships and partnerships with the 57 other county commissions throughout the State, through the First 5 Association, the Commission has identified four strategic priority policy areas, as identified below. The Commission will continue to work locally, statewide and nationally to address these policy priorities through administrative and policy changes, education, advocacy efforts, and demonstrating the impact of local programs to inform state and national policy.

- Family Strengthening –Expand access to a continuum of evidence-based voluntary newborn home visiting programs. Implement evidence-based family strengthening programs, particularly those with evidence of reducing the risk for child abuse and neglect.
- Early Identification and Intervention - Implement a universal state plan to ensure all children receive periodic and routine developmental screening and connection to needed services through care coordination. Increase access to comprehensive approaches (such as Help Me Grow) to enhance communication and care coordination to ensure children are connected to services as quickly as possible.
- Oral Health – Ensure that every child has access to oral health care including screening, preventative care and treatment.
- Financial sustainability and impact – Ensure that Proposition 10 funds are directed consistent with voter intent and implement innovative funding strategies to support, sustain, and expand the investments on young children.

The Commission staff will continue to develop policy briefs to inform local and planning efforts on these policy priorities, such as the Children's Oral Health in Orange County Policy Brief developed in February 2014.

V. Strategic Partnerships

The Commission continues to develop and nurture key community partnerships in order to build upon and not replicate existing systems of care. The Commission has developed several key partnerships:

Orange County Health Care System

Supporting children's healthy development is a priority for the Commission with efforts focused on ensuring that children have access to health coverage starting at birth; ensuring that young children have a health home and appropriately use the services; ensuring the availability of quality primary and specialty care services, including oral health, vision care, and early intervention services; and improving the quality of health care services specifically focused on the birth to age five population. To support these priorities, the Commission has developed partnerships with hospitals, community clinics, public health, community organizations, medical professionals, and other health funders. For example:

- *Hospital and Community Based Organizations* - Commission has partnered with birthing hospitals and community based programs that provide parent support services as part of the Bridges Maternal Child Health Network program. This partnership allows the Commission to make initial contact with newborns and families in Orange County.
- *Leading Pediatric Hospitals* – Collaborative programs are designed to ensure that pediatric specialty care is available to address identified health and development needs. One joint project is The Center for Autism and Neurodevelopmental Disorders that provides an integrated approach to care and other early intervention services. The Center serves as a foundation for the Help Me Grow-Orange County program that connects children, their families, and providers to early intervention services available in the community.
- *Community Clinics* – In addition to a partnership with the community clinics that provide access to pediatric care and preventive services, long term support for a children's dental initiative includes support for the flagship dental organization Healthy Smiles for Kids of Orange County along with additional community clinics.
- *Health Funders Partnership of Orange County* – Members collectively work to improve the health of Orange County residents, as well as to enhance the impact and efficiency of health philanthropy. The Commission will continue with the Health Funders Partnership on collaborative countywide strategies on prevention, early intervention, access to health services and other health promotion initiatives.

Orange County School Districts

A primary program initiative of the Commission is school readiness. This includes working with children prior to kindergarten entry, and working with schools to develop a successful transition path from early care programs into elementary school. School district nurses also assist in bridging

communication between health and education service systems to ensure that young children are healthy and ready to learn.

Local and Regional Funders

The Commission participates as a member of several local and regional funding collaboratives when common missions and objectives create an opportunity for collective impact. The Commission is an active member of the Health Funders Partnership, the Orange County Funders Roundtable as well as other project specific partnerships. These partnerships allow the Commission to strengthen its community impact, develop diverse funding bases for program sustainability, and strengthen community support for outcomes for children and families.

Local Government and Business Community

The Commission is on the forefront of working with local government and business leaders to promote the importance of school readiness for workforce development. The Commission maintains active involvement with the local government and the business community through participation in the Orange County Forum and working with business support groups, such as the Orange County Business Council and the Association of California Cities, Orange County.

Community Based Organizations

Local health and human service organizations throughout Orange County administer and execute the programs funded by the Commissions. Partnerships with these organizations are essential to reaching the diverse ethnic and geographic populations in Orange County.

Statewide Partnerships

Achievement of the goals and objectives set forth in this Strategic Plan requires statewide and regional partnerships with other county commissions or the state commission. The opportunity for multi-county plans and programs is specifically authorized in Proposition 10 and has been successfully utilized by Orange County. Authorized activities include multi-county programs, technical assistance activities, legislative and policy advocacy, and serving as fiscal sponsor for statewide programs such as AmeriCorps which include activities that benefit Orange County.

Commission partnerships avoid duplication of effort and provide more efficient and targeted service delivery. Commission supported partnerships among health care providers, family resource centers, clinics, schools districts, and early childhood education providers form the foundation for service delivery to families with young children.

VI. Commission Organization

The Orange County Commission is comprised of nine representatives from public and private organizations with leadership and professional experience in the areas of health and education. Strong and consistent leadership combined with extensive knowledge and expertise are valuable for the success of the Commission.

The Commission benefits from the expertise of committees to provide input or in-depth review of specific issues as delegated by the Commission. The Commission's Pediatric Health Services Committee provides advice, input and recommendations on programs and issues as directed by the Commission and serves as the mandated Technical Advisory Committee for the Commission.

The Commission relies on an efficient and knowledgeable core staff to carry out its directives. The Commission contracts with independent consultants or firms for projects that require specialized skills or expertise.

The Commission develops an annual business plan which sets forth organizational and operational strategies for the upcoming fiscal year. The business plan is considered as part of the annual budget process.

Guiding Principles

In all of its operations the Commission is committed to the following core values and principles which guide its investments in early childhood health and development.

- Promote and fund high quality services modeled after research-based, proven strategies which have planned publicly accountable outcomes.
- Maximize and leverage the existing system of public and private agencies concerned with young children and families and promote integration of services through local, convenient and family-friendly access points.
- Create family-based, culturally and linguistically appropriate services which enrich the child within the context of the whole family by incorporating parents, other caregivers, and siblings in the service design.
- Foster sustainability by building community capacity to support families and focusing on policy-level issues and decisions.
- Engage in an open decision making process that makes funding decisions based on: Commission vision, goals, and outcomes; compelling community need, and positive data supported outcomes.

Values

- ***Integrity:*** We adhere to the highest standards, ensuring public trust through transparency in decision-making and commitment to the voters' intent.
- ***Excellence:*** We support high quality programs and services, continually striving to optimize operational practices.
- ***Collaboration:*** We work with community partners, sharing knowledge and accomplishing shared goals.
- ***Results-Oriented:*** We are responsible for achieving positive outcomes for young children, establishing demanding metrics of success for all programs and services.
- ***Innovation:*** We constantly challenge ourselves and our partners to advance creative solutions to benefit young children and their families.

Core Functions

The Commission's core functions are to:

- Fund services and programs to achieve desired results.
- Be a catalyst and leader for coordinating, integrating and leveraging existing resources.
- Build community and organizational capacity to health and early learning of young children and their families.

VII. Community Engagement

Review of the Strategic Plan has been an ongoing process since the Commission's adoption of the first Strategic Plan in February 2000. The community outreach process solicits feedback on the priorities to implement the strategic plan. Meetings are held with school districts, business leaders, nonprofit health and family support organizations, and Orange County legislative representatives to present the Commission's investments and discuss challenges as Proposition 10 revenue declines. The discussions focus on the future challenges to sustain the systems that have been created for young children both in funding and as a priority to policymakers.

Commission grantees also provide feedback on the Strategic Plan as they develop their program work plans and program evaluation programs. Commission representatives and technical experts contribute new knowledge related to outcomes evaluation as standards are developed in specialized areas such as in the early care and education arena. Input is also received from Commissioners, committee and community members who have refined priorities through the development of program specific strategic plans.

Strategic Communications

Public and government outreach strategies are developed to effectively communicate the Commission's mission, vision, goals and accomplishments. The public awareness plans and written materials communicate the Commission's activities, obligations, and achievements. The strategies support community partnerships and create a broad awareness among county leaders for the programs and services funded with Proposition 10 revenues. Strategic communications outcomes include broadening the base of support for critical programs through additional funding support, sustaining and expanding funding sources, and building awareness of critical issues to improve the outcomes for young children.

VIII. Leveraging Existing Community Resources and Infrastructure

The Commission works within the existing landscape to leverage services and resources. Following are the key ways in which the Commission leverages community assets and fills service gaps.

Funding Mechanism for Capacity Building and New Programs

Through the funding and development of new programs, the Commission seeks to expand the scope and quality of the existing services and increase the numbers served. Capacity Building grants seek to achieve similar objectives by strengthening and supporting service providers.

Ensure Services are Available and Accessible through Commission-Directed Initiatives

Where significant gaps are observed in the service landscape, the Commission spearheads the development of initiatives to begin filling the gaps.

Policy Advocate and Convener

Within Orange County as well as statewide, the Commission furthers the welfare of children 0-5 by advocating for policies that benefit young children and their families and forming strategic partnerships with service providers, community indicator or evaluation efforts, and experts working to improve the wellbeing of young children.

Source of Information

The Commission has become a valued resource for information on the service needs of young children in Orange County and a conduit through which families can learn about and access services.

