

# Strategic Plan, Business Plan and Annual Budget Actions

**April 4, 2012 Commission Meeting  
Presentation for Agenda Item No. 5**



Children & Families  
Commission of Orange County

# Overview

- Annual public hearing to review and approve:
  - Strategic Plan
  - Business Plan
  - Annual budget for the upcoming fiscal year
  - Budget adjustments for the current fiscal year.
- Long Term Financial Plan is reviewed in advance of the budget and business plan to ensure budget decisions consider long term financial impacts.

# Strategic Plan

Per State Guidelines, the Commission adopted a Strategic Plan in 2000 prior to the release of any funding. The plan provides an overall framework for all of the Commission's investments and the lens to evaluate the Commission's impact on the lives of children and families in Orange County.

- **Vision**

- All children are healthy and ready to succeed.

- **Mission**

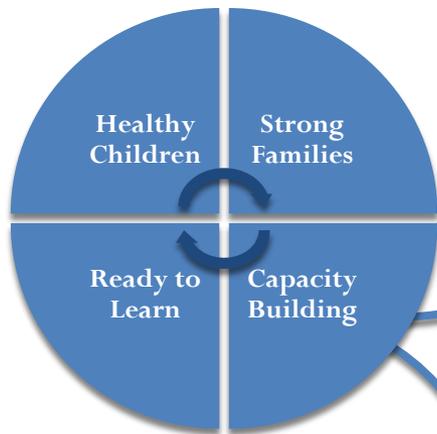
- Provide leadership, funding and support for programs that achieve the vision that all children are healthy and ready to succeed when they enter school.

- **Goals**

- **Healthy Children:** Ensure the overall physical, social, emotional and intellectual health of children during the prenatal period through age five.
- **Early Learning:** Provide early care and education opportunities for young children to maximize their potential to succeed in school.
- **Strong Families:** Support and strengthen families in ways that promote good parenting for the optimal development of young children.
- **Capacity Building:** Ensure an effective delivery system for child and family services through quality staff, efficient operations, and continual performance measurement.

# Children and Families Commission of Orange County Strategic Plan Priority Outcomes & Targets for the Next Three to Five Years

*All children are healthy and ready to succeed.*



## **Improved educational outcomes for all OC children in terms of reading and math proficiency**

- *Increased sustainability of district programs (reduced reliance on Commission funding)*
- *Innovative demonstration models replicated through the County*
- *Improved 2<sup>nd</sup> grade math and reading scores.*

## ***Program Examples***

STEM, Early Math Literacy, Early Learning Partnerships

## **Early identification and preventative services for young children to improve health and educational outcomes and reduce future system costs**

- *Increased % of children with developmental screening prior to school entry*
- *Increase in the number of families who read more than three hours per week*
- *Long-term reduction in education and health care system costs.*

Help Me Grow & Early Screening Programs, For OC Kids Autism Program, LEAPS

## **Sustainable system of critical services for young children**

- *Increase the proportion of children who have access to comprehensive, quality health care services (primary and dental care services)*
- *Increase system capacity to support the highest risk families (homeless bed nights & shelters)*
- *Sustainable primary care services (FQHC and lookalikes) and specialty resources.*

Homeless Programs, 211, CHIOC, Healthy Smiles, Primary and Specialty Care Clinics

# Long Term Financial Plan

Since 2000, the Commission has annually adopted a Long Term Financial Plan:

- Guide annual financial allocations
  - Develop sustainability strategies
  - Balance short and long-term financial priorities
  - Prepared and reviewed in advance of annual budget
  - Different from annual budget and specific contract actions - Does not specifically allocate or budget funding to programs and/or contracts
- 
- Key factors addressed annually:
    - Revenue forecast
    - Impact on sustainability
    - Potential legislative threats
    - Program funding plans

# Business Plan

- The FY 2012/13 budget continues the approximately 24 percent cut in administrative and management made with the FY 2011/12 budget.
- Business Plan reflects all planned work to be undertaken in FY 2012/13. It includes all Proposition 10 mandated work, including activities stipulated in the Proposition 10 legislation and subsequent statutory requirements.
- Lays out the key strategies and activities, and sustains the reductions that were implemented during the current fiscal year.
- Key priorities for FY 2012/13:
  - Implement the catalytic funding actions by July 1 and provide regular monitoring per contract terms and conditions
  - Continue planning for the Round 2 catalytic investments
  - Continue to prioritize sustainability planning and fund leveraging
  - Support collaborative planning with other funding partners on innovative new program development, including STEM

# Funding Strategies

- The Proposed Amended and FY 2012/13 Budget uses the following strategies for investments:
  - **Catalytic Funding** – The FY 2011/12 Budget is proposed to be amended to reflect the catalytic actions taken by the Commission in February. Funding for the Round 2 catalytic investments is included in the FY 2012/13 Proposed Budget. Catalytic funding strategies, provide an opportunity for the Commission to impact outcomes for children without requiring ongoing investments.
  - **Prioritized Direct Funding Grants** – FY 2012/13 Budget renews grant funding for high priority programs, consistent with Commission renewal action in March.
  - **Funding Collaboratives** – The Commission has participated in multi-partner investments to achieve a community outcome. Investment in homeless services is one example and will continue in FY 2012/13.
  - **Innovative Demonstration Models** – The Commission has developed innovative models that can then leverage the funding of other investors. Commission continues to work on ongoing models, such as the STEM (Science, Technology, Engineering and Math) initiative.

# FY 2012/13 Budget Assumptions

- Prop 10 revenue allocation 5% decline from FY 2011/12 – will be adjusted based on actual year end revenue.
- Continue with the planned reduction in annual spending, consistent with Long Term Financial Plan
  - FY 12/13 - Program funding = \$29 million
  - FY 13/14 – Program funding = \$27.5 million
- Two-year strategy for budget planning (Approved in December)
  - Provide a more productive planning horizon for internal planning and working with funding partners.
  - Allow initiation of cost-saving plans that may not yield benefits for 18 to 24 months.
- Grant renewals based on reduced FY 2011/12 Contracts approved at March Meeting
  - Reflect lower renewals implemented in FY 2010/11
  - Final contract amounts will be consistent with approved budget
  - Subject to annual review and adjustment, as necessary, due to any unanticipated revenue impacts
- Administrative expenses will be limited to 10% of annual budget consistent with Commission policy

# Funding Subject to Future Commission Budget Actions

- The following items have set-a-sides in the FY 2012/13 Budget and will require subsequent action by the Commission:
  - Community Clinic at El Sol Academy (Requires Matching Funds) - \$500,000
  - Specialized Nursing - \$300,000
  - Capacity Building/Matching Funds for Grants - \$250,000
  - Early Math - \$250,000
- Only initial planning funds are included in the FY 2012/13 Budget for the Round 2 Catalytic Projects:
  - Partnership for Children's Health
  - Prevention Program Planning Effort
  - Nutrition and Fitness (Child Obesity Prevention)
  - Capacity Building Grant Cycle
- No expenditures or funding are authorized for these projects in the FY 2012/13 Budget beyond the initial planning and feasibility efforts approved in the Round 2 Catalytic Project Work Plan.

# Financial and Program Management

- Provide regular Catalytic Program updates
- Continue planning for Round 2 Catalytic Investments
- Next Steps on FY 2012/13 Budget:
  - Return to the Commission in September/October with Year-end Financial Report and recommended Budget Amendments
  - Provide Commission with updates of year-end actual revenue as available
  - Regular monitoring and financial reporting
- Return in May with Commission Investment Program Recommendations for FY 12/13



**Agenda Item No. 5**  
**April 4, 2012 Meeting**

**DATE:** March 26, 2012

**TO:** Children and Families Commission of Orange County

**FROM:** Michael M. Ruane, Executive Director 

**SUBJECT:** Annual Review of the Strategic Plan, Approval of FY 2012/13 Business Plan and Budget, and Related Implementing Actions

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**SUMMARY:**

The Children and Families Commission of Orange County annually conducts a public hearing to review the Strategic Plan, and approve the Business Plan, the annual budget for the upcoming fiscal year, and budget adjustments for the current fiscal year. This year the budget adjustments include the catalytic funding programs that can be implemented during the current fiscal year. This item also includes the consultant services for the implementation of the Business Plan, and the Compliance Program report.

**Strategic Plan Annual Review**

The Children and Families Act of 1998 (Proposition 10) requires that each county commission review its strategic plan at least annually and revise the plan as necessary or appropriate. Each commission is required to conduct a public hearing on the review of its strategic plan. Adoption and annual review of the Strategic Plan by the Commission is required to maintain eligibility for Proposition 10 tobacco tax revenue. The Strategic Plan has been reviewed and updated to include current activities and titles, but the vision, mission, and goals have not changed. The vision developed for the first Strategic Plan is to ensure that all children are healthy and ready to succeed. The four established goal areas to achieve the vision are Healthy Children, Early Learning, Strong Families, and Capacity Building. Maintaining the current Strategic Plan (Attachment 1) with the updated language is recommended.

**FY 2012/13 Business Plan**

Consistent with the Strategic Plan, the Commission annually approves an operating plan. The FY 2012/13 budget continues the approximately 24 percent cut in administrative and management made with the FY 2011/12 budget. This required a significant change to the current operating model. The Business Plan reflects all planned work to be undertaken in FY 2012/13. It includes all Proposition 10 mandated work, including activities stipulated in the Proposition 10 legislation and subsequent statutory requirements. It also includes operational and programmatic priorities directed by the Commission including:

- Sustainability and Fund Leveraging – Commission staff actively works with grantees to develop plans beyond Commission funding. This has included such work as training and support for federal reimbursement programs and providing grant support.
- Collaborative Planning on Community Priorities – Since its inception, the Commission has supported community planning initiatives and collaborations. In the past year, the Commission provided staff support and planning assistance for the Ending Homelessness

Commission, and the Promise Neighborhood planning effort in Santa Ana, the OC STEM Initiative, and ongoing Capacity Building efforts.

The Commission's Business Plan for FY 2012/13 is intended to ensure that the Commission's operating plans for the next fiscal year are consistent with the priorities and objectives established by the Commission, including the goals described in the Commission's Strategic Plan. The Business Plan includes a summary of the accomplishments for FY 2011/12 and a summary of the Work Plan for FY 2012/13. The approval of the FY 2012/13 Business Plan does not authorize or obligate the Commission to any specific funding action or contract with any organization or entity. Rather, it lays out the key strategies and activities, and sustains the reductions that were implemented during the current fiscal year due to AB 99 to further the Commission's goals.

#### ***Annual Reporting and Evaluation Requirements for Proposition 10 Revenues***

Proposition 10 and subsequent legislation establish annual fiscal, evaluation and audit requirements that must be satisfied in order for a county commission to continue to receive its allocation of tax revenues. These requirements are described in detail in the Business Plan. The proposed Business Plan for FY 2012/13 includes the necessary resource allocation and staffing to comply with the minimum reporting and evaluation requirements as well as the outcomes reporting requirements established by the Commission for recipients of local funds. The Business Plan continues to rely on a combination of internal staff, county support services and contractors to accomplish this work plan in the most efficient and effective manner.

During FY 2012/13, existing needs assessments and community benchmarking projects (e.g. Conditions of Children Report, health needs assessments) were reviewed with a goal of streamlining and consolidating data collection efforts and making better use of online programs and tools that have recently become more cost-effective. A consolidated work plan was approved at the March 2012 Commission meeting. Approval of the Business Plan for FY 2012/13 (Attachment 3) is recommended.

#### ***Commission Investment Program***

Currently, the Commission does not operate a separate investment program as it has in the past for its long-term investments. All Commission funds are managed as part of the Orange County Investment Pool. A comprehensive review was initiated at the January 2012 meeting in conjunction with the proposed FY 2012-2013 Business Plan to ensure that all legal and fiscal management issues are addressed as part of any updated Investment Policy Statement which includes:

- Consideration of the formal role of County Treasurer as manager of the Commission investments.
- Investment Program Oversight and Reporting.
- Associated revisions to the Commission Investment Policy Statement, including the revisions related to US Government Debt.

With the approval of the \$45 million funding allocation plan earlier this year, and the recent renewal of program grants, there is no need for a separate investment program for the Commission. Staff will return at the May meeting with a formal plan and actions required to eliminate the duplicative investment program.

### **FY 2012/13 Budget**

The Fiscal Year 2012/13 Budget proposal includes the funding actions taken earlier this year to fund catalytic programs with the AB 99 litigation recovery funds, and renew funding for core programs that support the four goal areas. The step-down approach continues to be embedded in the approved Long-Term Financial Plan, and assumes a reduction of base budget program spending from \$30 million to \$29 million in FY 2012/13 and \$27.5 million in FY 2013/14. The budget plan continues the reduction of program spending gradually, depending on actual revenue, to bring the total budget in line with the forecasted revenue and a reduction in the long-term sustainability funds. Approval of the FY 2012/13 Budget (Attachment 4) is recommended.

