



**Agenda Item No. 7  
September 7, 2011 Meeting**

**DATE:** August 17, 2011

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

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

A handwritten signature in black ink, appearing to read "Michael M. Ruane", is written over the name in the "FROM:" field.

**SUBJECT:** Implementing Framework for Strategic Plan

---

**SUMMARY:**

The Children and Families Act of 1988 (Proposition 10) requires each county commission to have a Strategic Plan and review its strategic plan at least annually. The Commission's Strategic Plan was reviewed in public hearing at the May 2011 meeting along with the Long Term Financial Plan update and FY 2011/12 Baseline and AB 99 Compliant Budgets. The Strategic Plan provides the framework and authorization for all Commission funding actions.

**DISCUSSION:**

In response to the AB 99 budget action and the corresponding reduction of Proposition 10 revenues, the Commission went through an extensive effort this past spring to prioritize funding and align program and administrative expenses within available resources. In June 2011, consistent with the Strategic Plan and the approved budget, the Commission approved a business and operating plan. The business plan addressed how the Commission would achieve an approximate 24 percent reduction in administrative expenses while continuing to provide program management and evaluation.

Since the Commission's budget actions in May, a three-year implementation strategy has been developed reflecting the priorities and policy direction articulated in the approved budget. This updated strategic framework does not replace the Commission's approved Strategic Plan; rather, it reflects the prior policy direction and priority outcomes and targets within the Strategic Plan that will be the focus for the next three to five years. The Strategic Plan has guided the Commission's funding and evaluation since its first approval in February 2000 and provides a comprehensive strategy for improving the health and school readiness of all Orange County children. Given the current fiscal environment, a focused set of outcomes and related indicators, reflecting prior Commission direction has been developed in order to align the program activities with established budgetary priorities.

The attached presentation (Attachment 1) presents a preview of the proposed updated framework. This information will be discussed in detail at an upcoming Strategic Plan workshop tentatively scheduled to take place during the November Commission meeting. Staff is available to answer any questions and revise, as appropriate, based on Commission direction.

**STRATEGIC PLAN & FISCAL SUMMARY:**

The Commission's Strategic Plan remains unchanged and the proposed priority outcomes and strategies are consistent with applicable goals. No fiscal actions are included in this agenda item.

**PRIOR COMMISSION ACTIONS:**

- May 2011 – Public Hearing and annual approval of the Strategic Plan
- June 2011 – Approval of the Commission's Operating and Business Plan

**RECOMMENDED ACTIONS:**

1. Receive report and presentation.
2. Provide direction to staff regarding the Strategic Plan workshop scheduled for the November, 2011 Commission meeting.

**ATTACHMENT:**

1. Strategic Plan Presentation

**Contact:** Christina Altmayer

# Commission Strategic Plan – Updated Implementing Framework

**September 7, 2011 Commission Meeting  
Attachment to Agenda Item No. 7**



Children & Families  
Commission of Orange County

# Strategic Plan

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

The Commission's Strategic Plan is built on the following key elements:

- **Vision**
  - All children are healthy and ready to learn when they enter school.
- **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.
  - **Quality Services:** Ensure an effective delivery system for child and family services through quality staff, efficient operations, and continual performance measurement.

# Updated Strategic Focus

- Significant changes in the Commission's operating environment have occurred in the last two years:
  - Declining revenue
  - Repeated attempts to redirect funding
  - Increasing need to leverage and create sustainable sources of revenue for impactful programs.
- Commission executive staff is proposing a new framework for investing in programs that:
  - Responds to the recommendations from the Bridgespan Strategic Assessment
  - Creates a specific and intentional focus on catalytic and innovative funding
  - Prioritizes key outcomes within the overall Strategic Plan for progress over the next three years.

# 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 learn when they enter school.*



## **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

# Funding Strategies

- Given the Commission's current and forecasted revenue outlook, progress on the Strategic Plan over the next three to five years will require innovative partnerships and funding strategies:
  - **Catalytic Funding** – Consistent with Bridgespan recommendations, one-time funding will be used to capitalize on opportunities to sustain investments while reducing future year operating demands.
  - **Prioritized Direct Funding Grants** – Commission will need to continue to prioritize multi-year operational grant support to those programs which most directly support targeted outcomes and which would not otherwise be sustainable.
  - **Funding Collaboratives** – The Commission has participated in multi-partner investments to achieve a community outcome. Investment in CHIOC is one example. In this strategy, the collaborative funding community supports a recognized community need.
  - **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 Promise Neighborhood, STEM, and MIND Institute.

# Next Steps

- Current environment requires the Commission to re-prioritize investments and strategies
- Strategic Planning workshop to address the proposed framework as well as operating and fiscal implications scheduled for October 2011
- Implementation will require:
  - Realignment of current investments
  - Establishing catalytic funding program and criteria
  - Continued aggressive pursuit of leveraged funding.