Fiscal Leveraging

A strategic operating principle is to focus on sustainability and fund leveraging to maximize community resources and sustain programs. Fiscal leveraging is the process of using Proposition 10 funds to match available federal, state or grant funding. The entitlement to these funds is based on strict requirements, and administrative procedures, and is unique to each funding stream. To access these funds, a Fiscal Leveraging Plan has been developed through interagency cooperation. The Strategic Plan identifies a framework for implementation including resources and processes for developing key policies required for initial and future implementation. Current leveraging strategies include:

- Medi-Cal Administrative Activities (MAA)
- Targeted Case Management (TCM)
- California First 5 Commission Matching Fund Programs
- AmeriCorps/VISTA Service Corp
- Foundation Grants

IX. List of Appendices

APPENDIX A: PATHWAYS TO SCHOOL READINESS: MEASURING PROGRESS

APPENDIX B: THE EVALUATION FRAMEWORK

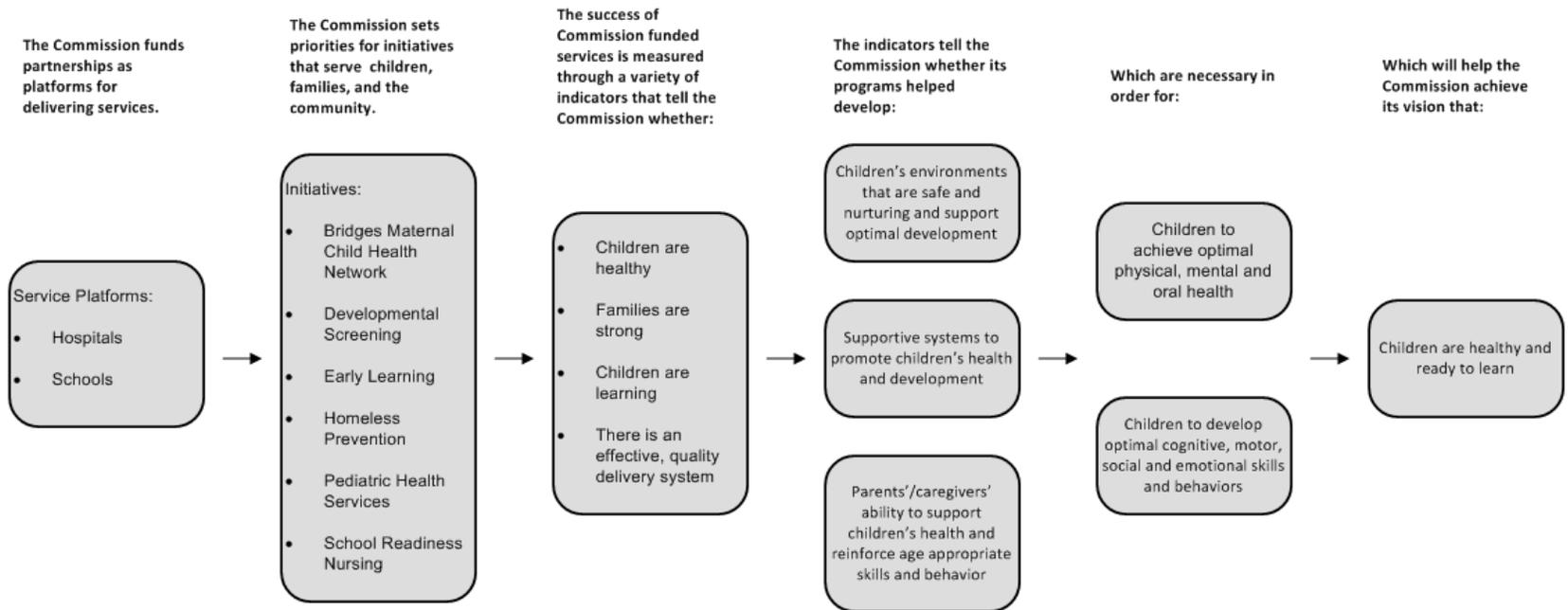
Appendix A



Children and Families Commission
of Orange County

Pathways to School Readiness

Mission: Provide leadership as a funder, convener, and planner to support healthy development and learning for Orange County’s young children.



**Appendix B-Children and Families Commission of Orange County
Strategic Plan Goals, Outcomes, Indicators, Objectives
Revised – April 2016**

GOAL: Healthy Children

Outcome	Indicator	Objective	Commission Initiatives
Increased percent of children born healthy	Early Prenatal Care	Increase to at least 90% the proportion of all pregnant women who receive prenatal care in the first trimester of pregnancy, and whose care is adequate	<ul style="list-style-type: none"> • Bridges Maternal Health Network • Community Health
	Substance Exposed Infants	Reduce the percentage of infants exposed to alcohol, tobacco and other drugs (ATOD) to 0%	<ul style="list-style-type: none"> • Bridges Maternal Health Network
Increase percent of children receiving developmental / behavioral screenings at milestone ages with linkage to appropriate services	Health & Developmental Screening - Training and Education	Increase the proportion of providers who are trained to routinely screen for developmental milestones, including vision, hearing, speech and language, behavior, psychosocial issues, and other special needs, and receive appropriate referrals	<ul style="list-style-type: none"> • Health Access and Education • Pediatric Health Services
	Health and Developmental Screening	Increase the proportion of children (60%) screened for developmental milestones, including vision, hearing, speech and language, behavior, psychosocial issues, and other special needs, and receive appropriate referrals	<ul style="list-style-type: none"> • Bridges Maternal Health Network • Community Health • Early Learning Programs • Family Support Services • Homelessness Prevention • Pediatric Health Services • School Readiness Nursing
Increased percent of children who have and use a health home for comprehensive health services to include physical, dental, and mental health	Health Insurance	Increase to 100% the number of children with health coverage	<ul style="list-style-type: none"> • Bridges Maternal Health Network • Community Health • Homelessness Prevention • School Readiness Nursing
	Health Home	Increase to 100% the proportion of children who have a health care home	<ul style="list-style-type: none"> • Bridges Maternal Health Network • Community Health • Homelessness Prevention • School Readiness Nursing
	Primary Care	Increase to 100% the proportion of children ages 0-5 who receive recommended primary care services at the appropriate intervals	<ul style="list-style-type: none"> • Community Health
	Specialty Care	Increase the number of infants or children with chronic and disabling conditions who receive specialty medical	<ul style="list-style-type: none"> • Bridges Maternal Health Network • Pediatric Health Services

**Appendix B-Children and Families Commission of Orange County
Strategic Plan Goals, Outcomes, Indicators, Objectives
Revised – April 2016**

Outcome	Indicator	Objective	Commission Initiatives
		and/or behavioral health services	
	Immunization	Increase age appropriate immunization levels to at least 95%	<ul style="list-style-type: none"> • Bridges Maternal Health Network • Community Health • School Readiness Nursing
	Oral Health	Reduce dental cavities so that the proportion of young children with one or more cavities is no more than 9%	<ul style="list-style-type: none"> • Bridges Maternal Health Network • Children’s Dental • Community Health • School Readiness Nursing
Increased percent of children growing up in healthy and safe environments	Breastfeeding	Increase to at least 90% the proportion of mothers who breastfeed their babies at early post-partum, and to 50% those who continue to breastfeed at 6 months, any or exclusive	<ul style="list-style-type: none"> • Bridges Maternal Health Network
	Healthy Body Weight	Decrease the proportion of overweight children to 5%	<ul style="list-style-type: none"> • Community Health

GOAL: Strong Families

Outcome	Indicator	Objective	Commission Initiatives
Increased percent of families that are stably housed	Children Homeless or Unstably Housed	Reduce the number of children who are homeless to 0%.	<ul style="list-style-type: none"> • Homelessness Prevention
Increased percent of children who are safe	Prevention of Child Injury and Death	Reduce nonfatal injuries so that hospitalizations for this condition are less than 200 per 100,000 for children 0-4	<ul style="list-style-type: none"> • Bridges Maternal Health Network • Homelessness Prevention
	Child Abuse Prevention and Identification	Increase the proportion of children who do not experience maltreatment to 100%	<ul style="list-style-type: none"> • Bridges Maternal Health Network

**Appendix B-Children and Families Commission of Orange County
Strategic Plan Goals, Outcomes, Indicators, Objectives
Revised – April 2016**

Outcome	Indicator	Objective	Commission Initiatives
Increased parenting knowledge and skills to help prepare their children to reach their optimal potential”	Parent Knowledge of Healthy Child Development	Increase parent knowledge of healthy child development	<ul style="list-style-type: none"> • Bridges Maternal Health Network • Community Health • Pediatric Health Services • School Readiness Nursing
Increased access to and availability of family support services and resources	Information and Referral	Increase community awareness of and linkage to available services	<ul style="list-style-type: none"> • Bridges Maternal Health Network • Children’s Dental • Community Health • Early Learning Program • Family Support Services • Homelessness Prevention • Pediatric Health Services
	Behavioral Health Services	Reduce gap between children referred for behavioral health conditions and those getting services	<ul style="list-style-type: none"> • Bridges Maternal Health Network • Early Learning Specialists • Family Support Services • Pediatric Health Services
	Special Needs	Increase available resources to support families with special needs children	<ul style="list-style-type: none"> • Early Learning Specialists

GOAL: Early Learning

Outcome	Indicator	Objective	Commission Initiatives
Increased all children’s developmental skills to be proficient learners in school	Children Being Read to by Parents/Caregivers	Increase to 95% the proportion of parents who read to their child regularly (3+ times a week) Increase to 100% the proportion of families with 10+ books in the home	<ul style="list-style-type: none"> • Community Health • Early Learning Programs • Early Learning Specialists • Homelessness Prevention
	Literacy Proficiency	75% of typically developing children are effective learners in literacy	<ul style="list-style-type: none"> • Early Learning Programs
	Math Proficiency	80% of typically developing children are effective learners in math	<ul style="list-style-type: none"> • Early Learning Programs • Early Learning Specialists