The FY 2012/13 Budget maintains the Commission's policy to limit administrative expenses to 10 percent of the annual budget. Health & 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 FY 2012/13 Budget includes a 10 percent limitation of the operating budget on administrative function expenditures. This limitation is proposed for the Commission operating budget not the larger funding plan which includes the one-time catalytic investments.

### ***Funding Allocations Requiring Future Commission Action***

The FY 2012/13 Budget includes the following future funding allocation set-aside amounts for future health and early education programs. However, these allocations require, separate subsequent action by the Commission, and are not approved at this time.

<b>FY 2012/13 Set-Aside</b>	
Community Clinic at El Sol Academy (Requires Matching Funds)	\$500,000
Specialized Nursing	\$300,000
Capacity Building/Matching Funds for Grants	\$250,000
Early Math	\$250,000
<b>TOTAL</b>	<b>\$1,300,000</b>

### ***Round 2 Catalytic Work Plan***

At your March Commission Meeting, a Work Plan for the Round 2 Catalytic Programs was approved for up to \$10 million made available from the litigation recovery and project budget savings. These projects were not included in the first round of immediate funding priorities, but had the potential to offset some current funding obligations within the next three years and for out-year revenue support for key programs and reduced reliance on Commission. No formal grant funding action was taken pending the year end budget process planned for October, but initial planning and related consulting services were approved at the March Commission Meeting so that formal funding proposals could be presented over the next several Commission Meetings. The four initial projects included in the Work Plan are:

- Partnership for Children's Health
- Prevention Program Planning Effort
- Nutrition and Fitness (Child Obesity Prevention)
- Capacity Building Grant Cycle

No expenditures or funding are authorized for these projects in the FY 2012/13 Budget beyond the initial planning and feasibility efforts approved in the Work Plan. Staff anticipates a monthly report and recommendations for each project to commence at the May Commission meeting.

### **Mid-Year Fiscal Year 2011/12 Budget Adjustments**

In February 2012 the Commission approved \$45 million for the six catalytic projects. The catalytic programs will offset or reduce current and on-going funding obligations. Agreements are in various stages of development and several programs are expected to receive funding within the current fiscal year. Mid-year budget adjustments are recommended to the FY 2011/12 Budget to reflect the catalytic programs that have been approved for funding.

<b>Round 1: \$45 Million Funding Allocation Plan</b>	
Children's Dental Program	\$20 million
Early Developmental Services Autism	\$7 million
Year Around Emergency Shelter	\$7 million
Healthy Child Development (Resources for Children and Families)	\$5.5 million
Early Literacy & Math	\$5 million
VISTA/AmeriCorps	\$500,000
<b>TOTAL</b>	<b>\$45 MILLION</b>

### **Renewal of Consultant Service Agreements**

As indicated in the Business Plan, the Commission's organizational structure limits the number of permanent staff positions and has been reliant upon the support of project managers and consultants with expertise in health, early education, and operational program areas. The agreements are annually reviewed and recommended for renewal based on the Commission's approved priorities. The reduced level of support implemented in FY 2011/12 has been continued for project management consultants. These recommendations were approved at the March 2012 meeting. Approval for the remaining required administrative consultant service agreements (Attachment 6) is recommended. Level funding for Audit and Compliance services is recommended to implement the Commission's Contract Management Compliance Programs.

### ***Strategic Communications Work Plan for FY 2012/13***

The budget reductions required under AB 99 reduced the funding allocations for strategic communications. The following assumes critical strategic communication services that support Commission contractors and ensures public awareness of the impact of Proposition 10 funding in Orange County.

- A limited level of community education and prevention activities is important and may be the most cost-effective way of accomplishing Commission goals (e.g. immunizations, child health and safety programs). In addition, social media and community partnerships will be used to the maximum extent possible. Renewal of project management services performed by consultants is consistent with the proposed Business Plan. The consultant for community education and communications support is included in the consultant renewal recommendations for FY 2012/13 presented in Attachment 6.
- State legislative advocacy, public affairs, and related communication services continue to be important given the ongoing state budget challenges and potential impact on county commission funding and operations. However, the scope of services is determined by Commission policy direction and priorities. It is recommended that a scope of services be presented at the May meeting. Based upon Commission direction, staff will initiate a search process, as applicable, and return at a future Commission meeting for consideration of a contractor selection and agreement.

### **Commission Compliance Program**

There will be a presentation and update at the meeting regarding the implementation of the Compliance Program and new Contract Management Policy. The new policy implemented in FY 2011/12 allows a more flexible and targeted approach that will provide support and oversight to those contractors that need it. Contractors still receive ongoing oversight of their program performance data, compliance with scope of work, and support with organizational success and business practices on an annual basis.

### **STRATEGIC PLAN & FISCAL SUMMARY:**

The Business Plan 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.

### **PRIOR COMMISSION ACTIONS:**

- June 2011 – Approved FY 2011/12 Business Plan and Administrative Consulting Service agreements
- May 2011 - Confirmed the annual review of the Strategic Plan and the Annual Operating Budget for FY 2011/12

### **RECOMMENDED ACTIONS:**

1. Adopt resolution (Attachment 2) confirming the Commission's annual review of the Strategic Plan.
2. Approve Mid-Year Budget Adjustment to the Annual Operating Budget for FY 2011/12 to reflect the approved Round 1 Catalytic Programs up to a maximum amount of \$45 million.
3. Approve FY 2012/13 Business Plan including the Administrative Budget and Work Plan.
4. Adopt resolution (Attachment 5) approving the Annual Operating Budget for FY 2012/13, and confirming the 10 percent limitation on administrative expenditures for the operating budget.
5. Adopt Resolution (Attachment 7) authorizing the Executive Director or Designee to prepare and negotiate Amendments to Agreements with the designated organizations to provide Administrative Consultant Services for the terms and in the amounts and on the conditions as specified in Attachment 6.
6. Provide policy direction on Strategic Communications Work Plan for FY 2012/13.
7. Receive presentation on Compliance Program.

### **ATTACHMENTS:**

1. Children and Families Commission of Orange County Strategic Plan: Annual Review
2. Resolution Confirming Annual Review of the Strategic Plan
3. FY 2012/13 Business Plan
4. FY 2012/13 Proposed Budget
5. Resolution approving the FY 2012/13 Budget
6. FY 2012/13 Administrative Consultant Services
7. Resolution for Administrative Consultant Services
8. Commission Risk Assessment Program Presentation

**Contact:** Kelly Pijl



Children & Families  
Commission of Orange County

**Strategic Plan**

Presented to the Children & Families Commission of Orange County  
July 6, 2005 – Annual Review April 4, 2012

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    Appendix A: Community Indicators Resources

    Appendix B: Performance Outcome Measurement System (POMS): The  
                    Evaluation Framework

    Appendix C: Commission Resolution Adopting the Strategic Plan Update

## **I. Introduction**

### **A. 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.

### **B. 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 #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.

### **C. 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.

### **D. Annual Strategic Plan Review**

The 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

### A. 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;
- 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)*

### B. 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 is identified below and briefly described in terms of its connection to the Strategic Plan.

#### 1. 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.

#### 2. 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.

3. Ten Year Financial Planning Document

Recognizing that the Commission is operating within an environment of declining revenue, a Ten Year Financial Planning document 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 ten 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.

4. 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.

5. Performance Outcome Measurement System (POMS)

The Performance Outcome Measurement System (POMS) 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. POMS include the investment the Commission has made in a program and client based outcomes reporting program and specific evaluation reports. (*See Part IV, Section B: Performance Outcome Measurement System: The Evaluation Framework*).

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

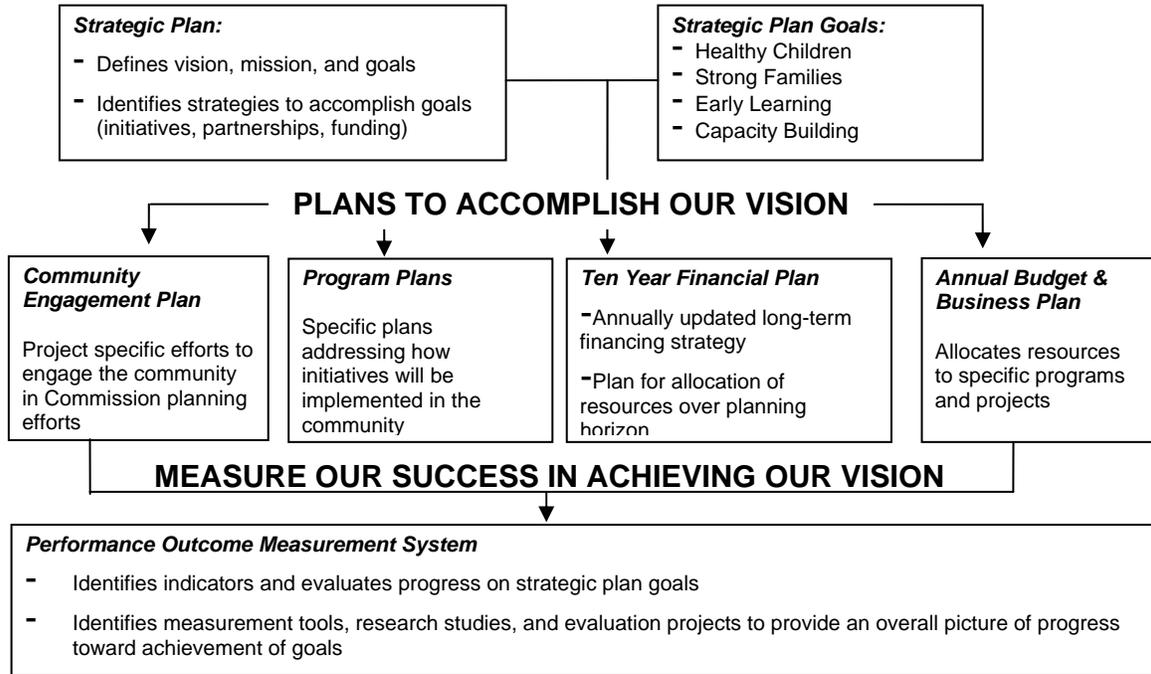
## Children and Families Commission of Orange County Strategic Planning Process

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### VISION

**All Children are Healthy and Ready to Succeed**



### **C. 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:

1. 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 County of Orange Children's Services Coordination Committee. [www.ochealthinfo.com/cscc/report](http://www.ochealthinfo.com/cscc/report)

2. Community Health Needs Assessment/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.

3. Orange County Community Indicators Project

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. [www.oc.ca.gov/ceocommunity.asp](http://www.oc.ca.gov/ceocommunity.asp)

### III. Vision, Mission and Goals

The following section describes the Commission's vision, mission and goals for Orange County children. 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.

#### A. 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 succeed

#### B. 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 succeed when they enter school.

#### C. Goals

##### 1. Goals and Initiatives

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***

Ensure the overall physical, social, emotional and intellectual health of children during the prenatal period through age five.

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

**a. Early Intervention**

Each child should have a healthcare home where they receive regular, quality, preventative care and the foundation needed for optimal development. Early detection of health conditions or developmental delays is achieved through partnerships with health care and service providers that identify children at-risk and link caregivers to a network of family support services. Health access strategies that encourage maintenance of health coverage and promote appropriate utilization of pediatric care are essential to this strategic goal area. The Commission furthers its goals in these ways by educating parents of newborns about early childhood development.

**b. Child Health and Safety**

Through partnerships among physicians, public health professionals, and service providers, the Commission provides leadership to reduce deaths and disabilities due to preventable causes. Examples include: injury prevention and safety training; respite care, counseling, and therapy for families with disabled children; improved child passenger safety; and integrated approaches to prevent intentional and unintentional injuries.

**c. Fitness and Nutrition**

Programs that implement strategies specific to the prevention of obesity in children zero through five can improve children's long term health and well being.

**d. 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.

**e. Pediatric Primary and Specialty Care**

The Commission fosters a strong children's health care delivery system in Orange County. Programs targeted at assessing and treating conditions of increasing prevalence, such as asthma and autism, are an important component of the overall system of pediatric care.

**f. Health Access**

A child's health is heavily influenced by access to health care. Access is improved through the direct provision of health care to access 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.

**g. School Nurses**

School nurses provide services including general health and development screenings and ensure proper immunizations prior to a child's first day of school. They also can provide parent education to increase awareness about child health issues, access to health care and other available community resources. The Commission views funding and supporting school-based nurses for young children 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.
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Within this goal area, the Commission considers the following programmatic initiatives in reaching the goal:

**a. Community Partnerships**

The Commission leverages existing community resources by working with community organizations to use facilities during non-peak, school hours to offer child health and development programs to young children and their families.

