



Children & Families  
Commission of Orange County

**Agenda Item No. 9  
May 2, 2007 Meeting**

**DATE:** May 2, 2007

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

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

**SUBJECT:** **Public Hearing: Strategic Plan for FY 2007-08; Business Plan & Work Plan for FY 2007-08; Ten-Year Financial Plan – May 2007 Updated Plan; Budget Adjustments for FY 2006-07; Annual Operating Budget for FY 2007-08; Investment Policy Statement for FY 2007-08; and Related Fiscal Management Items**

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**SUMMARY:**

Staff has prepared the following set of financial plans and documents for consideration by the Commission. A preview of the documents was presented to the Commission at your April 4, 2007 regular meeting. Taken together, the following set of documents can be described as the Commission's Fiscal Management Action Plan for FY 2007-08.

The following plans are attached for the Commission's review and approval. Each is described in detail in this staff report:

- A. Annual Review of Strategic Plan
- B. Business Plan for FY 2007-08
- C. Ten-Year Financial Plan – May 2007 Updated Plan
- D. Budget Adjustments for FY 2006-07
- E. Annual Operating Budget for FY 2007-08
- F. Investment Policy Statement for FY 2007-08
- G. Commission's Revised Conflict of Interest Code

**A. Annual Review of Strategic Plan**

The Children & 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 our eligibility for Proposition 10 tobacco tax revenues.

The Strategic Plan presented in Attachment 1 complies with the Proposition 10 requirements, as stated in Health & Safety Code Section 130140 and County Ordinance 98-18, with respect to the annual review of the Strategic Plan by the Commission. No revisions are being recommended to the Commission's Strategic Plan at this time.

**B. Business Plan for FY 2007-08**

The Commission's Business Plan for FY 2007-08 (Attachment 2) 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 the Work Plan, a summary of the programs related to each of the Commission's four strategic goal areas, a summary of program accomplishments for FY 2006-07, and a summary of program objectives for FY 2007-08. Approval of the Fiscal Year 2007-08 Business Plan and Work Plan does not authorize or obligate the Commission to any specific funding action or contract with any organization or entity.

**C. Ten-Year Financial Plan – May 2007 Updated Plan**

Health and Safety Code Section 130151 requires that the Commission adopt a long-range financial plan at a public hearing. The Commission's Ten-Year Financial Plan, May 2007 Updated Plan (Attachment 3), is updated to incorporate FY 2005-06 actuals, year-end projections for FY 2006-07, revenue and expenditure amounts from the Budget for FY 2007-08, and forecasts from the State First 5 revenue model.

While the near-term projections of the Ten-Year Plan are considered reliable, further updates and revisions to the Plan may be needed in response to Commission policy direction determined at your June Commission Strategic Planning Retreat, and in connection with the upcoming strategic assessment of the Commission. Approval of the Plan does not authorize or obligate the Commission to any specific funding action or contract with any organization or entity.

**D. Budget Adjustments for FY 2006-07**

With fiscal year-end approaching, it is necessary to adjust the FY 2006-07 Budget to account for changes to the Commission's revenues and appropriations since the Budget was adopted in April 2006, and mid-year adjustments were approved by the Commission in December 2006.

Specifically, it is necessary to increase revenues to account for FY 2004-05 MAA (Medical Administrative Activities) revenues received in the current fiscal year, and adjust appropriations to account for certain program and operational requirements previously approved by the Commission during the course of the current fiscal year. The Budget Adjustments are presented in Attachment 4.

**E. Annual Operating Budget for FY 2007-08**

The FY 2007-08 Annual Operating Budget was prepared in accordance with the most recent update of the Ten-Year Financial Plan and reflects the Commission's prior approved policy and direction regarding sustainable funding for children's programs and services.

The total revenue budget of \$49.7 million includes \$36 million estimated for tobacco tax revenue, \$7 million in interest earnings, \$3.8 million for State/Local Partnership School Readiness revenue, and \$3.2 million in other revenues.

The total operating expenditures budget is \$61 million. This includes \$55 million for total program funding, \$6 million for administrative/infrastructure funding, and \$0.5 million for contingency for potential judgments. The FY 2007-08 Annual Operating Budget is presented in Attachment 5.