**Appendix B-Children and Families Commission of Orange County
Strategic Plan Goals, Outcomes, Indicators, Objectives
Revised – April 2016**

	Special Needs Children* in Early Care and Education Programs	Increase the number of children with special needs* who are participating in inclusive early care and education programs	<ul style="list-style-type: none"> • Early Learning Specialists
Increased quality of early care and education	Program Quality	Increase the number and percentage of early care and education programs that meet nationally recognized quality standards	<ul style="list-style-type: none"> • Early Learning Programs • Early Learning Specialists
	Early Care and Education Availability	Increase the number of children receiving quality early care and education services so they are better prepared to succeed in school	<ul style="list-style-type: none"> • Early Learning Programs • Early Learning Specialists
Increased early educator, parent and caregiver knowledge and skills to promote children’s readiness for school	Parent Knowledge of School Readiness	Increase parents’ knowledge and involvement in preparing children for school	<ul style="list-style-type: none"> • Early Learning Programs • Early Learning Specialists
	Provider Knowledge of School Readiness	Increase providers’ knowledge and involvement in preparing children for school	<ul style="list-style-type: none"> • Early Learning Specialists
Improved transitions of children entering kindergarten and K-12 system	Transition Planning	All schools in Orange County are prepared for incoming Kindergartners	<ul style="list-style-type: none"> • Early Learning Programs • Early Learning Specialists
	Transition Records to Elementary Schools	All children’s records are transferred from early care programs to elementary schools	<ul style="list-style-type: none"> • Early Learning Specialists

*Special needs children are defined as “those who have or are at increased risk for a chronic physical, developmental, behavioral, or emotional condition and who also require health and related services of a type or amount beyond that required by children generally” (Maternal and Child Health Bureau)

GOAL: Capacity Building

Outcome	Indicator	Objective	Commission Initiatives
Maximize all sustainability strategies	Fund Development	Increase resources	<ul style="list-style-type: none"> • Bridges Maternal Child Health Network • Community Health • Early Learning Programs • Early Learning Specialists • Family Support Services • Homelessness Prevention • Pediatric Health Services
	Leveraging	Increase number of dollars received by	<ul style="list-style-type: none"> • Bridges Maternal Child Health Network • Early Learning Programs

**Appendix B-Children and Families Commission of Orange County
Strategic Plan Goals, Outcomes, Indicators, Objectives
Revised – April 2016**

Outcome	Indicator	Objective	Commission Initiatives
		leveraging Commission dollars	<ul style="list-style-type: none"> • Early Learning Specialists • Family Support Services • Homelessness Prevention
	Volunteer Management	Increase volunteer participation	<ul style="list-style-type: none"> • Early Learning Programs • VISTA
	In-Kind Contribution	Increase in-kind contribution	<ul style="list-style-type: none"> • Bridges Maternal Child Health Network • VISTA
	Outreach and Community Awareness	Develop and implement public information and outreach campaigns	<ul style="list-style-type: none"> • Children’s Dental • Community Health
	Collaboration and Networking	Improve service delivery through collaboration and networking	<ul style="list-style-type: none"> • Community Health • Early Learning Programs • Early Learning Specialists • Homelessness Prevention • Pediatric Health Services • VISTA
	Service Planning and Access Points	Conduct service planning activities that improve access and coordination of services	<ul style="list-style-type: none"> • Bridges Maternal Child Health Network • Community Health • Early Learning Specialists • Pediatric Health Services
	Technical Assistance	Provide technical assistance	<ul style="list-style-type: none"> • Community Health • Hospital Association of Southern California
	Innovative Practices	Share successful program models with others	<ul style="list-style-type: none"> • Early Learning Programs • Pediatric Health Services
	Professional Training and Development	Provide training and administrative support to funded programs to ensure quality and results	<ul style="list-style-type: none"> • Community Health • Early Learning Specialists • VISTA
	Program Evaluation	Develop high-quality program evaluations and reporting	<ul style="list-style-type: none"> • Bridges Maternal Child Health Network • Community Health • Early Learning Programs • Early Learning Specialists • Family Support Services

**Appendix B-Children and Families Commission of Orange County
Strategic Plan Goals, Outcomes, Indicators, Objectives
Revised – April 2016**

Outcome	Indicator	Objective	Commission Initiatives
			<ul style="list-style-type: none"> • Pediatric Health Services • School Readiness Nursing
	Program Compliance	Monitor Commission and grantee program performance and contract compliance to ensure quality and results	<ul style="list-style-type: none"> • Hospital Association of Southern California
	Community-wide Data	Support participation in the development of community-wide data to inform Commission's work.	<ul style="list-style-type: none"> • Conditions of Children Report • Community Indicators Report • Early Developmental Index • Healthy Communities • Institutional Clinical Translational Science

CHILDREN AND FAMILIES COMMISSION OF ORANGE COUNTY

RESOLUTION NO. ___-16-C&FC

May 4, 2016

**A RESOLUTION OF THE CHILDREN AND FAMILIES
COMMISSION OF ORANGE COUNTY CONFIRMING ITS
ANNUAL REVIEW OF THE STRATEGIC PLAN**

WHEREAS, the Children and Families Act of 1998 requires the Children and Families Commission of Orange County (“Commission”) to adopt and annually review its Strategic Plan in order to define how funds authorized under the Act and allocated to the Commission should best be used to meet the critical needs of Orange County’s children prenatal to five years of age as codified in the Act; and

WHEREAS, the Act requires the Commission to conduct a public hearing with respect to its annual review of the Strategic Plan; and

WHEREAS, at its meeting of May 4, 2016, the Commission conducted a public hearing and reviewed the following documents prepared and recommended by staff and identified in the staff report for the May 4, 2016 Commission meeting with the Attachment number set forth herein: The Strategic Plan (Attachment 1).

NOW, THEREFORE BE IT RESOLVED BY THE COMMISSIONERS OF THE CHILDREN AND FAMILIES COMMISSION OF ORANGE COUNTY AS FOLLOWS:

Section 1 The Commission finds and determines the foregoing Recitals are true and correct and are a substantive part of this Resolution.

Section 2 The Commission hereby confirms its annual review of the Strategic Plan, exclusive of the Strategic Plan Appendices, which serve only as administrative tools that link to the Performance Outcome Measurement System.

Section 3 The Clerk of the Commission shall append to this Resolution a copy of the Strategic Plan set forth in Section 2, as Exhibit A (which shall correspond to Attachment 1 of the May 4, 2016 staff report). Exhibit A is hereby fully incorporated as part of this Resolution by this reference and made a part hereof as though fully set forth herein.

Section 4 **Severability.** If any section, subsection, subdivision, paragraph, sentence, clause or phrase in this Resolution or any part thereof is for any reason held to be unconstitutional or invalid or ineffective by any court of competent jurisdiction, such decision shall not affect the validity or effectiveness of the remaining portions of this resolution or any part thereof. The Commission Board hereby declares that it would have passed each section, subsection, subdivision, paragraph, sentence, clause or phrase thereof irrespective of the fact that any one (1) or more subsections, subdivisions, paragraphs, sentences, clauses or phrases be declared unconstitutional, or invalid, or ineffective.

Section 5 The Clerk of the Commission shall certify to the adoption of this Resolution.

The foregoing resolution was passed and adopted by the following vote of the Children and Families Commission of Orange County on May 4, 2016 to wit:

AYES: Commissioners: _____

NOES: Commissioner(s): _____

EXCUSED: Commissioner(s): _____

ABSTAINED: Commissioner(s) _____

CHAIR

STATE OF CALIFORNIA)
)
COUNTY OF ORANGE)

I, ROBIN STIELER, Clerk of the Commission of Orange County, California, hereby certify that a copy of this document has been delivered to the Chair of the Commission and that the above and foregoing Resolution was duly and regularly adopted by the Children and Families Commission of Orange County.

IN WITNESS WHEREOF, I have hereto set my hand and seal.

ROBIN STIELER
Clerk of the Commission, Children and Families Commission of
Orange County, County of Orange, State of California

Resolution No: __-16-C&FC

Agenda Date: May 4, 2016

Item No. ____



I certify that the foregoing is a true and correct copy of the Resolution adopted by the

ROBIN STIELER, Clerk of the Commission

By: _____
Deputy

**EXHIBIT A TO RESOLUTION OF COMMISSION
STRATEGIC PLAN (FISCAL YEAR 2016-17 REVIEW)
(attached)**



BUSINESS PLAN
FISCAL YEAR 2016-17

Table of Contents

I. Executive Summary.....	3
II. Introduction	4
III. FY 2016/17 Business Plan Priorities	6
IV. Operating Model and Administrative Budget	11
A. Operating Model	11
B. Organizational Approach	14
C. Administrative Budget and Operations	15
V. FY 2015-16 Accomplishments	17
VI. Appendix	22
A. Definition of Costs	22
B. FY 2016/17 Evaluation Work Plan.....	32

I. Executive Summary

The Business Plan complements the Strategic Plan by outlining how management will direct and deploy operational resources in the coming year to achieve our Strategic Plan. It is intended to provide insight to other stakeholders, such as funded agencies and collaborative partners, on how the Commission will operate and carry out its mission and goals in the coming Fiscal Year. The Commission's Strategic Plan provides overall direction on how Orange County's Proposition 10 dollars will be spent, consistent with the voters' intent. Implementation of this plan is supported by several documents, including the annual Business Plan and Long Term Financial Plan.