**b. Community Outreach and Education**

The Commission partners with the media to provide child development information through community outreach programs to support and strengthen families.

**c. Homeless Prevention**

Children learn and succeed better when they have a strong, stable, nurturing environment – in other words, a home. The Commission works with local agencies to fund transitional shelters and support services for families with young children.

## ***Early Learning***

Provide early care and education opportunities for young children to maximize their potential to succeed in school.

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

**a. 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.

**b. 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, health and safety support to early care providers, and the Orange County Child Care Coordinator.

## **Capacity Building**

Promote an effective delivery system for child and family services.

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

**a. 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/VISTA members serve with key community service organizations supporting programs for children and families.

**b. Commission Operations/Infrastructure**

Infrastructure includes expenditure requirements for general operations including staffing, professional and technical services, public outreach and communication, and fiscal and program oversight. The Commission operates with a small core staff and uses outside contractors to support the programs and grants as needed. Professional and technical services are contracted out for services including: legal counsel, auditors, financial consultants and other professional support. Public outreach and communication includes promoting early child development and strategies in the community.

**c. Technical Assistance**

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

**d. Capacity Building Grants**

The Commission competitive grants are for existing or new organizations to deploy new services to children through age five and their families.

**e. Performance Outcomes Measurement System (POMS)**

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, Part B.

**f. Program Grants**

The Commission allocates funding for a wide range of programs including local community groups and service organizations, social services partners, school districts, government organizations, faith-based groups, local hospitals and health clinics, family shelters, and neighborhood organizations to ensure that young children in Orange County are healthy and ready to succeed.

2. Common Strategies Across Goals

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

a. **Outcomes Based Funding**

Programs are funded based on outcomes and results are tracked.

b. **Unique Partnerships**

The Commission has stimulated new partnerships to promote and address the needs of young children.

c. **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.

d. **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.

e. **Prevention and Early Intervention**

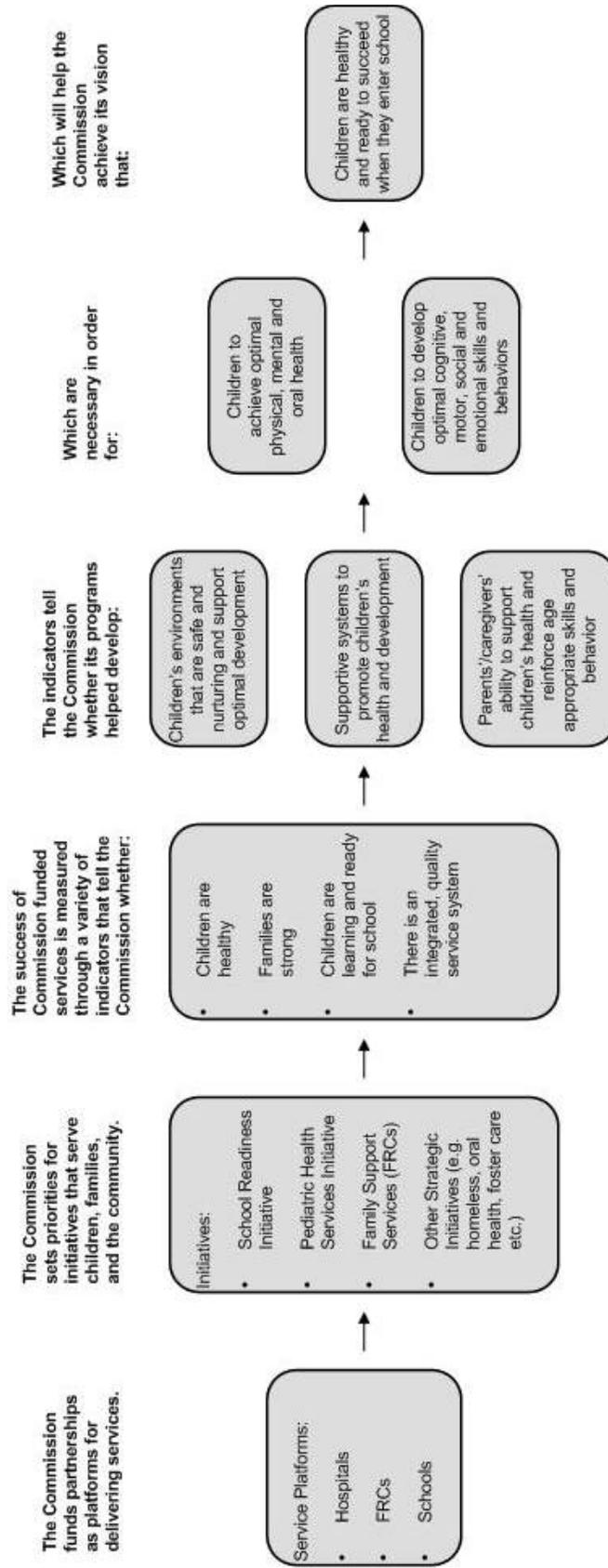
Programs emphasize addressing early identification and prevention.

3. 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 on the following page displays the *Pathways to School Readiness*.

## Pathways to School Readiness: Measuring Progress



4. Community Outreach & Communication

The Commission uses various outlets to communicate its vision and goals to the public, including partnerships with local media outlets and participation in community events.

**D. 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.

1. Promote and fund high quality services modeled after research-based, proven strategies which have planned publicly accountable outcomes.
2. 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.
3. 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.
4. Foster sustainability by building community capacity to support families and focusing on policy-level issues and decisions.
5. 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.

## 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 six implementing programs for achieving the Strategic Plan goals and objectives.

### A. 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 Ten Year Financial Planning document guides the Commission’s long-term funding strategies and included plans to develop a sustainability fund to allow for continued program funding, despite declining revenues.

Four strategies are authorized by this Strategic Plan to direct Commission funding for programs benefiting the health and early education of young children:

#### 1. Commission Directed Initiatives

Commission directed initiatives reflect programs that community based and public agencies in partnership with the Commission use to design and implement new countywide programs to improve the outcomes for children 0-5 and their families. These may include capital projects, statewide initiatives, health and safety programs, school readiness programs, and others.

#### 2. Program Grants

Program grants are competitive grants or grant renewals in which agencies design programs they believe will serve a specific need either in a geographic or demographic segment of the 0-5 population and their families. Agencies apply for funding to execute proven and promising interventions within a targeted geographic area or population. This competitive process is used to fund organizations that establish essential new programs or services to meet the identified needs of young children and their families. The programs and strategies funded and contained in the Commission’s budget link directly back 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.

3. Capital Improvement Projects

The Commission has used its funding authority to fill gaps in project needs. Gaps often arise because existing funders do not have flexibility to provide the necessary resources for a program to get started. The Commission will carefully balance its funding investments. As situations warrant, the Commission will also invest, but not be limited to capital improvement projects, human resources, planning grants, and consulting services to support program success. It is the Commission's intention to utilize the flexibility within Proposition 10 to maximize the potential for fund leveraging and available matching funds.

4. Capacity Building Grants

The Commission recognizes that some of the most innovative programs for children and families start as pilot efforts and that there continues to be tremendous gaps in providers that can adequately address the needs of young children. Capacity Building grants are designed to usually provide a one-time grant to agencies or collaboratives attempting to develop the organizational or service capacity to provide services to the 0-5 population in Orange County. Agencies eligible to apply have either (1) limited resources and need assistance in developing the organizational and institutional capacity to effectively plan for services or (2) are initiating a new needed service and require assistance to plan for service deployment, develop agency partners, or refine a service deployment plan. Agencies receiving these funds are required to prepare either a service or business plan.

**B. Performance Outcome Measurement System: 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 Performance Outcome Measurement System (POMS) Evaluation Framework is presented in a matrix of the specific outcomes, indicators and measures that the Commission will track for evaluation purposes. This POMS 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 POMS 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.

1. 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).

2. 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.

**C. Successful 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:

1. Orange County Health Care System

The Commission has partnered with birthing hospitals in Orange County 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 annually. The Commission also partners with the leading pediatric hospitals to provide pediatric and specialty care programs.

2. 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.

3. Media Outlets

The Commission recognizes the importance of strong media partnership to promote community awareness and education on the importance of the first five years of life. The Commission has developed successful partnerships with Orange County media outlets.

4. Business Community

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

5. 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.

6. 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/VISTA 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.

## **D. 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 Community Advisory Committee provides input and recommendations on programs and issues as directed by 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 a part of the annual budget process.

## **E. 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. Input to develop recommended changes has been received over the term of the Commission from:

- Commission grantees as they have developed their program work plans and program evaluation programs.
- Commission representatives and technical experts who have contributed new knowledge related to outcomes evaluation as standards are developed in specialized areas such as in the early care and education arena.
- Commissioners, Community Advisory Committee, and community members who have refined priorities through the development of program specific strategic plans.

## **F. 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.

1. 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.
2. 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.
3. 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.

4. 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.

5. 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 policy required for initial and future implementation. Current leveraging strategies include:

- Medi-Cal Administrative Activities (MAA)
- Targeted Case Management (TCM)
- Early and Periodic Screening, Diagnosis and Treatment
- California First 5 Commission Matching Fund Programs
- AmeriCorps/VISTA Service Corp
- Foundation Grants

## List of Appendices

Appendix A: Community Indicators Resource List

Appendix B: Performance Outcome Measurement System (POMS): The Evaluation Framework

Appendix C: Commission Resolution Adopting the Strategic Plan Update

**CHILDREN AND FAMILIES COMMISSION OF ORANGE COUNTY**

**RESOLUTION NO. \_\_\_-12-C&FC**

**April 4, 2012**

**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 April 4, 2012, the Commission conducted a public hearing and reviewed the following documents prepared and recommended by staff and identified in the staff report for the April 4, 2012 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 April 4, 2012 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 April 4, 2012 to wit:

AYES: Commissioners: \_\_\_\_\_

NOES: Commissioner(s): \_\_\_\_\_

EXCUSED: Commissioner(s): \_\_\_\_\_

ABSTAINED: Commissioner(s) \_\_\_\_\_

\_\_\_\_\_  
CHAIR

STATE OF CALIFORNIA    )  
                                          )  
COUNTY OF ORANGE    )

I, SUSAN NOVAK, 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.

\_\_\_\_\_  
SUSAN NOVAK  
Clerk of the Commission, Children and Families Commission of  
Orange County, County of Orange, State of California

Resolution No: \_\_-12-C&FC

Agenda Date: April 4, 2012

Item No. \_\_\_\_



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

SUSAN NOVAK, Clerk of the Commission

By: \_\_\_\_\_  
Deputy

**EXHIBIT A TO RESOLUTION OF COMMISSION  
STRATEGIC PLAN (FISCAL YEAR 2012-13 REVIEW)  
(attached)**

# Business Plan for FY 2012/13



Children & Families  
Commission of Orange County

*April 4, 2012*

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## **I. VISION**

Orange County's young children need safe, supportive and nurturing environments to be healthy and ready to succeed in life. The Children and Families Commission of Orange County supports an ever-growing number of programs and organizations so that:

*All children are healthy and ready to learn when they enter school.*

## **II. MISSION STATEMENT**

Provide leadership, funding and support for programs that achieve the vision that all children are healthy and ready to succeed when they enter school.

## **III. GOAL AREAS**

The following section describes the Commission's goals for Orange County children. The following four strategic goal areas further refine and delineate the Commission's desired results over the coming years.

### **Healthy Children**

Ensure the overall physical, social, emotional, and intellectual health of children during the prenatal period through age five.

### **Strong Families**

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

### **Early Learning**

Provide early care and education opportunities for young children to maximize their potential to succeed in school.

### **Capacity Building**

Promote an effective delivery system for child and family services.

## **IV. OVERVIEW**

California voters passed Proposition 10, the California Children and Families First Act (the Act) in 1998. The Act provided for a 50 cent per pack excise tax on cigarettes. The monies collected are restricted to funding parent education, health and early care programs that promote early childhood development from the prenatal stage through age five.

The Act enabled the Board of Supervisors for each county to establish a Commission for its county. On December 15, 1998, the Orange County Board of Supervisors adopted County Ordinance No. 98-18, establishing the Children and Families Commission of Orange County. In February 2000, the Children and Families Commission of Orange County adopted its first Strategic Plan to become eligible for Proposition 10 tobacco tax revenue allocations. Annual

review of the Strategic Plan is required by the Act to maintain the Commission's eligibility to receive Proposition 10 tobacco tax revenue. In July 2005, the Commission adopted an update to the Strategic Plan, which reflected the Commission's new initiatives for children's programs, successful partnerships with other agencies in the community to provide children's services, results of the Commission's efforts to leverage existing community resources to provide additional children's services, and other updated program information.