The FY 2006-07 Budget also includes the transfer of \$10 million of available funding to the Long-Term Commitments Account to sustain program funding requirements for children's programs in future years.

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 State Commission guidelines (Fiscal Memorandum No. 05-01, dated April 14, 2006) pursuant to Chapter 284, Statutes of 2005 (AB 109). The Commission's Budget is prepared in accordance with these guidelines.

Adoption of the FY 2007-08 Budget includes adoption of a 10% limitation on administrative function expenditures consistent with previous Commission approved policy and direction to staff. Actual year-to-date administrative expenditures for FY 2006-07 are approximately 4%.

#### **F. Investment Program and Investment Policy Statement for FY 2007-08**

##### **Investment Oversight Committee:**

Government Code Section 53646 requires that the Commission approve a statement of investment policy annually. At their April 17, 2007 meeting, the Investment Oversight Committee reviewed the Investment Policy Statement and recommended that the Commission approve the Statement as presented in Attachment 6.

The Investment Oversight Committee recommended no substantial changes to the Commission's Investment Policy Statement, or to the Commission's current investment structure at this time. Additionally, it was the consensus of the Committee that they take a longer term approach to review the Commission's investment program needs within the context of any strategic policy and program decisions resulting from the Commission's June strategic planning retreat, and after completing a thorough evaluation of additional financial information requested by the Committee from staff, the Orange County Treasurer, and Sperry Capital, the Commission's financial advisor. Staff is coordinating preparation of the requested information for the Committee's next meeting.

As currently constituted, the Commission's five-member Investment Oversight Committee includes the Commission's Executive Officer and the Orange County Treasurer as voting members of the Oversight Committee. In order to ensure independence of the Investment Oversight Committee, it is recommended that the Commission Executive Officer and the County Treasurer, or their designees, be non-voting, *ex officio* members. This action is confirmed in the attached Commission Resolution.

**Appointment of Commission Treasurer:**

Pursuant to Government Code Section 53607, the Commission previously designated the Chief Operations Officer to serve as the Commission's Treasurer, and delegated to the Treasurer its authority to manage, deposit and invest funds of the Commission not required for the immediate needs of the Commission.

It is recommended that the Commission renew that designation of the Commission Treasurer and delegation of authority to manage, deposit, and invest Commission funds for FY 2007-08, pursuant to Government Code Section 53607. This action is included in the attached Commission Resolution.

**G. Commission's Revised Conflict of Interest Code**

Establishment of the Commission's Investment Oversight Committee is a changed circumstance as defined by Government Code Section 87306, and requires the Commission to amend its Conflict of Interest Code.

The establishment of the Investment Oversight Committee by the Commission requires the inclusion of the Committee members in the Commission's Conflict of Interest Code with a broad income and investment disclosure category that captures the investment interests of the three voting members of the Committee. Staff recommends the Commission amend Appendix A and B of the Conflict of Interest Code as presented in Attachment 7.

**STRATEGIC PLAN & FISCAL SUMMARY:**

The fiscal reports and recommended actions presented in this staff report have been reviewed in relation to the Commission's Strategic Plan and are consistent with applicable outcome goals.

**RECOMMENDED ACTIONS:**

1. Open Public Hearing
2. Receive and consider the Strategic Plan, Business Plan for FY 2007-08 (and Work Plan update), Ten-Year Financial Plan – May 2007 Updated Plan, Mid-Year Budget Adjustments for FY 2006-07, Annual Operating Budget for FY 2007-08, the Investment Policy Statement for FY 2007-08, and the Revised list of Designated Employees and Disclosures.
3. Receive Public Comments
4. Close Public Hearing
5. Adopt attached resolution confirming the Commission's annual review of the Strategic Plan, and approving the Business Plan for FY 2007-08, the Ten-Year Financial Plan – May 2007 Updated Plan, the Mid-Year Budget Adjustments for FY 2006-07, the Annual Operating Budget for FY 2007-08, the Investment Policy Statement for FY 2007-08, the Revised list of Designated Employees and Disclosures, the appointment of the Commission Treasurer for FY 2007-08, the adoption of a 10% limit on administrative expenses, and specifying that the Executive Director and the Orange

County Treasurer-Tax Collector, or designees, serve as ex-officio or non-voting members of the Investment Oversight Committee.