The Fiscal Year 2016/17 Business Plan represents the third year in a three year planning cycle. In 2014, Commission management and staff participated in an extensive planning process to review and set priorities for the next three years based on the changing environment of children and young families, the decline in Proposition 10 revenue, and in recognition of the 15th anniversary of the passage of Proposition 10. This updated Fiscal Year 2016/17 Business Plan maintains the ambitious plans established in 2014 with modifications as objectives have been achieved and new ones are required to address changing conditions.

The Business Plan was developed as a three-year plan with the intent that annual updates would be presented to the Commission in parallel with consideration of the annual budget. The Business Plan is focused on addressing the sustainability challenge facing the Commission and building the organization, resources and partnerships to sustain, support and expand services for young children in Orange County. The Fiscal Year 2016/17 Business Plan continues to be grounded in addressing this operational imperative through four strategic focus areas that were approved in the Fiscal Year 2015/16 Business Plan.

Operational Imperative: By 2018, markedly increase the resources to sustain the Commission-funded initiatives that measurably contribute to children's healthy development and school readiness.

Strategic Intent #1: Focus on Organizational Effectiveness

Strategic Intent #2: Focus on Achieving Outcomes

Strategic Intent #3: Focus on Strategic Partnerships and Synergistic Collaborations

Strategic Intent #4: Focus on Community Learning and Advancement of Knowledge

Each of these Strategic Intent statements is expanded in Section III, including specific objectives and target dates for completing. Action plans will also be developed that will define staff responsibilities, milestone dates, and annual measures of progress.

II. Introduction

Strategic Plan and Annual Business Plan

Since its inception, the Commission and staff have worked diligently to develop and refine the organizational and operational infrastructure necessary to achieve its stated mission and goals. The three main tools that the Commission relies upon to plan and manage its funding and operations are:

- Strategic Plan
- Long Term Financial Plan
- Business Plan

The Strategic Plan is the overall guiding document supported through the Long Term Financial Plan implemented through funding decisions detailed in the annual budget and supported through the Business Plan. The Business Plan is geared to informing the Commissioners on how management will direct and deploy operational resources in the coming year. It is intended to provide insight to other stakeholders, such as funded agencies and collaborative partners, on how the Commission will operate and carry out its mission and goals in the coming fiscal year.

The Business Plan is an operational document and may be amended and adjusted during the year based on emerging priorities of the Commission that may be identified at the annual planning meeting or subsequent workshops throughout the year.

Two supporting documents include:

- Annual Budget – The Annual Budget is integral to the successful implementation of the Business Plan. Although developed consistent with the Business Plan, it is approved as a separate document.
- Evaluation Work Plan – The Evaluation Work Plan is developed annually in furtherance of the Strategic Plan and operational Business Plan. Evaluation-related accomplishments from fiscal year 2015/16 are presented in Section V and high priority evaluation-related items for fiscal year 2016/17 are presented in Appendix B.

The Business Plan was also developed to ensure responsiveness to requirements of Proposition 10 – The Children and Families Act of 1998 and related statutory policies enacted by the State Legislature. The Business Plan ensures consistency with First 5 California Guidelines for County Commissions. The table on the following page summarizes the statutory and legislative requirements of Proposition 10.

As a public entity, the Commission's financial management practices are fully compliant with all applicable Generally Accepted Accounting Principles for government and will be updated as the Governmental Accounting Standards Board (GASB) issues any new guidance or reporting requirements. The Governmental Accounting Standards Board issues accounting standards that ensure governmental accounting and reporting is conducted effectively and in the public interest. The Commission manages its financial responsibility in accordance with best practices and relies on the Government Finance Officers Association (GFOA) Financial Management Guide for First 5 Commissions as guidance for all financial policies and procedures.

Statutory and Legislative Mandates

Proposition 10 – The Children and Families Act of 1998 (H & S Code 130140)	First 5 California Guidelines for County Commissions	Statutory Policies Enacted by State Legislature
<ul style="list-style-type: none"> • Adopt an adequate and complete county strategic plan for the support and improvement of early childhood development within county, as well as for implementation of programs. Minimum requirements contained in H&S Code, section 130140(a)(1)(C)(ii). • At least annually, review county strategic plan and revise the plan as necessary/appropriate. • Conduct at least one public hearing before the plan is adopted, and before any revisions to the plan are adopted. • Submit adopted plans and any subsequent revisions to the State Commission. 	<p>The State will adopt guidelines for an integrated and comprehensive statewide program, define the results to be achieved by the adopted guidelines, and collect and analyze data to measure progress toward attaining such results.</p> <p>According to state level guidelines that have been established, four strategic results should be pursued:</p> <ol style="list-style-type: none"> 1. Improved Child Health: Healthy Children 2. Improved Child Development: Children Learning and Ready for School 3. Improved Family Functioning: Strong Families 4. Improved Systems: Integrated, Consumer-Oriented, Accessible Services <p>These four strategic results served as the initial basis for strategic plans developed at both the state and county levels.</p>	<ul style="list-style-type: none"> • AB 109 (Chapter 284, Statutes of 2005) - requires county commissions to adopt policies on employee salaries and benefits, conflict of interest, procurement and contracting, and define the percent of the commission’s operating budget that may be spent on administrative functions. • AB 2932 (Chapter 111, Statutes of 2006) specifies the conflict of interest and contracting/procurement statutes with which commission policies must comply. • SB 35 (Chapter 243, Statutes of 2005) requires every commission to be audited to determine whether it has adopted the required policies and is applying them appropriately, is adhering to the county ordinance that established it, is operating consistently with its strategic plan, and has a long-range financial plan. This “expanded audit” must also indicate the commission's financial condition, the amount it expends on evaluation, and the documented results of that evaluation.

III. FY 2016/17 Business Plan Priorities

As defined in the Commission’s Strategic Plan, the Commission’s core functions are to:

- Fund services and programs to achieve desired results
- Be a catalyst and leader for coordinating, integrating and leveraging existing resources
- Build community and organizational capacity to health and early learning of young children and their families.

This Business Plan defines how the Commission will execute those core functions and address the critical operational and strategic imperative. In 2014, the new Business Plan process was launched which included:

- Establishing internal project teams and leads to ensure successful implementation
- Quarterly reporting to the Commission on plan progress
- Regular management team meetings to monitor Plan implementation and adjust as necessary to meet the stated Strategic Intent statements.

In fiscal year 2016/17 these processes will be sustained with continued updates to the Commission and engagement of all staff as part of the implementation teams.

Operational Imperative: By 2018, markedly increase the resources to sustain the Commission-funded initiatives that measurably contribute to children’s healthy development and school readiness.

Targeted Outcomes:

- Identify \$3 - \$5 million in sustainable strategies by 2018 through revenue and/or program efficiencies
- Strategically pursue at least two national, major foundation or federal grants annually.

The third year of this three-year Business Plan continues to address these challenges and is focused on addressing this operational imperative facing the Commission and building the organization, resources and partnerships to sustain, support and expand services for young children in Orange County. The operational imperative is addressed through four strategic focus areas, supported by action plans that define staff responsibilities, milestone dates, and annual measures of progress.

The table on the following pages summarizes the fiscal year 2016/17 strategic intents and related objectives. The Commission receives quarterly updates that monitor the progress made on each objective. The objectives are updated annually documenting revisions to existing objectives, additional objectives, or removal of completed objectives.

Summary of Operational Objectives

Strategic Intent #1: Focus on Organizational Effectiveness The Children & Families Commission of Orange County is committed to developing the strategies and resources needed to meet the challenges and issues to support and sustain programs that demonstrate measurable impact on children’s healthy development and school readiness. Given the accompanying pressure on staff and infrastructure, newer, team-based designs and organizational roles that can both effectively pursue resource opportunities and accelerate information sharing and decision making will be implemented.	On Schedule	Revised	Completed	New
1. By July 2015, initiate planning and establish a pay for performance merit system and for implementation by fiscal year end. Postponed implementation to July 2016.		X		
2. By July 2018, move 10% of the annual budget to sustainable revenue.	X			
3. By June 2016, complete evaluation and program reporting to be used for grant applications and to promote programs for funding, community outreach, and building partnerships.		X		
4. By December 2015, develop a system for compliance to meet the reporting requirements of outside funding sources, program partners, foundations, etc. (e.g. First 5 California).			X	
5. By December 2016, review current and develop a comprehensive set of emergency management policies and procedures.		X		
6. By December 2016, develop a quality improvement process, such as rapid cycle testing, and pilot with at least one grantee.				X

Strategic Intent #2: Focus on Achieving Outcomes The Children & Families Commission of Orange County has relied upon a wide array of quantitative and qualitative data to assess programs and service impact. To strengthen the link between funding and provider performance, we will ensure compliance with our outcome systems and regular reporting of measurable outcomes for all funded programs and strategies.	On Schedule	Revised	Completed	New
1. By July 2016, 100% grantees continue to be compliant with Commission contract requirements for caseload data collection and reporting: <ul style="list-style-type: none"> a. By December 2015, implement a feedback survey of program leads regarding the compliance review process and develop improvement plan. b. By January 2016, initiate targeted, intensive technical assistance with continuously non-compliant grantees. 	X			
2. By July 2016, implement a funding program with capacity building funds to improve partner agencies capacity to report on impact and attract federal, national and state funders.			X	
3. By July 2018, implement a pay for performance-based funding model for at least one of the Commission’s initiatives.	X			
4. By December 2016, develop and implement data quality assurance for case level data reporting by Bridges Maternal Child Health providers.				X
5. By July 2017, explore ways to incorporate additional client outcome data from Bridges Maternal Child Health Network.				X