Since its inception, the Commission and staff have worked diligently to develop and refine the organizational and operational infrastructure to achieve its mission and goals. As the Commission celebrates ten years of operation, the Commission can point to a wide range of programs and services implemented that have improved the health and school readiness of children prenatal through age five.

The Work Program included in this Business Plan identifies the key accomplishments of FY 2011/12 and planned objectives for each of the goal areas funded by the Commission for FY 2012/13. Also included are the catalytic programs that were approved in February 2012 with litigation recovery funds. The AB 99 legislation attempted to take \$1 billion in Proposition 10 revenue statewide; a \$51.4 impact to the Children and Families Commission of Orange County, but was overturned by Fresno Superior Court in November 2011.

This Business Plan contains three main components for FY 2012/13:

- ◆ Summary of the Proposed Work Plan
- ◆ Resource Plan
- ◆ Adopted Annual Operating and Administrative Budgets

The Business Plan is primarily directed to the Commissioners to ensure that operating plans are consistent with the Commission's priorities and objectives. 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 2012/13 Fiscal Year.

## **V. SUMMARY OF PROPOSED 2012/13 WORK PLAN**

The Proposed Work Plan addresses the major actions for staff to pursue during the coming fiscal year. The framework for presenting the annual Work Plan is primarily based on the four goals contained in Commission's Strategic Plan. In addition, the budget category of Fiscal Management and Oversight was included to present accomplishments and goals that are of an administrative monitoring and compliance nature. This approach will continue to provide a connection between the Commission's Strategic Plan goals, accomplishments, and the proposed Work Plan.

The Work Plan for achieving these objectives is presented in Section VIII: Accomplishments and Work Plan by Goal Area. Highlights of the accomplishments and major activities associated with each goal are also included for the prior fiscal year.

### *Unique Role of Orange County Commission*

The Business Plan reflects all planned work that will be lead or directed by staff. In addition to the duties and responsibilities as a local county commission, the following additional roles and responsibilities have been established. It includes both operational and programmatic priorities directed by your Commission including:

#### Statewide Administrator for VISTA Program

The Commission has served as the fiscal and administrative lead since October of 2006 for the four county Commissions that participate in the VISTA program. In this role, the Commission provides technical assistance and administrative support to the participating commissions. This includes reimbursed living stipends, end of service cash awards, providing technical assistance and support to the participating county's including but not limited to member recruitment, members and supervisors training, and member evaluations, and reporting.

#### Participation in National Networks Related to Innovative Programs

Achievement of the goals and objectives set forth in the Strategic Plan is benefitted by participation in national, statewide and regional networks to share learning and promote strategies that are outcomes-based and results oriented. These networks have also been valuable in promoting the development of community, philanthropic and government partnerships. One example has been the Commission's selection to participate in the national "Children's Outcome Project" learning community that promotes multi-sector, place-based initiatives on behalf of children. Sponsored by Nemours, The California Endowment, and an anonymous donor, the select state and local teams, along with national program experts, share their work to improve the health and well-being of children and inform federal policy to better support this work.

#### Innovative Sustainability Strategies

The Commission has consistently prioritized investments that increase long-term sustainability. These have been in the following categories:

- Increasing catalytic investments to ensure that services will continue to be provided without continued Commission funding, such as a one-time capital project with multi-year service payback requirements.
- Federal and state leveraging opportunities such as Targeted Case Management (TCM), Medi-Cal Administrative Activities (MAA), AmeriCorps and AmeriCorps VISTA.
- Grantee fund development, including specialized work with organizations that are uniquely positioned to increase their revenue and reduce reliance on Commission funding.

As an example, since inception, the Commission and funded programs have increased local budgets by over \$20 million through the leverage of Commission dollars with federal programs such as MAA, TCM. In addition, EPSDT, Titles I-IV, CNN, Even Start, and Head Start have also provided significant additional funding streams for Commission funded programs.

### Develop Capacity and Sustainability of Commission Grantees

The Commission is invested in 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.

### Public/Private Partnerships to Support Community Education and Initiative Development

The Commission funds the Early Literacy Program (ELP) that supports the implementation of early literacy activities throughout the County including Reach Out and Read, Raising a Reader, and Read for the Record. The ELP received grants to support the program from the United Way and the Weingart Foundation. The ELP has also received community grants from Target stores, and proceeds from fundraisers with Barnes & Noble Bookstores and Starbucks. The Commission also collaborates with the Samueli Foundation to promote STEM (Science, Technology, Engineering and Math) education. The STEM Lab website was created following the successful 2010 STEM Summit and articles are posted monthly on the importance of STEM education for children from preschool through high education.

### Funding Collaboratives

The Commission also participates and helped launch several local and regional efforts with other grant makers to develop joint matching fund opportunities and sharing of best practices. These efforts include OC Funders Collaborative, Health Funders Partnership, and the emerging STEM Education Funders Initiative.

### **Impact of AB 99**

AB 99 legislation that would have taken \$1 billion statewide from First 5/Children and Families Commissions was over turned by the Fresno Superior Court in November 2011 and was not appealed by the State Attorney General. Orange County's payment would have been \$51.4 million. A 36 percent reduction was adopted in the FY 2011/12 Budget to comply with AB 99 and will not be reinstated as a result of the successful litigation. The majority of the \$51.4 million that was set-aside for pending payment to the state was allocated in February 2012 for one-time catalytic projects to ensure the long-term implementation of health and early learning services in Orange County.

The long-term impacts identified in the FY 2011/12 Budget require the following actions during FY 2012/13:

1. Ongoing fiscal management practices to ensure that actual expenses and revenues are consistent with the projections and that the cap on administrative functions is not exceeded.
2. An update of the Long Term Financial Plan includes planned 3-year Operating Budgets based on the new financial condition of the Commission.
3. A reassessment of catalytic and ongoing funding priorities for subsequent Fiscal Years that match funding capacity and Commission goals.

The following Resource Plan section addresses long-term funding priorities and catalytic investment opportunities.

## **VI. RESOURCE PLAN**

Following is the organizational structure and resources necessary to execute the Commission's Business Plan for FY 2012/13. The resources include Commission staff as well as consultants and other technical resources.

### **Commission Committee Structure**

The Commission has established three formal committees that carry out special duties and functions described below:

- ◆ **Community Advisory Committee** is comprised of experts and community leaders to advise the Commission regarding emerging research and issues pertinent to the health and development of young children, best practices and catalytic investments and provide high quality, strategic advice on priority programs and issues. (Committee began operation in FY 2011/12)
- ◆ **Pediatric Health Services Committee** oversees Commission investments in pediatric health services. In addition, this Committee identifies priority pediatric health needs in Orange County and develops recommended programs to improve children's health.
- ◆ **Investment Oversight Committee** ensures oversight and public transparency regarding the investment structure and activities related to the investment of available Commission funds. The Committee has four member categories: Commission Executive Director, Orange County Treasurer, public agency Treasurer or Investment Officer, and two at-large public members. The Executive Director and the Orange County Treasurer serve as ex-officio members of the Committee. Once policy decisions regarding the Investment Policy and the administration of the Commission's investments have been made, the ongoing need for the Committee will be reevaluated.

### **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. Consultants often provide short-term or one-time needed expertise on a particular matter before the Commission.
- ◆ 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 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.

Given the Commission's leadership role in the community in championing strategies and redeployment of existing resources to meet current and emerging needs of young children, both core staff and specialized consultants must have the expertise and skills to lead and launch expanded initiatives. Recent endeavors include the Children's Partnership Work Groups, Homeless 2020, Special Needs and Blue Ribbon Commission Autism Committee Work Groups, implementation of CARES Plus, ARRA Health Science Research /Infrastructure grant, and Early Literacy Program.

### **Organization and Staffing**

The Commission uses consultants to provide a range of required support services including Legal Counsel, Financial & Strategic Planning, Strategic Communications, and Program Consultants. This allows the Commission to maintain a relatively small core staff, flexibility, and a strong team approach to balancing workload. The Commission's organization chart included in this document presents the proposed organization for Commission staff. The proposed staffing plan for FY 2012/13 includes:

- ◆ Thirteen regular staff positions. This is a reduction of two regular positions.
- ◆ The current organizational structure will be reviewed and adjusted to reflect these staffing reductions and shift in responsibilities.
- ◆ Professional Services consultants to provide financial planning, strategic communications, administrative, and legal counsel services.

Program Consultants serve as technical experts supporting program development and oversight. 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.

### **Legislative & Statutory Requirements**

The Business Plan was 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, and is consistent with First 5 California Guidelines for County Commissions.

<b>Proposition 10 – The Children and Families Act of 1998 (H &amp; S Code 130140)</b>	<b>First 5 California Guidelines for County Commissions</b>	<b>Statutory Policies Enacted by State Legislature</b>
<ul style="list-style-type: none"> <li>• 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&amp;S Code, section 130140(a)(1)(C)(ii).</li> <li>• At least annually, review county strategic plan and revise the plan as necessary/appropriate.</li> <li>• Conduct at least one public hearing before the plan is adopted, and before any revisions to the plan are adopted.</li> <li>• Submit adopted plans and any subsequent revisions to the State Commission.</li> </ul>	<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. According to state level guidelines that have been established, four strategic results should be pursued:</p> <ol style="list-style-type: none"> <li>1. Improved Child Health: Healthy Children</li> <li>2. Improved Child Development: Children Learning and Ready for School</li> <li>3. Improved Family Functioning: Strong Families</li> <li>4. Improved Systems: Integrated, Consumer-Oriented, Accessible Services</li> </ol> <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"> <li>• <b>AB 109</b> (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.</li> <li>• <b>AB 2932</b> (Chapter 111, Statutes of 2006) specifies the conflict of interest and contracting/procurement statutes with which commission policies must comply.</li> <li>• <b>SB 35</b> (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.</li> </ul>

## VII. FY 2012/13 ADOPTED ANNUAL OPERATING AND ADMINISTRATIVE BUDGET

On April 4, 2012, the Commission conducted a public hearing to consider the Commission’s annual operating and administrative budget for FY 2012/13. The budget was prepared in accordance with the most recent update of the Multi-Year Financial Plan and the Round 1 Catalytic Funding Allocation Plan approved at the February 2012 Commission meeting.

The Commission considered a baseline operating budget for FY 2012/13 of \$32.5 million with an additional \$45 million included separately for the approved Round 1 Catalytic Funding. The following table depicts the baseline operating budget for FY 2012/13 as compared to the adopted FY 2011/12 Commission budget.

<b>Program Expenses</b>	<b>FY 2011/12 Adopted Budget</b>	<b>FY 2012/13 Baseline Budget</b>	<b>FY 2012/13 Catalytic Funding Plan</b>
Healthy Children	\$17,795,000	\$16,677,500	\$27,000,000
Strong Families	\$ 4,150,000	\$ 3,250,500	\$12,500,000
Early Learning	\$ 6,076,025	\$ 6,716,025	\$ 5,000,000
Capacity Building	\$ 2,000,000	\$ 2,531,695	\$ 500,000
One-Time Catalytic Set-Aside	\$ 1,750,000	\$ -	\$ -
Administrative Functions	\$ 3,500,000	\$ 3,269,396	\$ -
<b>TOTAL BUDGET</b>	<b>\$35,271,025</b>	<b>\$32,445,116</b>	<b>\$45,000,000</b>

Impacts to the administrative budget, which includes the reduced staffing to carry out mandated functions and other unique roles of the Commission, are included in the Work Plan with “Financial Management and Oversight”. The Administrative Budget was reduced to comply with the 10% limitation on administrative function expenditures, as required by the Health & Safety Code Section 130140 and by Commission approved policy. By Commission direction, the percentage cap for administrative costs is based upon the Baseline Budget and does not include Catalytic Funding.

The following table depicts the administrative funding decreases by budget category.

<b>Category</b>	<b>Description</b>	<b>FY 2011/12 Budget</b>	<b>FY 2012/13 Budget</b>
Professional and Technical Services	Legal, Fiscal Services, Auditing, Investment, Procurement & County Support Services	\$820,000	\$820,000
Commission Staffing	Salary and Employee Benefit Costs for Commission Positions	\$2,024,000	\$1,834,396
Strategic Communications	Community Education, Media, Website & Legislative Advocacy	\$246,000	\$205,000
Office Budget, Training and Operating Costs	Lease Costs, Equipment & Supplies, Transportation, & Meetings	\$410,000	\$410,000
<b>TOTALS</b>		<b>\$3,500,000</b>	<b>\$3,269,396</b>

### *Allocation of Costs Structure*

The Commission's financial management practices are fully compliant with all applicable Generally Accepted Accounting Principles for government and have been updated to be consistent with the recently released Governmental Accounting Standards Board (GASB) 34 reporting requirements. GASB issues accounting standards that ensure governmental accounting and reporting is conducted effectively and in the public interest. Additionally, the Commission relies on the First 5 Financial Management Guide, developed as a compendium of best practices in financial management for all county commissions by the Government Finance Officers Association (GFOA), to guide its financial operations, reporting and related practices.