6. Direct staff to return to the Commission in December 2007 with any mid-year budget adjustments to the FY 2007-08 Annual Operating Budget as required.

**ATTACHMENTS:**

1. Strategic Plan for FY 2007-08
2. Business Plan for FY 2007-08
3. Ten-Year Financial Plan – May 2007 Updated Plan
4. Mid-Year Budget Adjustments for FY 2006-07
5. Annual Operating Budget for FY 2007-08
6. Investment Policy Statement for FY 2007-08
7. Revised List of Designated Employees and Disclosure Categories
8. Resolution for Adoption by the Commission

**Contact:** Steve Kozak, Chief Operations Officer



Children & Families  
Commission of Orange County

## **Annual Review of Strategic Plan**

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### **SUMMARY:**

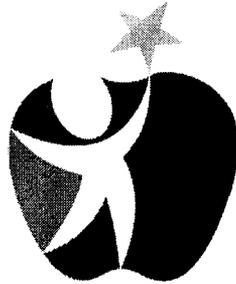
The Children and Families Act of 1998 (Proposition 10) requires that each county commission review its strategic plan on at least an annual basis and revise the plan as necessary or appropriate. Each commission is required to conduct a public hearing on the review of its strategic plan before any revisions are adopted. Adoption of the strategic plan by the Commission is required to maintain eligibility to receive Proposition 10 tobacco tax revenues.

The Children and Families Commission of Orange County's First Strategic Plan was approved in February 2000. Since that time the Commission has adopted the Strategic Plan that has remained effective and has guided the Commission's funding decisions for five years. In July 2005, the Commission approved a comprehensive update to the Strategic Plan.

As the Commission enters its eighth year, the Strategic Plan continues to provide a framework for guiding investment and resource decisions that the Commission will make over the next three-to-five years. In June 2006, the Commission elected to modify the category of one of the four goal areas from Quality Services to Capacity Building. This change is reflected in the enclosed document.

The Commission's vision, mission and goal of "Healthy Children Ready for School," remains the same. No revisions or modifications to the current Strategic Plan are required or recommended at this time.

# Strategic Plan



Children & Families  
Commission of Orange County

*Adopted by the  
Children & Families Commission of Orange County  
July, 2005*

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

## **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. Annually from 2001 through 2005, the Children and Families Commission of Orange County reviewed and re-approved the first Strategic Plan as current and consistent with their goals and objectives and those of the California Children and Families Act of 1998. In July 2005, the Commission approved a comprehensive update to the Strategic Plan.

### **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, amended as of January 1, 2004.

## 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 includes the investment the Commission has made in a program and client based Outcomes Collection, Evaluation, and Reporting System (OCERS) and program-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**

**Strategic Plan:**

- Defines vision, mission, and goals
- Identifies strategies to accomplish goals (initiatives, partnerships, funding)

**Strategic Plan Goals:**

- Healthy Children
- Strong Families
- Ready to Learn
- Capacity Building

### PLANS TO ACCOMPLISH OUR VISION

**Community Engagement Plan**

Project specific efforts to engage the community in Commission planning efforts

**Program Plans**

Specific plans addressing how initiatives will be implemented in the community

**Ten Year Financial Plan**

- Annually updated long-term financing strategy
- Plan for allocation of resources over planning horizon

**Annual Budget & Business Plan**

Allocates resources to specific programs and projects

### MEASURE OUR SUCCESS IN ACHIEVING OUR VISION

**Performance Outcome Measurement System**

- Identifies indicators and evaluates progress on strategic plan goals
- Identifies measurement tools, research studies, and evaluation projects to provide an overall picture of progress toward achievement of goals

### **C. Reliance on Community Data**

The Commission supports the development of reliable community indicators 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/cscs/report](http://www.ochealthinfo.com/cscs/report)

2. Orange County Health Needs Assessment

This community survey conducted every three years asks a wide range of questions relating to health and wellbeing and provides results in a variety of subsets such as age, geography and race/ethnicity. It has comparable results to similar statewide and national surveys. [www.ochna.org](http://www.ochna.org)

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, Grow Up Great, 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 the *Help Me Grow* 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.