Strategic Intent #3: Focus on Strategic Partnerships & Synergistic Collaborations The Children & Families Commission of Orange County develops strategic partnerships that can leverage collective resources to better meet the challenges of promoting children’s healthy development. We want to be known as a reliable, collaborative partner in the Southern California region, within the First 5 community, statewide, and nationally.	On Schedule	Revised	Completed	New
1. By July 2016, Identify boards, commissions and committees on which the Commission has an active/leadership role and develop a shared agenda and metrics for success. (Note: This will be part of the annual budget review process going forward.)			X	
2. Local Partnerships - Continue to strengthen existing partnerships to support sustainability strategies on building community support with school districts, nonprofit agencies, city and county agencies and other philanthropic partners. This work will include, but is not limited to, the Early Development Index (EDI). Annually, expand participation of cities and school districts by adding two new cities/school district partners.	X			
3. First 5 Partnerships - Beginning July 2014 and continuing, take the necessary steps to enhance the Commission’s leadership in policy, fiscal and evaluation within the First 5 community with particular focus on Board of Equalization administrative fees, fiscal management, oral health, developmental screening, home visitation and annual report redesign.	X			
4. State/National Partnerships - Foster state and national partnerships to accelerate the development and collective support improving results for young children and increase the recognition of Orange County as priority community; secure at least one new partnership.	X			
5. By July 2015, develop a mechanism to centrally track and document the value of strategic partnerships in terms of program policy, knowledge sharing, matching and leveraged funds, shared data, program results, and recognition of leadership.			X	

Strategic Intent #4: Focus on Community Learning and Advancement of Knowledge The Children & Families Commission of Orange County has consistently seen its potential to develop replicable models warranting state and national attention. We view ourselves as a member of a nationwide community dedicated to a deep understanding of the impact of our programs and strategies on the health and school readiness of young children. We want to be a recognized leader and contributor in the dissemination of knowledge and the development of program, policy, and best practices for children’s health and development in the Southern California region within the First 5 community, statewide and nationally.	On Schedule	Revised	Completed	New
1. Beginning July 2014, create or co-sponsor at least one conference to be held biannually on the state of young children such as health, development and school readiness including such topics as Science, Technology and Mathematics, Early Intervention and Community Indicators.	X			
2. Beginning July 2014, engage in at least one collaboration per year with an academic partner.	X			
3. By July 2018, build consensus towards the development of an Orange County children’s policy agenda informed by Commission’s results and knowledge.	X			
4. By June 2017, Commission staff in partnership with the Association of California Cities will identify and support five City and School District partnerships that specifically address a vulnerability highlighted in the Early Developmental Index.				X

IV. Operating Model and Administrative Budget

A. Operating Model

The Commission employs a collaborative, dynamic model to execute the policy direction provided by the Commission. Staff work collaboratively with other public and private agencies to accomplish the Strategic Plan and regularly participates in planning and evaluation efforts to insure that Commission's strategies are informed by a robust evaluation, lessons learned from partners in the community, and emerging knowledge around child development. The collaborative model, as outlined below, allows the Commission to keep abreast of local, statewide, and national issues and trends as well proactively address long-term sustainability challenges for programs and grantees.

Innovative Sustainability Strategies

Since its inception, the Commission has been deliberate and intentional to ensure that effective, proven strategies that have been created through the Commission's funding are sustained beyond the cycle of direct funding. Examples of these strategies include the following:

- Transitioning an increasing portion of funding portfolio from sustaining to catalytic investments.
- Pursuing federal and state leveraging opportunities such as Medi-Cal Administrative Activities (MAA), Targeted Case Management (TCM), Early and Periodic Screening, Diagnosis and Treatment (EPSDT) and AmeriCorps/AmeriCorps VISTA. Since inception, for example, the Commission and funded programs have increased local budgets by close to \$47 million through the leverage of Commission dollars with federal programs such as: MAA, TCM, EPSDT.
- Ensuring that the organizations that receive Commission grants are fiscally and administratively sound. Fund development, business planning, and sustainability efforts are supported through technical assistance offered to grantees.

In the last two years, the Commission has worked to transition its portfolio from sustaining to catalytic funding. Catalytic investments are one-time funding investments, which achieve one or more of the following outcomes: 1) reduce or eliminate ongoing funding allocations from the Commission; 2) innovative, high-impact projects that yield multi-year services with no additional funding from the Commission; or 3) provide the necessary infrastructure or start-up funding to allow for sustainability through external funding sources. Some of the most significant catalytic investments to date include allocations to emergency shelter, services to children with autism, early literacy, community clinics, Pretend City (healthy child development), and oral health.

Public/Private Partnerships

The Commission is increasingly working to bring together public and private philanthropy to support the health and development of young children. A major focus of the Fiscal Year 2016/17 Business Plan continues to be the development and implementation of sustainability strategies to support the Commission's investments. To this end, the Commission continues to work on implementing a *Pay for Success* funding structure. The Commission's recently launched child abuse prevention and early intervention program, Neighborhood Resource Network, has been selected by the Institute for Child Success to participate in a technical assistance grant that will develop a feasibility study for the implementation of a *Pay for Success* project. Additionally, the Neighborhood

Resource Network program received an evaluation grant from the Laura and John Arnold Foundation to fully fund the implementation of a randomized control trial evaluation which will help inform the design of a *Pay for Success* agreement.

The Commission, in partnership with THINK Together and the Children's Center at Caltech, has successfully developed partnerships to support early STEM professional development. Sponsors including the Boeing Company, Children's Home Society, Orange County Department of Education, and the OC STEM Initiative sponsored the 2015 Early Childhood STEM Symposium that attracted over 400 early educators and administrators. HomeAid Orange County's *Essentials for Young Lives* Diaper Drive also brings together corporate sponsors to support the donation and delivery of diapers and other essential items for mothers with babies to homeless shelters in Orange County. The sponsors include the Automobile Club of Southern California, Bank of America, CHOC Children's, Cox Communications, NBC4, St. Joseph Health Systems, Time Warner Cable and the YMCA of Orange County.

Participation in National Networks Related to Innovative Programs

It has been the Commission's belief that the successful programs developed and implemented in Orange County serve as model that can be brought to scale at the state and/or national level. Participation in these national networks benefits both our funding strategies and the broader national landscape of funders working to improve child outcomes. One example has been the Commission's selection to participate in the leadership team for the national Early Childhood Learning and Innovation Network for Communities (EC-LINC) in partnership with the Center for the Study of Social Policy and other national early childhood experts. EC-LINC is dedicated to improving results for young children by accelerating the development of community-based integrated early childhood systems including: tackling shared challenges, building and disseminating knowledge of strategies used, and developing opportunities for local leaders and state and federal policy makers to work together to accelerate deployment of strategies. Current projects have included serving as the lead organization for a Research to Action Grant and participating in the Outcomes and Metrics Workgroup focused on identifying population-level outcomes and indicators that would measure the impact of early childhood systems.

The Commission has also been an active partner in supporting the spread and scale of the Help Me Grow™ program across the state and nation. Help Me Grow is a national effort that connects children at risk for developmental and behavioral issues by providing a comprehensive, statewide, coordinated system for early identification and referral to services. The HMG system building activities include the cultivation of affiliates along with providing support for the collection and analysis of program data. The Commission and Help Me Grow Orange County continues to lead a statewide data work group that informed the development of standardized indicators that were then adopted by Help Me Grow National for affiliate reporting.

Local and Regional Funding Collaboratives

The Commission also participates in, and helped launch several local and regional efforts with other grant makers to develop joint matching fund opportunities and sharing of best practices. The Commission participates in several local planning and evaluation groups including OC Funders Roundtable, Health Funders Partnership, and the OC STEM Initiative. Working with the County, the Commission participates in The Orange County Children's Partnership, made up of public agencies and representative community agencies, focused on common goals related to improving the

conditions of Orange County’s children, and the Commission to End Homelessness. The Commission has also been an active participant on the Blue Ribbon Commission on Children in Foster Care with the Superior Court and other local initiatives with the Health Care Agency and Social Services Agency.

Strategic Communications

Generating national, regional and local support for Commission investments requires a proactive strategy to inform policymakers, local funders, and the public about the impact of Commission investments on the lives of children and families in Orange County. Through a combination of staff and professional services, the communications plan focus on three strategies:

- *Community Partnerships* - Develop and maintain relationships and support with key organizations, local elected officials, and community leaders. Provides information on the programs supported by the Orange County Commission and the impact of the programs to the overall health and education to young children and families. The objective is to create a broad awareness among Orange County leaders regarding the programs and services funded with local Proposition 10 revenues.
- *Public Awareness* - Manage and promote events and activities supported by the Commission, such as the *Essentials for Young Lives* donation drive that promotes public awareness of the partnership with HomeAid Orange County. The objective is to broaden the base of support for critical programs through additional direct funding support, individual donations and in-kind corporate support.
- *Government Relations* - Outreach activities with the Orange County State Legislative Delegation both in Sacramento and at the local district offices, including activities related to the State Budget or other legislative actions that may have a potential impact to Proposition 10. Government relations also include informational briefings and site visits to Commission funded programs and briefings with city and school district leaders. The objective is to protect local funding and decision making to Proposition 10 investments.