The Financial Management Guide identifies three types of cost as defined in the following table: administrative, program and evaluation costs. While the overwhelming majority of the Commission costs are program costs, the Commission does incur some administrative and evaluation costs. Administrative costs are limited to 10% of the annual budget, per Commission policy. Evaluation costs relate to the mandated requirement that Commission collect and report outcome data to review progress against its Strategic Plan. Evaluation costs include data collection and system costs, and the costs of evaluators and staff to review and analyze client and service data provided by grantees.

## ALLOCATION OF COSTS

Administrative Costs	Program Costs	Evaluation Costs
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 Maintenance		

First 5 Association of California, Financial Management Guide, 3<sup>rd</sup> Edition 2010

## VIII. ACCOMPLISHMENTS AND WORK PLAN BY GOAL AREA

### COMMISSION STRUCTURE



COMMISSION GOAL AREAS			
Healthy Children	Strong Families	Early Learning	Capacity Building
<ul style="list-style-type: none"> <li>• Bridges Maternal Child Health Network</li> <li>• Children’s Dental</li> <li>• Community Clinics</li> <li>• Fitness and Nutrition</li> <li>• Health Access and Outreach</li> <li>• Pediatric Health Services</li> <li>• School Nursing</li> </ul>	<ul style="list-style-type: none"> <li>• Family Support – Developmental Screening / Early Intervention</li> <li>• Homeless Prevention</li> </ul>	<ul style="list-style-type: none"> <li>• Early Learning Specialists</li> <li>• School District Programs</li> <li>• Countywide Services &amp; Demonstration Programs</li> </ul>	<ul style="list-style-type: none"> <li>• AmeriCorps/ VISTA</li> <li>• Performance Outcome Measurement System</li> <li>• Matching Grant Program for Safety Net Organizations</li> <li>• Fund Development</li> <li>• Fiscal Leveraging</li> </ul>
Financial Management & Oversight			
Office Administration	Finance & Accounting	Contracts Administration	Strategic Communications

**HEALTHY CHILDREN**

**GOAL:** *Ensure the overall physical, social, emotional, and intellectual health of children during the prenatal period through age five.*

Program	Program Description
Bridges Maternal Child Health Network	The Bridges Network provides an intensive focus on maternal and child health outcomes including prenatal care, breastfeeding, and use of a regular place for healthcare and appropriate immunizations. Network providers include high birth hospitals, home visitation providers, and public health nursing.
Children’s Dental	Collaborative programs directed at prevention of decay in primary teeth in children through age 0-5, Healthy Smiles for Kids of Orange County conduct screenings, provide sealants and fluoride treatments, offers parent and caregiver education, and restorative treatment to families with young children in Orange County.
Community Clinics	Increases the percentage of healthy children in Orange County by ensuring the availability and use of a “health home” for physical, dental, and mental health services, through primary care encounters to children ages prenatal through five. Increases health coverage and facilitates access to quality pediatric care and primary care with doctors and nurses trained to provide prenatal screenings, checkups, and immunizations.
Fitness/ Nutrition	Provides implementation assistance to participating Boys & Girls Clubs for the implementation of the Project LEAN Start program and participates in countywide obesity planning groups.
Health Access and Education	Countywide information and referral resource that provides specific information targeted to the 0-5 population on basic services and health access programs.
Pediatric Health Services	The Pediatric Health Services increase access to pediatric primary and specialty care services through collaborative programs including: Asthma, Pediatric Primary Care Expansion, and Early Developmental Programs; which provides the infrastructure for a developmental services pathway for young children including an easily accessible point of entry for comprehensive evaluation and diagnosis for neurodevelopmental concerns.
School Nursing	School Nurses are an integral element to promote healthy and productive learning. School nurses provide services including general health and development screenings and ensure proper immunizations prior to a child’s first day of school. They also can provide health education to increase awareness about healthy child development, child health issues, and access to health care and other community resources.

**FY 2011/12 Accomplishments**

- Enhanced client care and staff efficiencies through addition of Public Health Nursing to the Bridges Connect system for referrals from hospital throughout the Bridges Maternal Child Health Network.

- ☑ Launched Targeted Case Management module to the Bridges Connect software providing automated claiming by participating Home Visitation providers.
- ☑ Developed list of referral resources for Bridges Network hospital nurses to assist in meeting client needs in light of the significant reduction to the Health Access Program.
- ☑ Updated and improved marketing materials to reflected revised Bridges Network services and provided source document for local printing by Network agencies.
- ☑ Implemented partnership with Help Me Grow for outreach to new partners and referrals into the Bridges Network through their public information number.
- ☑ Linked with Families and Communities Together to place Bridges Network information on the FaCT website including network marketing material and interactive referral forms for all network programs.
- ☑ Enhanced identification of high-risk families by hosting interdepartmental Bridges Network orientation meetings with program screeners, social workers, maternity nurses and hospital management resulting in improved service integration and referral.
- ☑ Linked community resources to Bridges Network providers to offset the loss of health access services in the west and central part of the county including development of comprehensive resource list for the hospitals and working with Children's Health Initiative-OC and CalOptima in strategic placement of additional Certified Application Assistors in the community.
- ☑ Redesigned Infant Home Visitation referral patterns to effect changes in reducing from three providers to two providers.
- ☑ Commission grantees worked in partnership with County, the American Academy of Pediatrics and other related agencies to address the practices of vaccine refusal for young children.
- ☑ Increased parent knowledge of healthy child development and developmental screening through the efforts of Pretend City's "Good to Go from Head to Toe" program in collaboration with other Commission-funded programs including Help Me Grow, to provide families with developmental screenings and linkage to services.
- ☑ Successfully completed the identification of catalytic investments for the Community Clinic program investments focusing maintain or expanding services while reducing the Commission's financial contribution beginning in FY13/14.
- ☑ Identified and linked Healthy Smiles for Kids of Orange County with UniHealth Foundation to provider fiscal sponsorship and technical assistance services.
- ☑ Continued outreach to low income families to participate in fitness and nutrition programs through the Boys and Girls Clubs.
- ☑ Implemented programs with 42% AB 99 reduction in Pediatric Health Service program funds and related work plan priorities including: redesign CUIDAR to meet broader service needs and develop revenue model for services and to explore innovative partnerships for sustainability and revenue strategies with For OC Kids.
- ☑ Expanded access to pediatric subspecialty care through the selection of three Pediatric Specialists to receive loan repayment assistance in exchange for 3 years medical service to underserved communities in Orange County. Two candidates have a specialty in pediatric neurology and one in developmental pediatrics. Program management has been successfully transitioned from Health Professional Education Foundation to the Public Health Foundation Enterprises.

- ☑ Participated with the Orange County Children's Partnership ad hoc committee's review of the review of the Child Abuse Services Team medical service resource needs to address prevention, diagnosis and treatment of child abuse along with review of need for a more comprehensive program integrated with the community to also serve child neglect.
- ☑ Along with Help Me Grow - Orange County and the Statewide Screening collaborative, started implementation of the California's Help Me Grow replication site. Participating counties include Orange, Fresno, and Alameda.
- ☑ Developed new Medical Officer position for Orange County schools in partnership with Hoag Memorial Hospital Presbyterian and Mental Health Services Act. Position will serve as a critical liaison between the schools, School Nurses and the medical community.
- ☑ School Nurse effectively provided education and referred families to the new speech and language resource Building Blocks of Communication, in all school districts where it was implemented- thereby increasing access to these much needed services throughout the county.
- ☑ School Nurses continue to expand their 0-5 knowledge through graduate education including studies in field vision screening utilizing the Suresight, the importance of early oral health, children and grieving, and the impact of nutrition classes on low income parents.
- ☑ Regional School Nurse groups met routinely throughout the school year, sharing community resources and best practices to provide collegial nursing support and the highest level of service for their 0-5 children and families.
- ☑ Health needs and gaps, of 0-5 children and their families, continue to be filled through School Nurse services-as resources decreased countywide-as evidenced by children's linked referrals.
- ☑ School Nurses participated in professional activities to promote the importance of School Nurses in school success such as the Upsilon Beta Chapter, Sigma Theta Tau annual poster session where nurses presented on the School Readiness Nurses and oral health and also School Nurses and their experience with SureSight vision screening.
- ☑ School Nurses enhanced collaboration with the Connect the Tots (Mental Health Services Act) program for young children with behavioral and mental health concerns.
- ☑ Research based parent and child health education was supported with the development of a resource website for School Nurses to archive up-to-date evidence based tools, power points and other resources.
- ☑ Participated in national "Children's Outcome Project" learning community that promotes multi-sector, place-based initiatives on behalf of children. Sponsored by Nemours, The California Endowment, and an anonymous donor, the select state and local team along with national program and advocacy experts, share their work to improve the health and well-being of children and inform federal policy to better support this work. Orange County's team includes two members of the Commission's Community Advisory Committee.
- ☑ Served on the County's Proposition 63 Mental Health Services Act Committee including the Prevention and Early Intervention and Innovation subcommittees.

### **FY 2012/13 Goals**

- ☐ Implement the Community Clinic catalytic investment program to reduce ongoing demand on Commission funding.
- ☐ Continue to implement MAA / TCM fiscal leveraging strategies and reinvest into Commission funded programs to lessen impact of reductions to health access programs.

- Increase the percentage of referral linkages with local resources and medical providers to facilitate improved health outcomes for 0-5 children.
- Support community clinics and their pursuit of Federal Qualified Health Center designations.
- Identify and implement a sustainable administrative structure for Children's Health Initiative of Orange County.
- Expand nutrition and fitness education opportunities in targeted communities.
- Expand children's dental health services and education to targeted south county communities.
- Continue to monitor Bridges Maternal Child Health Network to ensure seamless integration of services and continued achievement of targeted outcomes including healthy birth, breastfeeding, and immunizations.
- Manage, monitor and provide technical assistance for client information management system across Bridges Network providers to promote electronic referrals, paperless data systems, and electronic TCM billing.
- Implement outreach plan to engage new, at risk child populations in Bridges Network programs through expanded partner relationships including obstetricians, pediatricians, and community-based service organizations.
- Enhance Bridges Connect system with tracking of external referrals and linkages.
- Improve Bridges Maternal Child Health Network branding and promote network identity in order to promote further recognition in the community.
- Implement small study to assess the effectiveness of the redesigned Bridges Network program in achieving strong child outcomes.
- Pursue sponsorships to achieve cost savings in purchase of the Kit for New Parents inserts.
- Monitor and support pediatric health programs to mitigate the impact of reduced funding on successful program operations.
- Support final adoption of The Center for Autism and Neurodevelopmental Programs Business Plan and strategies to move forward in the implementation of the catalytic project in conjunction with the Pediatric Programs and outside fiscal sponsors.
- Support the Pediatric Health Service Committee's further implementation and expansion of the physician loan repayment program.
- Provide final recommendation to the Pediatric Health Services Committee related to the Commission's role with the child abuse / neglect service systems.
- Support the Early Development Programs in their implementation of fund reductions including the implementation of CUIDAR in a redesigned / fee for service structure.
- Implement, through the School Nurse Best Practice's Committee, a review of evidence based field vision screening research that will provide the latest nursing practice in effective visual assessments for children 0-5.
- Continue to collaborate with the American Academy of Pediatrics to enhance the School Nurse relationship with community physicians and healthcare providers, particularly in relationship to developmental screening, immunizations and other established Commission priorities.
- Maintain the School Nurse objective to seek out 0-5 children within the community whose healthcare screening needs remain unmet through health fairs, vulnerable teen mother programs, homeless children and families, and through outreach to local preschools.

- School Nurses will work closely with the Commission's Homeless Prevention projects to ensure that young resident children are adequately screened and linked to services for vision, hearing, dental, health and developmental milestones.
- Continue to participate in the national "Children's Outcome Project" learning community to promote collaborative impact with a specific emphasis on implementing and scaling Help Me Grow and the Early Development Index.

