



**Agenda Item No. 6  
September 4, 2013 Meeting**

**DATE:** August 14, 2013

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

**FROM:** Christina Altmayer, Executive Director 

**SUBJECT:** Receive Recommendations on Revisions to the Strategic Plan and Opportunities to Recognize the 15-Year Anniversary of the Passage of Proposition 10

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**SUMMARY:**

The Children and Families Act of 1998 (Proposition 10) requires that each county commission review its strategic plan annually and revise it as necessary. The Commission's Strategic Plan has provided an effective framework for the Commission's investment since its initial adoption in 2000. With the 15-year anniversary of the passage of Proposition 10 approaching, staff reviewed the Strategic Plan and is recommending revisions to reflect the Commission's priorities. By ordinance, consideration of the Strategic Plan requires a public hearing. Based on the direction of the Commission, staff will return in October for final review of the Strategic Plan as part of the public hearing on the annual audit and year-end report.

This agenda item also outlines a plan for recognizing the 15-Year Anniversary of the passage of Proposition 10, which will include:

- Development of a 15-Year Anniversary Report to recognize accomplishments and outline the future direction of the Commission.
- Conducting a community outreach effort to solicit feedback on the Strategic Plan - identifying areas for expansion or improvement.
- Organize communication/media events locally and statewide to promote the importance of Proposition 10 and its significant positive impact on young children and their families.

**Proposed Revisions to the Strategic Plan**

At the June planning meeting, Commissioners directed staff to use the 15-year anniversary of the passage of Proposition 10, November 2013, to consider the Commission's future direction. The upcoming anniversary also provides an opportunity to celebrate achievements in improving the lives of young children in Orange County.

As a first step in this process, staff conducted a review of the core elements of the Strategic Plan to assess alignment with priorities and strategies articulated by the Commission. Attachment 1 presents a summary of proposed changes to the Strategic Plan which are focused on using consistent terminology in all elements, aligning the language with terms that the Commission currently uses and concisely stating the Commission's priorities. Staff also used this opportunity to develop a set of proposed organizational values. The values were established using the Guiding Principles in the Strategic Plan and underscore behavioral expectations for all staff in

**Commissioners**

**Executive Director**

interactions with one another, Commissioners and external partners. Demonstration of the values will be a component of a new staff evaluation process currently being developed. Attachment 2 includes a restatement of the previously adopted Guiding Principles and the proposed organizational values. Based on Commission direction, staff will return at the October meeting with the final proposed language which will be considered as part of the public hearing on the year-end report.

### **15-Year Anniversary Report – Future Direction**

Historically, the Commission has invested Proposition 10 resources to address gaps in services for young children and their families in areas such as oral health, vision services, primary and specialty care. After 15-years of funding over \$600 million has been directed to programs to support young children and their families in Orange County

As Proposition 10 revenues continue to decline, achieving the mission will require the Commission to be increasingly innovative and creative in working with community partners and other funders to develop sustainable services. This is not a new role, but a relatively larger emphasis as the Commission looks ahead to the next 15 years. This new focus is reflected in the Commission's catalytic investment strategies that are helping to develop resources to better leverage regional, state and national funders as well as bringing additional state and federal dollars to Orange County.

The Commission has increasingly led and initiated efforts to integrate, mobilize and expand services to build a system of prevention and early intervention services for young children and their families. Recent examples include expanding access to developmental screenings, vision services and currently working with homeless shelter providers and other community partners to develop a coordinated data entry and intake system to streamline the process of connecting families with emergency and transitional shelters.

Looking ahead, the Commission will place even greater emphasis on its role as a catalyst for "spreading what works" at the policy, program and system levels to develop, scalable, sustainable solutions for young children. The Commission's catalytic funding portfolio includes a project specifically focused on strengthening the Commission and its partners' capacity to leverage regional, state and national funding. An update on this project is included in Agenda Item 7.