Reliance on Evaluation Results

Proposition 10 requires each county commission to have a plan that describes the goals and objectives to be achieved; the programs, services and projects to be provided; and how measurable outcomes of programs, services, and projects will be determined using appropriate and reliable indicators. To address this mandate, the Commission’s Evaluation Team measures progress toward achievement of the goals and objectives in the Commission’s Strategic Plan. Each year, the Evaluation Team provides the Commission with an update of its accomplishments (Section V) and recommends an Evaluation Work Plan of priority items for the coming year (Appendix B).

The Evaluation Work Plan is organized in sections related to:

- Commission-Wide Data – including the Annual Report to First 5 California and implementation of the Early Developmental Index
- Initiative-Specific Evaluations – including evaluation of the Bridges Maternal Child Health Network

- Program-Specific Evaluation - including participation in the evaluation of the First 5 California matching fund programs
- External Evaluation Efforts – including participation in the national Children’s Outcome Project and development of community indicator reports

The Evaluation Work Plans have been developed to support the Operational Imperative included in the Fiscal Year 2016/17 Business Plan as well as specifically address the priorities in Strategic Intent 2: Focus on Achieving Outcomes; and, Strategic Intent 4: Focus on Community Learning and Advancement of Knowledge. Evaluation-related Business Plan Strategic Initiatives are noted in the Fiscal Year 2016/17 Evaluation Work Plan with an asterisk (*). Resources to support these evaluation-related Work Plan projects are reflected in the Commission’s Fiscal Year 2016/17 Adopted Budget. Planned resources include staff, and on-call evaluation consultant resources.

B. Organizational Approach

Three operating principles have guided the Commission’s organizational structure and budget planning since its inception:

- *Maintain a core internal staff of limited size, made up of experienced and dedicated personnel.* This structure is intended to be flexible and responsive to issues and challenges as they arise and change overtime.
- *Leverage consultants to provide specialized technical expertise to the Commission and assist with implementation of certain programs.* Three types of consultants are engaged to support the Commission operations:
 - Project managers –supplement staff and assist in reviewing funded programs for compliance with approved scope of work, budget and all Commission contract requirements.
 - Evaluation consultants – provide expertise on evaluation-related matters.
 - On call/special technical consultants - provide short-term or one-time needed expertise on a particular matter before the Commission.
 - Professional support services consultants - provide financial planning, strategic communications, administrative, and legal counsel services.
- *Utilize County Support and Fiscal Services as needed.* The Commission has a standing agreement with the County of Orange whereby the County provides critical, required services such as treasury/investment management, general accounting, purchasing, risk management, information technology, and other support services. The agreement with the County Health Care Agency provides for a full-time evaluation manager dedicated to the Commission.

The Commission also has the ability to use other County staff resources, as needed, on a fee-for-service basis to supplement workload peaks and balance the availability of the core internal staff. The County Human Resources Department continues to assist in complex or technical matters. For example, County Human Resources is providing technical assistance as the Commission explores how to implement a pay for performance merit system.

C. Administrative Budget and Operations

The Commission's organization chart included in this document presents the proposed organization for Commission staff. The proposed staffing plan for fiscal year 2016/17 includes:

- Thirteen regular staff positions. This is an increase of one position from the fiscal year 2015/16 approved budget. Currently, one position is vacant, one full-time position has been changed to part-time, and one new program management position has been added for the fiscal year 2016/17 budget. It should be noted that the additional one-employee currently serves in an extra help position which is being transferred to a permanent part-time position.
- One dedicated staff person on loan from the Orange County Health Care Agency (Evaluation Manager).

Extra help and limited term positions will be used to support core staff and address peaks in workload requirements, as needed. These positions are not included on the organization chart.

The fiscal year 2016/17 proposed budget continues the reduced level of staff and consultant support. Since fiscal year 2009/10, total staff positions have decreased by approximately 31-percent. Overall, consulting support will remain level from fiscal year 2015/16 which is a decrease of 24-percent from the Fiscal Year 2011/12 Approved Budget to the Fiscal Year 2016/17 Proposed Budget. Specifically within administrative services, consulting support has declined by 47-percent from the Fiscal Year 2011/12 Approved Budget to Fiscal Year 2016/17 Proposed Budget.

The Commission's total program budget has declined along with the simultaneous reduction in staff and consulting support. In response, management and staff have continued to increase their scope of responsibilities. The Commission administrative budget and Long-Term Financial Plan adheres to the strict limit of 10-percent limit of administrative costs to the operating budget. The Commission complies with the administrative cost definitions as defined by the First 5 Association Financial Management Guide (Appendix A). This continues to be a critical issue and significant operational reductions have been made to maintain this limit. An increasing challenge to the administrative budget is employee benefits costs. Employee retirement and healthcare costs will continue to become a greater percentage of staffing costs for the next several years. Commission staff has limited control over these costs but will continue to monitor and plan for the cost impact.

V. FY 2015/16 Accomplishments

The Fiscal Year 2015/16 Business Plan implementation was marked by improvements in the internal management of the Commission, including development of the performance evaluation process and updated job duties and responsibilities, and continuing efforts to sustain programs and strengthen program evaluation. Examples of the Commission's successful sustainability efforts include continued work on the Bridges Maternal Child Health Network *Pay for Success* initiatives, launching a new *Pay for Success* project on child abuse prevention, and building community support for early childhood through the first-ever countywide assessment of children's school readiness at the *Learners Today, Leaders Tomorrow* Summit.

Commission management and staff regularly monitor completion of the plan objectives and review progress against the plan. The Commission also receives quarterly progress reports on the status of annual business plan through detailed reports on the specific status of each objective against the proposed timeline. All Commission staff are involved in the accomplishments of the objectives, functioning either as a team member or a team lead. All team members also provide input on each other's performance on the business plan team as a component of the annual review process. As strategic plan objectives are completed specific plans to transition or operationalize each objective are developed to ensure that the work continues, as appropriate.

Fiscal year 2015/16 was marked by the following accomplishments:

- Progress on multiple strategies to move 10-percent of the annual budget to sustainable revenue including new national philanthropic grants for evaluation, feasibility for *Pay for Success* transactions, and approval of a intergovernmental transfer transaction with CalOptima to leverage federal funds to support Commission's investments in prenatal care, children's mental health, and developmental services.
- Improved compliance with Commission policies and requirements for grantee data compliance and reporting.
- Progress on legislative advocacy efforts to reduce the burden of the Board of Equalization administrative fees. Legislative proposals are currently pending the Governor's review.
- New partnerships with the Association of California Cities, Orange County to pilot the use of Early Development Index (EDI) data through work with four cities in Orange County.
- New state and national partnerships to strengthen the Commission's evaluation efforts and increase the recognition of Orange County as an innovative community for investment. New partnerships have included the funding for the randomized control trial in partnership with the Children's Data Network at USC, funded from the Laura and John Arnold Foundation, and the EDI validation study with Dr. Greg Duncan at UCI.

FY 2015/16 Evaluation Accomplishments

In addition to meeting the state evaluation reporting requirements, the Commission participated in several high priority evaluations-related activities that focused on assisting the Commission and its funded programs support the Operational Imperatives set forth in the Strategic Plan. Highlighted evaluation accomplishments from fiscal year 2015/16 include:

- Attainment of 100-percent school district participation in the Early Development Index, providing the first ever county-wide assessment of school readiness of children in Orange County.
- Receipt of an Accelerating Assistance Award from Third Sector Capital Partners to explore the feasibility of implementing a *Pay for Success* project for the Bridges Maternal Health Network and to conduct an impact evaluation to sustain its current level of service to mothers and families in Orange County. Subsequent completion of a retrospective study of Bridges Maternal Child Health Network and comparison participants on selected CalOptima health plan measures.
- Through a structured process of surveys, site visits, and extensive input from Bridges Maternal Child Health Network partners, the Commission has been able to validate the program objectives, identify key outcomes, assess the programs alignment with the desired outcomes, assess program standardization, and conduct a gap analysis to inform the development of a process improvement plan.
- Development and implementation of a *Pay for Success* model called the “Neighborhood Resource Network” to serve families with at least one child age 0-5 which had an initial Child Abuse Report and would not receive further services from the Orange County Services Agency. In addition, funding was obtained from the Arnold Foundation to conduct a randomized clinical trial of the Neighborhood Resource Network program.
- The implementation of an evaluation of the Help Me Grow program.
- Participation in a leadership team for the Early Childhood Learning and Innovative Network for Communities.