### **Catalytic Investments**

- The Commission allocated \$650,000 out of the FY 11/12 budget to support catalytic activities to the Community Clinics and reduce ongoing demand on the Commission budget. The catalytic investments focus on implementing of electronic medical records, applying for and receiving federal health center designations, and seeking patient center health clinic. It is anticipated that the Commission will be able to reduce its annual contribution to the Community Clinic budget by at least \$650,000 in FY 13/14.
- The Commission allocated \$20 million to support Children's Dental Health for at least 10 years. It is anticipated that UniHealth Foundation will serve as fiscal sponsor and will provide technical assistance to Healthy Smiles.
- The Commission allocated \$500,000 to expand nutrition and fitness education to parents with children 0-5.
- A \$150,000 catalytic investment was authorized by the Pediatric Health Services Committee to assist CHOC in relocating the Costa Mesa primary care clinic, transitioning to a Federally Qualified Health Center status, and to incorporate clinic pediatric staff into Share Our Selves Health Center in Costa Mesa to train on pediatric well child care and standards of practice. Funding will provide a match to CHOC's investment in this project.
- Commission committed \$7 million dollars for the Pediatric Health Service Committee's consideration for Early Development Services / Autism Program. This funding is a one-time challenge grant contingent on a match commitment received by other funders by June 30, 2012. The projected return on this investment is \$1,075,000 over three years.

## ***STRONG FAMILIES***

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

Program	Description
Homeless Prevention	Supports transitional shelter, motel outreach, and Emergency shelter programs that focus services on families with children 0-5. Services include shelter, food, job and basic life skills, and case management services. Funding in this category also includes an allocation for capital projects in support of shelter expansion.
Family Support	Provides community based developmental screenings and early intervention services.

### **FY 2011/12 Accomplishments**

- ☑ Maintain Commission representation on the Commission to End Homelessness and related implementation groups.
- ☑ Expanded services to pregnant women and families with children ages 0-5 that are in emergency shelters with the goal of moving them to transitional shelter programs with long-term supportive services.
- ☑ Completed construction on the Laura's House, domestic violence shelter expansion.
- ☑ Completed thorough risk assessment and programmatic review of all shelter projects and implemented follow up actions.
- ☑ Linked Orange County Partnership with capacity building services to complete a strategic fund development plan.
- ☑ Expanded the partnership with Pretend City to include Commission outreach and education information.
- ☑ Supported the further implementation recommendations of the Developmental and Behavioral Pathways Planning Group through year three of project with the Orange County Medical Association to enhance pediatric practices to address developmental concerns in children consistent with the AAP policy statement for surveillance, screening with standardized tests with local physicians and pediatricians. Project was implemented in conjunction with the American Academy of Pediatrics and Help Me Grow Orange County. Final project report completed spring 2012.
- ☑ Provided leadership on the Orange County Autism Regional Task Force, Early Identification and Intervention Workgroup. This year, the Task Force worked with Senator Lou Correa to sponsor an Autism Town Hall Meeting in April, for Autism Awareness month.
- ☑ Served as a member of the Statewide Screening Collaborative with a purpose to improve coordination among state agencies and programs involved in early developmental screening and referral. Key projects included enhancing relationships with American Academy of Pediatrics and Maintenance of Certification requirements for physicians. Statewide survey of First 5 screening activities and priorities, developing programmatic recommendations for consideration in the Race to the Top Challenge grantee and California Home Visitation programs. With the Statewide Screening Collaborative and Alameda and Fresno

Commissions, developed an application for a California Help Me Grow replication site, the project was selected.

- Through the Statewide Screening Collaborative, support the successful implementation of Help Me Grow California including strategies to imbed Help Me Grow practices into statewide initiatives including Realignment, Race to the Top, home Visitation and proposed changes to the health care systems.
- Served as a member of the Orange County Superior Court / Juvenile Court Blue Ribbon Commission. The purpose of the Commission is to raise awareness of child welfare and foster care issues in Orange County, and strengthen linkage with Commission funded services. A priority addressed included facilitation on the implementation of the new Girls and Boys Courts.

### **2012/13 Goals**

- Expand emergency shelter beds for pregnant women and families with children ages 0-5.
- Support the implementation of the County 10 Year Plan to End Homelessness including coordinated intake for emergency services and fund development strategies for Orange County Partnership.
- Complete review of teen parent program including recommendation as a candidate for a Capacity Building Grant.
- Continue to serve on the Statewide Screening Collaborative, Mental Health Services Act Board, Blue Ribbon Commission on Autism and Blue Ribbon Commission of Juvenile Court to further Commission priorities through the collaborative work of the planning bodies.

### **Catalytic Investments**

- Commission provided \$7 million dollars for the development of emergency shelter. It is anticipated that once the shelters are constructed it will reduce demand on Commission's budget by at least \$450,000.
- Commission provided \$5.5 million to expand parent resource for young families located in permanent space at Pretend City.

## **EARLY LEARNING**

**GOAL:** Provide early care and education opportunities for young children to maximize their potential to succeed in school.

Program	Description
Early Learning Specialists	One-half to two full-time school district employees will provide core operating support to implement school readiness programs and services, seek additional funding opportunities, and participate in the Early Developmental Index (EDI) program.
School District Programs	Additional funding for eligible school districts allocated on the percentage of children’s second grade reading scores for programs including but not limited to health services, Learning Links, speech and language programs, and early math and literacy programs.
Countywide Early Learning Programs	Early education services designed for replication, and/or to reach all children for countywide impact. Programs include early math and literacy, early intervention, health and safety support, EDI, and the county Child Care Coordinator.

### **FY 2011/12 Accomplishments**

- ☑ Over 19,000 young children received services from Early Learning Specialists at participating school districts to strengthen early math, literacy, and speech and language school readiness programs to prepare for kindergarten.
- ☑ Implemented the Early Developmental Index (EDI) program, the population based validated measure of school readiness and healthy development for kindergarten children, at 11 school districts with 9,427 participating children.
- ☑ Expanded early care education, health screenings, speech therapy, and resources/referral services to over 9,000 young children at school districts with low second grade reading scores.
- ☑ Expanded the Learning Link program model throughout the county within eight school districts and 15 locations.
- ☑ Eleven schools and 703 students participated in the MIND Research Institute pilot program.
- ☑ Transferred the management of the Early Literacy Program to THINK Together:
  - Distributed over 88,000 new and gently used books
  - Distributed early literacy resources to over 30,000 parents/caregivers
  - Recruited 27 volunteers to read to children at pediatric clinics
  - Read over 15,500 hours to young children
- ☑ Continued to support the LEAPS (Learning Early Intervention and Parent Support) with the Newport-Mesa Unified School District to provide early identification and intervention for children with disabilities or developmental delays.
- ☑ Providence Speech & Hearing translated the *Building Block of Communication* material into Spanish, and trained paraprofessionals at 20 school districts to increase speech and language services to young children.

- ☑ The Children’s Home Society provided child development and health opportunities for preschool children, and supported the new and enhanced programs that meet quality standards.
- ☑ The Orange County Child Care Coordinator provided access to early care and education programs for children in foster care and annually updates data on licensed childcare facilities in Orange County.
- ☑ Submitted and secured First 5 California CARES Plus Planning and Implementation funds in the amount of \$450,000 as well as identifying over \$1,000,000 in required matching funds.
- ☑ Designed and implemented a local Orange County CARES Plus program with on-line CLASS training, professional development, professional growth advising, and information on community resources and the importance of early developmental screening.
- ☑ In the first year, 245 representatives from school district and center based early learning providers, and family childcare providers participated in First 5 California’s *Comprehensive Approaches to Raising Educational Standards (CARES) Plus* professional development program.
- ☑ Trained over 100 county-wide professional growth advisors for CARES Plus who will assist early educators in making plans for training and academic growth.

**FY 2012/13 Goals**

- ☐ Continue partnership with school districts to fund Early Learning Specialists positions that support the implementation of school readiness programs to prepare young children for kindergarten.
- ☐ Expand the implementation of the Early Developmental Index (EDI) program.
- ☐ Augment funding for school districts with low second grade reading scores reading scores to enhance health services, speech and language programs, and early literacy and math programs.
- ☐ Expand the Learning Link Program to include five additional school districts and two community partner locations.
- ☐ Complete the MIND Research Institute pre-kindergarten, develop a strategy to implement the program in school districts, and develop a fee for service model.
- ☐ Expand early literacy opportunities, increase volunteers reading in pediatric offices participating in Reach Out and Read, increase the number of book donations, and establish a fund development strategy to support the operation of the Early Literacy Program.
- ☐ Support the LEAPS (Learning Early Intervention and Parent Support) with the Newport-Mesa Unified School District to provide early identification and intervention for children with disabilities or developmental delays.
- ☐ Expand speech and language support services to young children that meet the needs identified by school districts in partnership with Providence Speech and Hearing.
- ☐ Maintain child development and health opportunities for preschool children, and support new and enhanced programs that meet quality standards in partner with Children’s Home Society.
- ☐ Increase access to early care and education programs for children in foster care and annually update data on licensed childcare facilities in Orange County in partnership with the Orange County Social Services Agency Child Care Coordinator.
- ☐ Increase the number of CARES Plus participants to at least 400.

- Collaborate with the local Race to the Top/Quality Improvement System program to align with CARES Plus and support quality improvement in early education settings.
- Implement the second year of the First 5 California *Comprehensive Approaches to Raising Educational Standards* (CARES) Plus Program.

**Catalytic Early Learning Project**

- Allocate a one-time contribution of \$5 million to establish 10-year partnership with THINK Together to provide early literacy and math programs and reduce \$750,000 of annual operating costs within three-years.
- Develop a strategic fund development plan between the Children and Families Commission and THINK Together to support early literacy and math programs in Orange County.

## **CAPACITY BUILDING**

**GOAL:** *Ensure an effective delivery system for child and family services through quality staff, efficient operations, and continual performance measurement.*

Program	Description
AmeriCorps/ VISTA/ State First 5 Service Corps	The Commission participates in a statewide program that enlists and places AmeriCorps and VISTA volunteers with agencies that serve young children and their families. These volunteers meet a wide range of needs for programs such as dental clinics, Early Literacy Program, district/school readiness programs, and 211. Orangewood Children’s Foundation/CONNECT coordinates the recruitment and interview process for AmeriCorps & VISTA members, provide orientation and training services, and assist in making arrangements to place staff with host agencies in order to enhance the services being provided.
Performance Outcome Measurement System	Measures progress toward achievement of the Commission’s goals and objectives and provides relevant information for policy decisions.
Matching Grants	Matched at least 2:1 by other local funders grants to improve capacity of key Commission grantees.
Fund Development	Supports Commission grantees in strategic fund development and grant writing, reporting, and planning.
Fiscal Leveraging	Supports strategies to access government funds using Commission dollars to expand health access services including Medical Administrative Activities (MAA), Targeted Case Management (TCM) and EPSDT.

### **FY 2011/12 Accomplishments**

- Managed the daily administration of the AmeriCorps and VISTA First 5 Service Corps Initiative with over 90% of the members completing their service terms.
- In partnership with Orangewood, completed the federal ARRA capacity building funding allocations and was selected by the Urban Institute for a site visit and program review based on initial successful outcomes.
- Fund Development program sought over \$2 million in additional support for Commission grantees.
- Complete third stage of a three-year funder collaborative capacity building project targeting safety net non-profits. Commission investment has been matched 3 to 1.
- Participated in leadership position on the First 5 Evaluation Committee, provided input into State’s development, and testing of the PROOF Information Technology system.
- With the eight Southern California Regional First 5 Commissions participated in the Southern California Alliance for Learning and Results (SCALAR). The group focused on the development of a developmental screening services brief, discussions regarding consistent reporting in the Annual Report to the State, and a project with HealthyCity.org and Kidsdata regarding the impact of the economic downturn on children. SCALAR began

a regional project to develop standardized measures to track county developmental screening efforts.