### ***Ready to Learn***

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. Intensive in-home 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. Both the locally sponsored, and State and county partnership funded school readiness programs encourage system change and build community capacity to prepare young children in their transition to kindergarten.

*Local School Readiness Program*

School readiness coordinators 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.

*State and County School Readiness Partnership*

The State program works to improve success among children at low-performing schools. Coordinators focus their services on the five key dimensions of school readiness: early care and education; parenting and family support; health and social services, school capacity and readiness for children; and program infrastructure and evaluation.

### ***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

The Commission funds partnerships as platforms for delivering services.

- Service Platforms:**
- Hospitals
  - FRCs
  - Schools

The Commission sets priorities for initiatives that serve children, families, and the community.

- Initiatives:**
- School Readiness Initiative
  - Pediatric Health Services Initiative
  - Family Support Services (FRCs)
  - Other Strategic Initiatives (e.g. homeless, oral health, foster care etc.)

The success of Commission funded services is measured through a variety of indicators that tell the Commission whether:

- Children are healthy
- Families are strong
- Children are learning and ready for school
- There is an integrated, quality service system

The indicators tell the Commission whether its programs helped develop:

- Children's environments that are safe and nurturing and support optimal development
- Supportive systems to promote children's health and development
- Parents'/caregivers' ability to support children's health and reinforce age appropriate skills and behavior

Which are necessary in order for:

- Children to achieve optimal physical, mental and oral health
- Children to develop optimal cognitive, motor, social and emotional skills and behaviors

Which will help the Commission achieve its vision that:

- Children are healthy and ready to succeed when they enter school

4. Community Outreach & Communication

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

**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, Ready to Learn and Quality Services.

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. Capacity Building grants are awarded under the budget category and goal of Quality Services.

**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 and posted on the Commission's website at [www.occhildrenandfamilies.com](http://www.occhildrenandfamilies.com).

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. Outcomes Collection, Evaluation, and Reporting Service (OCERS)

The Commission relies on its Outcomes Collection, Evaluation, and Reporting Service (OCERS) described below to collect, compile and maintain client and program data.

OCERS is an internet-based data system that facilitates monitoring and reporting on project milestones and the Commission’s progress toward achieving its Strategic Plan objectives. Within OCERS are two modules: Orange County Administrative Management Module (OCAMM) and Core Data Outcome Module (CDOM). OCAMM is a module used for contract monitoring of Commission funded programs. All grantees use OCAMM to report their progress toward achieving their project milestones. CDOM is a confidential client-tracking module used to track data collected on clients who have received services. Only grantees providing service directly to clients use this module.

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 the State Commission, 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 its Bridges for Newborn 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. These media organizations have partnered with the Commission as part of an overall parent education effort under the “Help Me Grow” banner.

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 Technical 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 last five years 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, Technical 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 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
- AmeriCorp/VISTA Service Corp
- California Nutrition Network Funds
- Foundation Grants

## List of Appendices

Appendix A: Community Indicators Resource List

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

## Community Indicator Resource List

### **Orange County Health Needs Assessment - Spring Report 2005**

Presents results of a community survey on health that is conducted every three years – the 2005 report includes data on children ages 0-5

[www.ochna.org](http://www.ochna.org)

### **10<sup>th</sup> Annual Report on the Conditions of Children in Orange County October 2004**

Provides data on health, economic status, safety, and education of children of all ages – some breakouts by age and ethnicity

[www.ochealthinfo.com/cscc/report](http://www.ochealthinfo.com/cscc/report)

### **Orange County Community Indicators - 2005**

Includes data on a variety of community indicators, including housing, health, public safety and the environment

[www.oc.ca.gov/ceo/Comm\\_Indicators/Comm\\_Indi.asp](http://www.oc.ca.gov/ceo/Comm_Indicators/Comm_Indi.asp)

### **Evaluation Reports of the Children and Families Commission of OC**

Data on the children and families receiving services funded by the Children and Families Commission of Orange County.