VI. APPENDIX

A. Definition of Costs

First 5 Association of California, Financial Management Guide, 3rd Edition 2010

ADMINISTRATIVE COST	PROGRAM COST	EVALUATION COST
Costs incurred in support of the general management and administration of a First 5 commission, for a common or joint purpose that benefits more than one cost objective (other than evaluation activities), and/or those costs not readily assignable to a specifically benefited cost objective.	Costs incurred by local First 5 commissions readily assignable to a program, grantee, contractor, or service provider (other than evaluation activities) and/or in the execution of direct service provision.	Costs incurred by local First 5 commissions in the evaluation of funded programs based upon their accountability framework and data collection and evaluation for required reporting to state and local stakeholders.
General accounting/financial reporting	Direct services	Evaluation
Local annual reporting activities	Program outreach and education	Evaluation technical assistance
Financial planning	Program planning	Evaluation database
Commission/association meetings and travel	Program grants and contracts	Travel and training related to evaluation
Payroll/benefits	Program/provider technical assistance and support (formerly Quality Assurance)	
Human resources services	Program database management	
Other Costs: Legal services/consulting Contract compliance Audit Strategic planning Procurement Rent and building maintenance		

B. FY 2016/17 Evaluation Priority Areas

The following table contains high priority evaluation activities planned for FY 2016/17. Included is information about the project, statutory and evaluation requirements and planned activities. High priority evaluation projects are included for each of the following areas: Commission-Wide Data, Initiative-Specific Evaluations, Program-Specific Evaluations, and External Evaluation Efforts.

Project	Statutory and Evaluation Requirement	Planned Activities
Commission-Wide Data		
Early Development Index	Develop community indicators to inform Commission planning and monitoring of progress in meeting the developmental needs of children	Facilitate the conduction of a predictive validity study of the Early Development Index by the University of California Los Angeles and University of California, Irvine* Facilitate the expanded use of the Early Development use data for community planning such as with the Association of Cities
Initiative-Specific Evaluations		
Bridges Maternal Child Health Network	Develop evaluation approach to guide learning and design improvements for sustainability	Explore implementation options for a Prospective Evaluation study demonstrating the impact of the Bridges Maternal Child Health Network Implement a program improvement/optimization plan to improve data and outcome reporting, increase successful referrals and completion of services, and implement

		process improvements*
Capacity Building Grants	Evaluate whether investments results in sustainable and impactful increases in services for children 0-5	Implement an evaluation of capacity building grants
Catalytic Funding	Develop evaluation approach to guide learning and design improvements for sustainability	Implement evaluation process to manage accountability of the catalytic funding investments to ensure ability to communicate results and impact
Learning Link	Develop evaluation approach to guide learning and design improvements for sustainability	Collaborate with a university to implement an evaluation of the Learning Link programs document challenges of implementing programs, and provide guidelines for streamlining and further replicating the Learning Link model*
Program-Specific Evaluations		
Neighborhood Resource Network	Develop evaluation approach and provide technical assistance to guide program design and evaluation activities	Continue implementation of Pay for Success Model of the Neighborhood Resource Network* Support the University of Southern California in implementing a randomized clinical trial of Neighborhood Resource Network participants*
ACT Anaheim	Develop evaluation approach and provide technical assistance to guide program design, evaluation activities, improvements and sustainability	Continue to provide evaluation-based leadership and support for ACT Anaheim
External Evaluation Efforts		

EC-LINC	Leverage partnerships for planning, policy development and sustainability	Participate in the leadership team for the national Early Childhood Learning and Innovation Network for Communities (EC-LINC) in partnership with the Center for the Study of Social Policy and other national early childhood experts*
Collaborative Planning and Data Groups	Leverage partnerships for planning, policy development and sustainability	<p>Participate in and contribute to collaborative planning and/or community data groups</p> <p>Develop data to inform state and national funding, policies and sustainability strategies for children’s early intervention services through partnerships with school districts, foundations, elected officials, non-profit agencies, business leaders, and other public agencies*</p>
Link with Statewide Evaluation	Leverage partnerships for planning, policy development and sustainability	Participate and provide leadership in Statewide evaluation workgroups*
Ongoing Community Indicator Reports	Develop community indicators to inform Commission planning and monitor progress of meeting the needs of children	Provide leadership regarding the form and content of the Annual Report on Conditions of Children in Orange County and Community Indicators Report

*Reflects Children and Families Commission of Orange County Business Plan Strategic Intent Statements for Fiscal Year 2016-17

**Children and Families Commission of Orange County
FY 15/16 Final Operating Amended Budget**

	<u>Amended FY 15/16 Budget</u>	<u>Carryover</u>	<u>Amendments</u>	<u>Final FY 15/16 Budget</u>
<u>FINANCING</u>				
Prop 10 Tax Allocations	24,970,738	-	64,859	25,035,597
Other Revenues				
Investment Earnings	150,000	-	-	150,000
MAA Revenue	200,000	-	-	200,000
CARES Plus Program Revenue	300,000	-	-	300,000
First 5 Child Signature Program	2,173,000	-	-	2,173,000
AmeriCorps VISTA Program Revenue	141,712	-	-	141,712
AmeriCorps VISTA Program Partner Revenue	87,750	-	-	87,750
Other Revenue	218,000	-	-	218,000
	<u>\$ 28,241,200</u>	<u>\$ -</u>	<u>\$ 64,859</u>	<u>\$ 28,306,059</u>
<u>PROGRAM SERVICES</u>				
Healthy Children				
Bridges: Maternal Child Health Network	5,742,500	-	2,592,000	8,334,500
Health Access and Education	350,000	-	-	350,000
Community Clinics	827,000	-	-	827,000
Fitness/Nutrition	10,000	-	-	10,000
Children's Dental	-	-	-	-
Pediatric Health Services	3,855,750	-	2,530,800	6,386,550
School Readiness Nursing	2,987,000	-	-	2,987,000
Healthy Children Program Support	287,891	-	-	287,891
Healthy Children subtotal	<u>\$ 14,060,141</u>	<u>\$ -</u>	<u>\$ 5,122,800</u>	<u>\$ 19,182,941</u>
Strong Families				
Family Support Services	480,000	-	-	480,000
Homeless Prevention	1,570,000	-	-	1,570,000
Strong Families Program Support	65,165	-	-	65,165
Strong Families subtotal	<u>\$ 2,115,165</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 2,115,165</u>
Early Learning				
Early Learning Specialists	3,051,400	-	-	3,051,400
School District Programs	494,000	-	-	494,000
CARES Plus Program	300,000	-	-	300,000
First 5 CA Child Signature Program Transition	2,173,000	-	-	2,173,000
Community Based Early Learning Programs	1,037,700	-	-	1,037,700
Early Learning Program Support	115,424	-	-	115,424
Early Learning subtotal	<u>\$ 7,171,524</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 7,171,524</u>

**Children and Families Commission of Orange County
FY 15/16 Final Amended Budget**

<u>PROGRAM SERVICES continued</u>	<u>Amended FY 15/16 Budget</u>	<u>Carryover</u>	<u>Amendments</u>	<u>Final FY 15/16 Budget</u>
Capacity Building				
AmeriCorps/VISTA	946,917	-	(40,000)	906,917
AmeriCorps/VISTA Program Support	21,861	-	-	21,861
Performance Outcomes Management System	1,067,300	-	80,000	1,147,300
Evaluation Program Support	23,247	-	-	23,247
Technical Assistance	45,000	-	-	45,000
Capacity Building Grants & Matching Funds	540,000	(150,000)	(40,000)	350,000
Capacity Building Support & Fund Development	171,000	-	-	171,000
Capacity Building Program Support	31,963	-	-	31,963
Capacity Building subtotal	<u>\$ 2,847,288</u>	<u>\$ (150,000)</u>	<u>\$ -</u>	<u>\$ 2,697,288</u>
Subtotal	<u>\$ 26,194,118</u>	<u>\$ (150,000)</u>	<u>\$ 5,122,800</u>	<u>\$ 31,166,918</u>
Round 2 Catalytic Funding				
Healthy Children Catalytic Funding	967,500	-	2,400,000	3,367,500
Strong Families Catalytic Funding	460,000	-	-	460,000
Capacity Building Catalytic Funding	60,000	-	-	60,000
Pediatric Vision Program Catalytic Funding	500,000	-	-	500,000
Round 2 Catalytic Funding Subtotal	<u>\$ 1,987,500</u>	<u>\$ -</u>	<u>\$ 2,400,000</u>	<u>\$ 4,387,500</u>
Total Program	<u>\$ 28,181,618</u>	<u>\$ (150,000)</u>	<u>\$ 7,522,800</u>	<u>\$ 35,554,418</u>
Administrative Functions				
Commission Staffing	1,456,237	-	-	1,456,237
Strategic Communications	199,000	-	-	199,000
Professional and Technical Services	538,000	-	-	538,000
Office, Training & Operating Costs	298,319	-	-	298,319
Administrative Functions Subtotal	<u>\$ 2,491,556</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 2,491,556</u>
Total Annual Operating Budget	<u>\$ 30,673,174</u>	<u>\$ (150,000)</u>	<u>\$ 7,522,800</u>	<u>\$ 38,045,974</u>
Admin. % of Budget				
Round 1 Catalytic Funding				
Healthy Children Catalytic Funding	2,627,968	-	-	2,627,968
Strong Families Catalytic Funding	740,000	-	-	740,000
Early Learning Catalytic Funding	750,000	-	-	750,000
Capacity Building Catalytic Funding	-	-	-	-
Round 1 Total	<u>\$ 4,117,968</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 4,117,968</u>

**Children and Families Commission of Orange County
Catalytic Funding Summary**

	Catalytic Funding	Total Program Allocations	Executed / In-Process Agreement	Reserved Funding	Remaining Balance
Round 1 (Feb. 2012)	Children's Dental	20,000,000	20,000,000		
	Early Developmental Services/Autism	7,000,000	7,000,000		
	Year Round Emergency Shelter	7,000,000	7,000,000		
	Early Learning and Math	5,000,000	5,000,000		
	Healthy Child Development/Pretend City	5,500,000	500,000	5,000,000	
	VISTA/AmeriCorps ¹	25,000	25,000		
	Round 1 Total	44,525,000	39,525,000	5,000,000	-
Round 2 (Mar. 2012)	Capacity Building Grant Program	3,250,000	2,890,000	360,000	
	Partnership for Children's Health	3,000,000	2,997,260		2,740
	Prevention Services	500,000	500,000		
	Nutrition and Fitness	500,000	375,000		125,000
	Vision	1,500,000	1,500,000		
	Round 2 Total	8,750,000	8,262,260	360,000	127,740
Unallocated	Unallocated Catalytic Funding ²	1,675,000	400,000		1,275,000
	FY 14/15 additional revenue ³	700,000			700,000
	Unspent Pediatric Health Services catalytic allocation	100,000			100,000
	Total Unallocated	2,475,000	400,000	-	2,075,000

Notes:

1. \$475,000 of funding originally allocated for VISTA/AmeriCorps has been transferred to Unallocated Catalytic Funding approved October 2014.
2. Unallocated Catalytic Funding includes the additional allocation of \$200,000 FY 2013/14 revenue surplus approved December 2014. \$400,000 of unallocated is proposed to be reserved for IGT Mental Health.
3. Proposed \$700,000 of additional FY 14/15 revenue pending October approval of amended budget.