- ☑ Expanded implementation of an Early Developmental Index (EDI) project in Orange County, a population based measure of children's strengths and vulnerabilities. To date, eleven districts have participated (44% of eligible districts), representing 9,427 children (26% of Orange County Kindergarteners).
- ☑ Completed evaluation projects and reports including the Final Report for the Anaheim Expansion Project, the CARES Plus evaluation plan for Orange County, focus group discussions for rebranding CUIDAR and developing a fee for service model, evaluation support for the Down Syndrome Association of Orange County, and the Annual Report to the State.
- ☑ Developed two county indicator reports: *The 17<sup>th</sup> Annual Report on the Conditions of Children in Orange County* and the *2012 Orange County Community Indicators*.
- ☑ Continued to support the implementation of the National Children's Study including participating in the National Children's Study Orange County Vanguard Center Community Advisory Board.
- ☑ Engaged in planning and implementation of the Orange County Alliance for Community Health Research activities, including the development of the web portal, the community-based participatory research trainings, and low birth weight workshops.
- ☑ Partnered with THINK Together in the development of a federal grant application for Santa Ana Promise Neighborhoods to provide a continuum of services to promote school success including health initiatives, early childhood programs, and social services.
- ☑ Reviewed, revised and implemented components of the Performance and Outcomes Management System (POMS), including provider work plans, client level data collection, and the Data Sharing and Confidentiality Protocol.
- ☑ Served as a member of the Orange County Children's Partnership, a 22 member advisory body appointed by the Board of Supervisors that serves as a unified voice of county departments and agencies to champion health, education, safety and economic stability by advancing more responsive services that meet the needs of children and families in Orange County. This year, work group began reviewing various sources of community data that relates to high school completion.
- ☑ In conjunction with the Orange County Health Care Agency and other community partners, conducted a review of community indicators and health needs projects that are sponsored or supported by the Health Care Agency and the Children and Families Commission of Orange County. The review was a two-staged review, beginning with a confirmation of a continued interest in supporting the health information and data resource collection through a continued partnership among hospitals, health care organizations and funders followed by a technical review of all existing and planned data resources and needs.
- ☑ Released \$2.1 million dollars of reimbursements from Medi-Cal Administrative Activities and Target Case Management claiming to participating grantees.
- ☑ Working with Health Care Agency, successfully resolved long-standing audit issue affecting the Target Case Management program resulting in the distribution of \$1.8 million dollars to the community.
- ☑ Developed Bridges CONNECT Targeted Case Management Module, an automated client file and billing system with the Bridges Maternal Child Health Network, Orangewood Children's Foundation and Net Chemistry.

- Renewed Medi-Cal Administrative Activities and Target Case Management Participation Agreements with Health Care Agency for (16) Commission participants.
- Continued implementation of EPSDT (children's mental health / prevention funding) utilization for Commission programs for mental health, Parent-Child Interactive Therapy, in-home services for medically fragile infants and developmental screening services. The total EPSDT leveraged equaled \$1,957,069 for Western Youth Services, Boys and Girls Club of Garden Grove, Kinship Center and Child Guidance Center. In addition, Western Youth Services leveraged resources to expand services to non-Medi-Cal Clients, through other insurance programs, and private pay fee based services increasing program sustainability.

### **FY 2012/13 Goals**

- Focus on the development and implementation of sustainability strategies and catalytic investments.
- Identify partner for implementation of community based VISTA program and successfully negotiate transition of program.
- Continue efforts to match with local funders to expand breadth and depth of Commission funded programs.
- Coordinate the continued expansion of the Early Development Index at additional school districts in the FY 2012/13 school year. Explore the use of EDI for the review of Transitional Kindergarten.
- Continue to participate in statewide and regional projects to leverage resource investments and shared learning.
- Transition to new PROOF state reporting system for the Annual Report to the State.
- Implement the Commission's Performance Outcome Measurement System work plan as approved by the Commission January 2012.
- Release \$2.3 million dollars of reimbursements from Medi-Cal Administrative Activities and Target Case Management claiming to participating grantees.
- Fully implement Bridges CONNECT Targeted Case Management Module, an automated client file and billing system with participating providers in cooperation.
- Implement a redesign of the Medi-Cal Administrative Activities and Target Case Management Time Survey processes with program participants in response to the Department of Health Care Services' changes to program requirements in cooperation with Health Care Agency.
- Continue to support the access of approximately \$2.0 million dollars of EPSDT and the development of other funding sources (i.e. fees, insurance, private pay) for utilization in Commission programs for early mental health, early intervention, and developmental screening services.

### **Catalytic Investments**

- The Commission allocated \$500,000 to transition the current Commission sponsored VISTA program to a community based program that will encourage more participation by non profits. Once transition is complete, Commission budget will be reduced by over \$500,000 annually.

## ***FINANCIAL MANAGEMENT & OVERSIGHT***

### **FOCUS AREA: Infrastructure**

- Strategic Communications
- Long-Term Financial Planning
- Annual Operating Budget
- Investment Management
- Grantee Invoice Payments
- Financial and Compliance Audits
- Grants Development
- Compliance and Risk Management Program
- Staffing and Administrative Support

### **FY 2011/12 Accomplishments**

- Promoted programs and services to young children and families through strategic communications activities including:
  - Articles promoting the importance of early STEM (Science, Technology, Engineering, and Math) education that were posted to the OC STEM website and emailed to the distribution list of STEM partners.
  - Completed the annual Essentials for Young Lives donation drive in partnership with HomeAid Orange County and collected over 321,000 baby items valued at almost \$361,000.
  - Distributed the monthly e-newsletter, community alerts to the Commission database of stakeholders, partners, and legislative leaders.
  - Communicated with the Orange County legislative delegation on legislative issues that would impact the Commission and the local implementation of Proposition 10 funding.
  - Used the Commission website and social media tools to communicate information about the Commission, and funded programs.
- Managed grantee compliance and supported Commission funded programs.
- Conducted site visits and assessments to review grantee administrative procedures, human resource policies and programs practices, and identified areas of potential concern or grantee risk.
- Reviewed all Contract Boilerplates for updated compliance language.
- Prepared Comprehensive Annual Financial Report and submitted for GFOA award program.
- Participated in fiscal conferences and training with CSMFO, GFOA, CMTA and First 5 State Association.
- Staffed Investment Oversight Committee, which developed updated investment policy statement for Commission adoption.
- Issued Financial Audit Services Request for Proposal.
- Implemented CAPS+ Human Resources/Payroll System module.
- Revised procedures (e.g. Contract Management Policy 6.8) to allow more flexibility and targeted approach to provide support and oversight to contractors with reduced level of program leads.

### **FY 2012/13 Goals**

- Update the Strategic Communications Work Plan for FY 2012/13. Priorities to include: social media and community partnerships as a cost-effective way to communicate Commission investments and programs, continued state legislative advocacy to highlight impacts on funding and operations, and implementation of the OC STEM program public awareness strategy.
- Implement revised grantee oversight and contract monitoring program.
- Continue to safeguard Commission's financial resources.
- Develop monthly internal management reports and enhance monthly financial reporting to the Commission.
- Continue using consultants, at a reduced level, where their expertise can be strategically utilized without expanding permanent staff.
- Partner with the County to augment staff and services to leverage Commission resources.
- Identify lead for Human Resources functions and transition responsibilities.
- Develop media relations on topics including Kid Builders, health care and early literacy
- Continue to sponsor and participate in annual programs and conferences that promote Commission goals.
- Update multi-year financial plan.
- Continue risk assessment/management through Compliance Team.
- Prepare Comprehensive Annual Financial Report and submit for GFOA award program.
- Continue to participate in fiscal conferences and training with CSMFO, GFOA, CMTA and First 5 State Association.

**Children and Families Commission of Orange County  
FY 12/13 Proposed Operating Budget**

	<b>FY 12/13 Draft Budget</b>
<b><u>FINANCING</u></b>	
<b>Prop 10 Tax Allocations</b>	\$ 26,809,800
<b>Other Revenues</b>	
Investment Earnings	\$ 150,000
MAA Revenue	\$ 220,000
ARRA Health Research Grant	\$ 235,195
CARES Plus Program Revenue	\$ 300,000
	<b>\$ 27,714,995</b>
 <b><u>PROGRAM SERVICES</u></b>	
<b>Healthy Children</b>	
Bridges: Maternal Child Health Network	\$ 6,795,000
Health Access and Education	\$ 550,000
Community Clinics	\$ 2,650,000
Fitness/Nutrition	\$ 12,500
Children's Dental	\$ -
Pediatric Health Services	\$ 3,950,000
School Readiness Nursing	\$ 3,020,000
Healthy Children subtotal	\$ 16,977,500
Children's Dental - Round 1 Catalytic Funding	\$ 20,000,000
Pediatric Health Services - Round 1 Catalytic Funding	\$ 7,000,000
<b>Healthy Children Total</b>	<b>\$ 43,977,500</b>
 <b>Strong Families</b>	
Family Support Services	\$ 655,000
Homeless Prevention	\$ 2,595,500
Strong Families subtotal	\$ 3,250,500
Family Support Services - Round 1 Catalytic Funding	\$ 5,500,000
Homeless Prevention - Round 1 Catalytic Funding	\$ 7,000,000
<b>Strong Families Total</b>	<b>\$ 15,750,500</b>
 <b>Early Learning</b>	
Early Learning Specialists	\$ 2,485,625
School District Programs and additional allocations	\$ 2,000,000
CARES Plus Program	\$ 300,000
Early Learning Countywide Programs	\$ 1,930,400
Early Learning subtotal	\$ 6,716,025
Early Literacy & Math - Round 1 Catalytic Funding	\$ 5,000,000
<b>Early Learning Total</b>	<b>\$ 11,716,025</b>

**PROGRAM SERVICES continued****Capacity Building**

AmeriCorps/ VISTA	\$ 1,200,000
Performance Outcomes Management System	\$ 881,695
Technical Assistance	\$ 80,000
Capacity Building Grants & Matching Funds	\$ 250,000
Capacity Building Support & Fund Development	\$ 125,000
Capacity Building subtotal	\$ 2,536,695

AmeriCorps/ VISTA - Round 1 Catalytic Funding	\$ 500,000
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<b>Capacity Building Total</b>	<b>\$ 3,036,695</b>
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**Program Consultants***Incorporated in program budgets*

<b>Total Program</b>	<b>\$ 29,480,720</b>
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<b>Total Round 1 Catalytic Funding</b>	<b>\$ 45,000,000</b>
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**Administrative Functions**

Commission Staffing	\$ 1,825,000
Strategic Communications	\$ 205,000
Professional and Technical Services	\$ 811,512
Office, Training & Operating Costs	\$ 424,396
	<b>\$ 3,265,908</b>

<b>Total Annual Operating Budget</b>	<b>\$ 32,746,628</b>
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<b>Total Round 1 Catalytic Funding</b>	<b>\$ 45,000,000</b>
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**CHILDREN AND FAMILIES COMMISSION OF ORANGE COUNTY**

**RESOLUTION NO. \_\_\_-12-C&FC**

**April 4, 2012**

**A RESOLUTION OF THE CHILDREN AND FAMILIES COMMISSION OF ORANGE COUNTY (1) ADOPTING THE FISCAL YEAR 2012-13 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 April 4, 2012, the Commission conducted a public hearing and reviewed the following documents prepared and recommended by staff and identified in the staff report for the April 4, 2012 Commission meeting with the Attachment number set forth herein: The Annual Operating Budget for the Fiscal Year 2012-13 (Attachment 4).

**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 2012-13.

**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 2012-13.

**Section 6** The Clerk of the Commission shall append to this Resolution a copy of the Annual Operating Budget for Fiscal Year 2012-13 set forth in Section 2, as Exhibit A (which shall correspond to Attachment 4 of the April 4, 2012 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.

The foregoing resolution was passed and adopted by the following vote of the Children and Families Commission of Orange County on April 4, 2012 to wit:

AYES: Commissioners: \_\_\_\_\_

NOES: Commissioner(s): \_\_\_\_\_

EXCUSED: Commissioner(s): \_\_\_\_\_

ABSTAINED: Commissioner(s) \_\_\_\_\_

\_\_\_\_\_  
CHAIR

STATE OF CALIFORNIA    )  
                                          )  
COUNTY OF ORANGE    )

I, SUSAN NOVAK, 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.