The Commission has several key advantages in its role in developing local system solutions, leveraging new investments, and informing early child policy development:

- Successful track record of convening community-based agencies to develop countywide solutions to positively impact young children (oral health, Bridges Maternal Child Health Network, vision services, etc.)
- Recognition as an independent analyst and convener of community resources that can be leveraged to address community services (homeless services, prevention services).
- Commitment to continuously improving the system of care through gathering, assessing, and monitoring key data as it relates to children's outcomes. The Commission has 15 years of program data from services funded as well as actively supporting ongoing and new data efforts, such as the Early Developmental Index

(EDI). The EDI provides a developmental assessment of a child's readiness to enter school at a community level.

- Efficient infrastructure that can be relied upon for contract development, program evaluation and monitoring.

These themes will be further expanded in the report that will be presented to the Commission in November.

### **Outreach and Media Efforts**

The First 5 Association is planning a statewide campaign to commemorate the 15-year anniversary of the passage of Proposition 10. The statewide campaign will launch in November and a toolkit of communication tactics is being developed for local commissions. The Orange County Commission efforts will complement the statewide initiative to include media outreach strategies during November. Local strategies include developing a report highlighting the Commission's accomplishments and impact in Orange County over the last 15 years. The report will also outline the Commission's future priorities for young children and families which include vision services, obesity prevention, developmental screenings, and early literacy and math.

The Commission will also conduct a community outreach process in the fall to review the Strategic Plan. The process will include planning sessions with stakeholders, community leaders, and key partners at school districts and health organizations to provide input on the implementation of the Strategic Plan and to identify areas for expansion or improvement.

### **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:**

- May 2012 - Confirmed the annual review of the Strategic Plan, and approved the Business Plan and Annual Operating Budget for FY 2012/13.

### **RECOMMENDED ACTIONS:**

1. Receive recommendations on revisions to the Strategic Plan.
2. Receive update on the 15-Year Anniversary of the Passage of Proposition 10

### **ATTACHMENTS:**

1. Proposed Revisions to Strategic Plan
2. Guiding Principles and Proposed Organizational Values

**Contact:** Christina Altmayer

### Proposed Revisions to the Strategic Plan

Proposed changes in **bold**

Strategic Plan Element	Current Strategic Plan Statement	Proposed Revision
VISION	All children are healthy and ready to succeed	All children are health and ready to <i>learn</i>
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	Provide leadership for all <b>young children</b> in Orange County children as a funder, convener, and planner to support their healthy development and learning
VALUES	Not included in current plan	See attachment 2
CORE FUNCTIONS	<ul style="list-style-type: none"> <li>• Fund service and programs to achieved desired results</li> <li>• Act as a catalyst and leader for coordinating, integrating and leveraging existing resources</li> <li>• Build community and organizational capacity to support children and families</li> </ul>	No proposed changes
GOALS	<p><i>Healthy Children</i> Ensure the overall physical, social, emotional and intellectual health of children during the prenatal period through age five</p>	<p><i>Healthy Children</i> <b>Promote</b> the overall physical, social, emotional and intellectual health of <b>young children</b></p>
	<p><i>Early Learning</i> Provide early care and education opportunities for young children to maximize their potential to succeed in school</p>	<p><i>Early Learning</i> Provide <b>early learning</b> opportunities for young children to maximize their potential to succeed in school</p>
	<p><i>Strong Families</i> Support and strengthen families in ways that promote good parenting for the optimal development of young children</p>	<p><i>Strong Families</i> Support and strengthen families <b>to promote</b> good parenting for the optimal development of young children</p>
	<p><i>Capacity Building</i> Promote an effective delivery system for child and family services</p>	<p><i>Capacity Building</i> Promote an effective and <b>quality</b> delivery system for <b>young children</b> and their families</p>

### **Guiding Principles (Previously adopted by the Commission)**

In all of its operations, the Commission is committed to the following 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 the 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.

### **Proposed Organizational Values**

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