**Children and Families Commission of Orange County
FY 16/17 Proposed Budget**

	<u>Beginning FY 16/17 Budget</u>	<u>Carryover</u>	<u>Amendments</u>	<u>Amended FY 16/17 Budget</u>
<u>FINANCING</u>				
Prop 10 Tax Allocations	24,159,351			24,159,351
Other Revenues				
Investment Earnings	150,000			150,000
MAA Revenue	180,000			180,000
CARES Plus Program Revenue	-			-
First 5 Child Signature Program	-			-
First 5 IMPACT	1,833,530			1,833,530
AmeriCorps VISTA Program Revenue	-			-
AmeriCorps VISTA Program Partner Revenue	-			-
Other Revenue	163,000			163,000
	\$ 26,485,881	\$ -	\$ -	\$ 26,485,881
<u>PROGRAM SERVICES</u>				
Healthy Children				
Bridges: Maternal Child Health Network	5,713,000	-	-	5,713,000
Community Health	987,000	-	-	987,000
Children's Dental	-	-	-	-
Pediatric Health Services	3,375,750	-	-	3,375,750
School Readiness Nursing	2,987,000	-	-	2,987,000
Healthy Children Program Support	404,154	-	-	404,154
Healthy Children subtotal	\$ 14,453,904	\$ -	\$ -	\$ 14,453,904
Strong Families				
Family Support Services	430,000	-	-	430,000
Homeless Prevention	1,445,000	-	-	1,445,000
Strong Families Program Support	108,441	-	-	108,441
Strong Families subtotal	\$ 1,983,441	\$ -	\$ -	\$ 1,983,441
Early Learning				
Early Learning Specialists	2,451,400	-	-	2,451,400
School District Programs	380,000	-	-	380,000
CARES Plus Program	-	-	-	-
First 5 CA Child Signature Program Transition	-	-	-	-
First 5 IMPACT	1,833,530	-	-	1,833,530
Community Based Early Learning Programs	900,620	-	-	900,620
Early Learning Program Support	150,482	-	-	150,482
AmeriCorps/VISTA	565,000	-	-	565,000
AmeriCorps/VISTA Program Support	9,567	-	-	9,567
Early Learning subtotal	\$ 6,290,599	\$ -	\$ -	\$ 6,290,599

**Children and Families Commission of Orange County
FY 16/17 Proposed Budget**

<u>PROGRAM SERVICES continued</u>	<u>Beginning FY 16/17 Budget</u>	<u>Carryover</u>	<u>Amendments</u>	<u>Amended FY 16/17 Budget</u>
Capacity Building				
Performance Outcomes Management System	947,500	-	-	947,500
Evaluation Program Support	19,034	-	-	19,034
Technical Assistance	45,000	-	-	45,000
Capacity Building Grants & Matching Funds	500,000	-	-	500,000
Capacity Building Support & Fund Development	141,000	-	-	141,000
Capacity Building Program Support	64,530	-	-	64,530
Capacity Building subtotal	<u>\$ 1,717,064</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,717,064</u>
Subtotal	<u>\$ 24,445,008</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 24,445,008</u>
Round 2 Catalytic Funding				
Healthy Children Catalytic Funding	268,490			268,490
Strong Families Catalytic Funding	-			-
Capacity Building Catalytic Funding	-			-
Pediatric Vision Program Catalytic Funding	550,000			550,000
Round 2 Catalytic Funding Subtotal	<u>\$ 818,490</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 818,490</u>
Total Program	\$ 25,263,498	\$ -	\$ -	\$ 25,263,498
Administrative Functions				
Commission Staffing	1,360,704	-	-	1,360,704
Strategic Communications	189,000	-	-	189,000
Professional and Technical Services	533,000	-	-	533,000
Office, Training & Operating Costs	318,071	-	-	318,071
Administrative Functions Subtotal	<u>\$ 2,400,775</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 2,400,775</u>
Total Annual Operating Budget	\$ 27,664,273	\$ -	\$ -	\$ 27,664,273
Admin. % of Budget	8.68%			
Round 1 Catalytic Funding				
Healthy Children Catalytic Funding	2,627,968	-	-	2,627,968
Strong Families Catalytic Funding	740,000	-	-	740,000
Early Learning Catalytic Funding	750,000	-	-	750,000
Capacity Building Catalytic Funding	-	-	-	-
Round 1 Total	<u>\$ 4,117,968</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 4,117,968</u>

CHILDREN AND FAMILIES COMMISSION OF ORANGE COUNTY

RESOLUTION NO. ___-16-C&FC

May 4, 2016

A RESOLUTION OF THE CHILDREN AND FAMILIES COMMISSION OF ORANGE COUNTY (1) ADOPTING THE FISCAL YEAR 2016-17 OPERATING BUDGET, AND (2) CONFIRMING A 10% LIMIT ON ADMINISTRATIVE EXPENSES

WHEREAS, the Children and Families Act of 1998 requires the Children and Families Commission of Orange County (“Commission”) to adopt and annually review its Strategic Plan in order to define how funds authorized under the Act and allocated to the Commission should best be used to meet the critical needs of Orange County’s children prenatal to five years of age as codified in the Act; and

WHEREAS, the Act requires the Commission to conduct a public hearing with respect to (1) its adoption of an Annual Operating Budget, and (2) adoption of a percentage limitation of its operating budget that may be spent on administrative functions; and

WHEREAS, at its meeting of May 4, 2016, the Commission conducted a public hearing and reviewed the following documents prepared and recommended by staff and identified in the staff report for the May 4, 2016 Commission meeting with the Attachment number set forth herein: The Annual Operating Budget for the Fiscal Year 2016-17 (Attachment 6).

NOW, THEREFORE BE IT RESOLVED BY THE COMMISSIONERS OF THE CHILDREN AND FAMILIES COMMISSION OF ORANGE COUNTY AS FOLLOWS:

Section 1 The Commission finds and determines the foregoing Recitals are true and correct and are a substantive part of this Resolution.

Section 2 The Commission hereby adopts the Annual Operating Budget for Fiscal Year 2016-17.

Section 3 Pursuant to California Health and Safety Code Section 130140(d)(5), the Commission confirms a 10% of operating budget as the limit that may be expended on administrative functions.

Section 4 Notwithstanding the approval of the budget, no expenditures from the line item categories for grant funding for Program Services (or any subcategory within such categories) is authorized or may be approved except by subsequent action of the Board of Commissioners; no category is required to be funded at any particular level; no grant funding decisions for individual applicants or types of applicant will be made except in connection with specific grant processes, and no ceiling or floor for such categories is established by this budget.

Section 5 Approval by the Board of Commissioners is required to increase or decrease the existing total amount of budgeted appropriations, revenues, and/or reserves as adopted by the Board of Commissioners. The Executive Director, or designee, is authorized to transfer existing

budgeted appropriations mid-fiscal year between existing budget categories and accounts in order to pay for required operating expenses. In accordance with the Commission's Budgetary Control policy, the Commission renews its delegation of authority to approve budgetary transfers to the Executive Director for Fiscal Year 2016-17.

Section 6 The Clerk of the Commission shall append to this Resolution a copy of the Annual Operating Budget for Fiscal Year 2016-17 set forth in Section 2, as Exhibit A (which shall correspond to Attachment 6 of the May 4, 2016 staff report). Exhibit A is hereby fully incorporated as part of this Resolution by this reference and made a part hereof as though fully set forth herein.

Section 7 **Severability.** If any section, subsection, subdivision, paragraph, sentence, clause or phrase in this Resolution or any part thereof is for any reason held to be unconstitutional or invalid or ineffective by any court of competent jurisdiction, such decision shall not affect the validity or effectiveness of the remaining portions of this resolution or any part thereof. The Commission Board hereby declares that it would have passed each section, subsection, subdivision, paragraph, sentence, clause or phrase thereof irrespective of the fact that any one (1) or more subsections, subdivisions, paragraphs, sentences, clauses or phrases be declared unconstitutional, or invalid, or ineffective.

Section 8 The Clerk of the Commission shall certify to the adoption of this Resolution.

EXHIBIT A TO RESOLUTION OF COMMISSION
(ANNUAL OPERATING BUDGET FOR FISCAL YEAR 2016-17)
(attached)