\_\_\_\_\_  
SUSAN NOVAK  
Clerk of the Commission, Children and Families Commission of  
Orange County, County of Orange, State of California

Resolution No: \_\_-12-C&FC

Agenda Date: April 4, 2012

Item No. \_\_\_\_



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

SUSAN NOVAK, Clerk of the Commission

By: \_\_\_\_\_  
Deputy

**EXHIBIT A TO RESOLUTION OF COMMISSION  
(ANNUAL OPERATING BUDGET FOR FISCAL YEAR 2012-13)**

**(attached)**

### ADMINISTRATIVE CONSULTANT SERVICES

Agreement Number	Organization	Term	Funding Amount	Program Name	Comments
C-250	Limor Zimskind (Limor Consulting, Inc.)	7/1/12–6/30/13	\$117,000	Commission Evaluation and Health Science Research Infrastructure	Amendment to Current Agreement Up to \$20,000 reimbursed from Health Science Research grant and up to \$15,000 reimbursed from the CARES Plus grant
C-253	Sherry Johnstone (Johnstone Consulting, Inc.)	7/1/12-6/30/13	\$134,000	Audit and Compliance	
C-260	James Martling (Sperry Capital, Inc.)	7/1/12-6/30/13	\$25,000	Financial Advisory Services	Service level may be adjusted based on Commission Investment Policy
C-273	Kathleen Freed (Cornerstone Communications)	7/1/12-6/30/13	\$50,000	Communications Support/Community Education	
C-228	Kari Parsons (Parsons Consulting)	7/1/12-6/30/13	\$10,000	Performance Management	
		<b>TOTAL</b>	<b>\$336,000</b>		

**CHILDREN AND FAMILIES COMMISSION OF ORANGE COUNTY**

**RESOLUTION NO. \_\_\_-12-C&FC**

**April 4, 2012**

**A RESOLUTION OF THE CHILDREN AND FAMILIES COMMISSION OF ORANGE COUNTY DIRECTING THE EXECUTIVE DIRECTOR OR DESIGNEE TO PREPARE AND NEGOTIATE AMENDMENTS TO EXISTING AGREEMENTS WITH DESIGNATED ORGANIZATIONS TO PROVIDE ADMINISTRATIVE CONSULTANT SERVICES; AND, AUTHORIZING APPROVAL AND EXECUTION OF SUCH AMENDMENTS TO AGREEMENTS ON BEHALF OF THE COMMISSION**

**WHEREAS**, in order to facilitate the creation and implementation of an integrated, comprehensive, and collaborative system of information and services to enhance optimal early childhood development, the legislature adopted legislation set forth in the California Children and Families Act of 1998, Health and Safety Code Section 130100, *et seq.* (as amended, the “Act”) implementing the Children and Families First Initiative passed by the California electorate in November, 1998 and establishing the California Children and Families Commission and County Children and Families Commissions, including this Children and Families Commission of Orange County (“Commission”); and

**WHEREAS**, Commission adopted its Strategic Plan 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 Executive Director and Commission Counsel have prepared a standard Master Agreement for Services (“Master Agreement”), which was approved by the Commission; and

**WHEREAS**, the Commission desires to enter into Amendments to Existing Agreements with each of the Organizations, hereinafter referred to as “Contractor” in each of the Amendments to Agreements identified in the staff report for the April 4, 2012 Commission meeting to provide Administrative Consultant Services for the terms and in the amounts and on the conditions as described in Attachment 6 herein; and

**WHEREAS**, each Contractor desires to enter into the applicable Amendment to Agreements in furtherance of the purposes of the Act and the Strategic Plan on the terms and conditions set forth in the applicable Amendment to Agreement; and

**WHEREAS**, Commission has reviewed the staff report relating to the Scope of Services to be provided and hereby finds and determines that the proposed Amendments to Agreements are in furtherance of and consistent with the Commission’s Strategic Plan; and

**WHEREAS**, Commission desires to authorize the Commission Chair and Commission Clerk to execute the Amendments to Agreements with each of the Contractors, for the terms and in the amounts and on the conditions as specified in Attachment 6 to the April 4, 2012 staff report for this Agenda Item; and

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

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

**Section 2** Commission authorizes the Executive Director, or designee, to prepare and negotiate the terms, conditions and final form of Amendments to Agreements with the Contractors to provide Administrative Consultant Services for the terms and in the amounts and on the conditions as specified in Attachment 6 to the April 4, 2012 staff report and scope of services referenced therein; and

**Section 3** The form of any Amendment to Agreement with the Contractors as specified in Attachment 6 to the April 4, 2012 staff report shall be substantially similar to the form of the standard Master Agreement, subject to minor, non-substantive revisions as reviewed and approved by the Executive Director or designee and Commission Counsel. The approval by the Executive Director or designee of the Amendments to Agreements shall be conclusively evidenced by the execution of such Amendments to Agreements by the Commission Chair and delivery thereof to the Commission Clerk.

**Section 4** Commission hereby approves the Amendments to Agreements with each of the Contractors as described in Attachment 6 to the April 4, 2012 staff report to provide Administrative Consultant Services for the terms and in the amounts and on the conditions as specified in the April 4, 2012 staff report.

**Section 5** The Commission Chair and the Clerk of the Commission are hereby authorized to execute and attest, respectively, the Amendments to Agreements on behalf of the Commission.

**Section 6** Copies of each final Amendment to Agreement when executed by the Commission Chair and attested by the Clerk of the Commission shall be appended hereto as a part of Exhibit A to this Resolution. Exhibit A is hereby fully incorporated as a part of this Resolution by this reference and made a part hereof. Each final executed Amendment to Agreement shall be placed on file in the office of the Clerk of the Commission.

**Section 7** In addition to the authorization of Section 2 above, the Executive Director, or designee, is hereby authorized, on behalf of the Commission, (i) to sign all documents necessary and appropriate to carry out and implement the Amendment(s) to Agreement(s), (ii) to cause the issuance of warrants, (iii) to administer the Commission's obligations, responsibilities, and duties to be performed under such agreement(s), and (iv) during the term thereof to provide waivers, administrative interpretations, and minor modifications of the provisions of such agreement(s) in the furtherance thereof.

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



**EXHIBIT A TO RESOLUTION OF COMMISSION**

(Attach copy of final executed Amendments to Agreements)

# Commission Risk Assessment Program

Sherry L Johnstone Esq, CPA

# Contract Management Policy

Goals include safeguarding resources, supporting and monitoring program performance and managing risk to the Commission

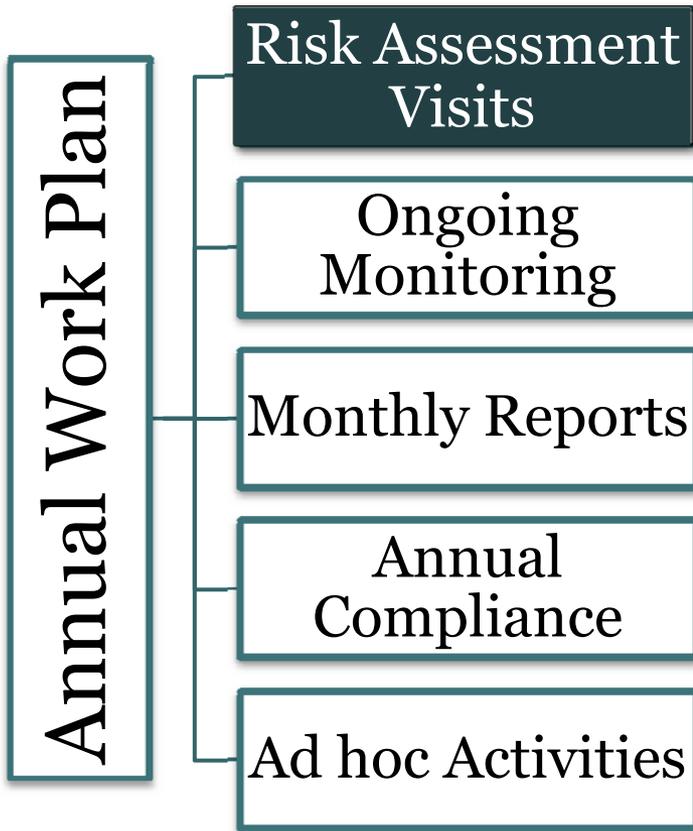
## **Layering Approach includes**

- **Program Lead Oversight**
  - Review project progress, work plan and objectives
- **Contract Administrator Monitoring**
  - Monitor overall compliance with terms and conditions
  - Process invoice based on project progress

## ○ **Risk Assessment Program**

- Monitors and reviews compliance in significant areas of the contract through the verification of supporting documentation , observation and discussions with the organization's management.
- **Fiscal Audits**
    - Certified Public Accountant audits program workplan and paid invoices to verify adherence to the contract terms and conditions

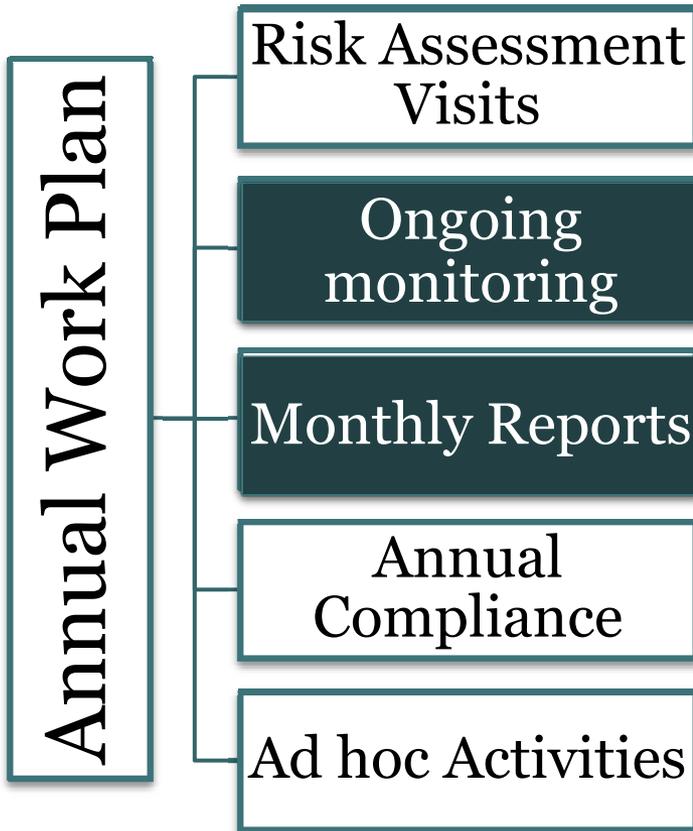
# Risk Assessment Program



## **Risk Assessment Visits**

- ▶ **Visit Provider On Site**
  - Identify risks
  - Examine challenges
  - Tour site
  - Review fee structure & leveraging
  - Discuss client prioritizing
  - Provide support
  - Review compliance with Prop 10
- ▶ **Review Contract Compliance**
  - Review invoices & support
  - Verify budgets
  - Analyze staffing table
  - Study 990 & Financial statements
  - Confirm insurance receipt
  - Assess procedures

# Risk Assessment Program



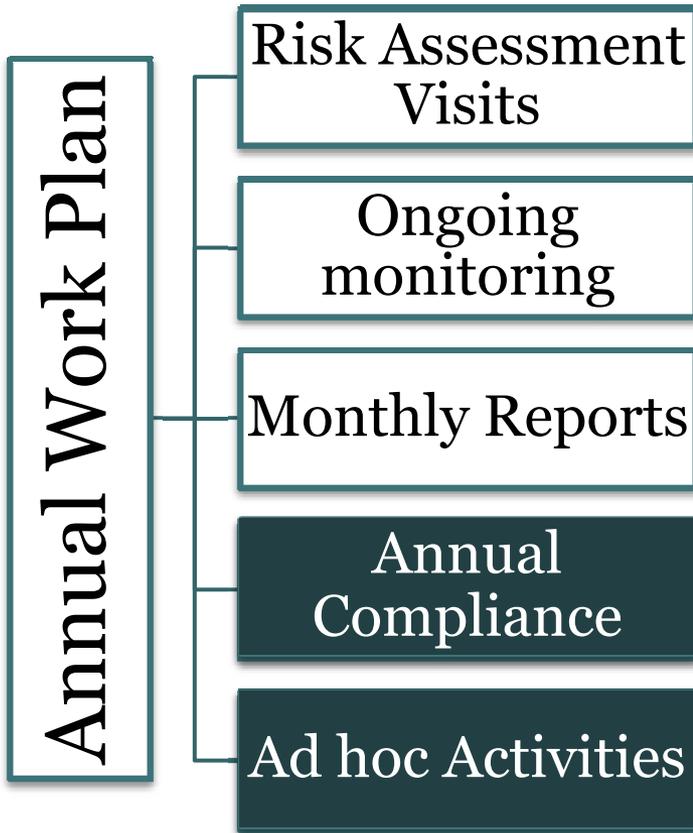
- **On-going monitoring**

- Program performance
- Financial information
- Media Coverage
- Legal proceedings

- **Monthly Reporting**

- Significant activities
- Potential risks
- Identified challenges

# Risk Assessment Program



- **Annual Compliance**
  - AmeriCorps compliance
  - VISTA compliance
- **Ad hoc Activities**
  - Ten percent of time
  - Examples
    - Prepare AmeriCorps for federal/local site visit audits
    - Assist on redesign initiatives

# FY 11/12 Risk Assessment Program

## Completed Scope

- Designed and implemented the Commission's expanded risk assessment program
- Performed expanded risk assessments site visits for Commission-Funded programs in the Homeless Prevention and Family Support platforms
- Collaborated with consultants and partners in creating new work plans and contracts
- Performed detailed analysis of related audits and identified strategies to mitigate risk
- Provided Technical Assistance to Contractors, Staff and Consultants
  - AmeriCorps and AmeriCorps VISTA detail audit of member files
  - Collaborated in the development and design of new work plans to support the improvement of service deliverables for the Homeless Prevention Platform
- Developed and Presented training seminar "Protecting Client Data and Confidentiality in the Electronic Age"
- Analyzed the Public Health Nursing Programs TCM claims and reinvestments