[www.occhildrenandfamilies.com](http://www.occhildrenandfamilies.com) – click on the Evaluations button

### **Early Care and Education Needs Assessment for Orange County October 2001**

Presents the findings from surveys, focus, groups, observations, and other data sources on early care and education of 0-5 year olds

[www.ecena.org](http://www.ecena.org)

## PERFORMANCE OUTCOME MEASUREMENT SYSTEM (POMS): THE EVALUATION FRAMEWORK

### GOAL: Healthy Children

Outcome	Indicator	Objective	Strategy / Policy	Strategy / Program	Strategy / Research
Increased percent of children born healthy	Prenatal Care	Increase to at least 90% the proportion of all pregnant women who begin prenatal care in the first trimester of pregnancy, and whose care is adequate	Develop a standard comprehensive newborn and family assessment protocol that includes attention to physical and mental health, social issues, ATOD, family functioning and resources	Develop comprehensive prenatal care programs that are available and accessible through community based sites/mobile vans  Train relevant health care providers and their staff to identify and respond appropriately to alcohol, tobacco and other drug (ATOD) use among their patients  Provide home visitation services to augment and support prenatal and maternal child health care  Develop strategies targeting high-risk populations, such as teen parents, substance abusing pregnant women, and women who fail to seek early prenatal care	Develop and conduct annual prevalence survey related to drug/substance exposed births
	Low Birth Weight	Reduce low birth weight to an incidence of no more than 5% of live births and very low birth weight to no more than 1% of live births			
	Substance Exposed Infants	Increase abstinence from alcohol / illicit drugs by pregnant women			
		Increase abstinence from tobacco use by pregnant women by 75%			
Infant Mortality	Reduce the infant mortality rate for live births				

## PERFORMANCE OUTCOME MEASUREMENT SYSTEM (POMS): THE EVALUATION FRAMEWORK

### GOAL: Healthy Children

Outcome	Indicator	Objective	Strategy / Policy	Strategy / Program	Strategy / Research
<p>Increased access to early screening and assessments for developmental, behavioral, emotional, social, and other at risk conditions so chronic and disabling conditions are identified, assessed, and managed</p>	<p>Developmental Milestones</p>	<p>Increase the proportion of providers who are trained to routinely screen and refer infants and children for assessment of developmental delays, including vision, hearing, speech, language, psychosocial issues, and other special needs</p>	<p>Advocate for the development of a standard comprehensive child assessment protocol</p> <p>Advocate for a system of care that facilitates connections between primary and specialty care</p>	<p>Train primary care providers in early detection/ intervention of chronic and disabling conditions related to physical &amp; mental health</p>	<p>Develop a system to track the implementation and effectiveness of training</p> <p>Develop a standard comprehensive child assessment instrument</p>
	<p>Mental Health Issues</p>	<p>Increase the number of children who are screened and/or assessed for developmental milestones, including vision, hearing, speech, and language, psychosocial issues, and other special needs, and receive appropriate referrals</p>		<p>Make health and mental health consultation services available for child care providers</p> <p>Provide screenings, assessments and case management at community based sites, including mobile vans, child care settings, and homes</p> <p>Link with school based programs to provide screenings and assessments</p> <p>Provide training and on-going support for teachers and child development specialists on child screening, assessment and intervention</p> <p>Expand the availability of specialty care services</p>	
		<p>Increase the proportion of providers who are trained to routinely screen and/or assess children for cognitive, emotional, behavioral, and parent/child functioning, and provide appropriate counseling, referral, and/or follow-up</p>			
	<p>Specialty Care</p>	<p>Increase the number of children who are screened and/or assessed for cognitive, emotional, behavioral, and parent/child functioning, and receive appropriate counseling, referral, and follow-up</p> <p>Increase the number of children with chronic and disabling conditions who receive specialty medical and/or mental health services</p>			



**PERFORMANCE OUTCOME MEASUREMENT SYSTEM (POMS):  
THE EVALUATION FRAMEWORK**

**GOAL: Healthy Children**

Outcome	Indicator	Objective	Strategy / Policy	Strategy / Program	Strategy / Research
Increased percent of children who have and use a health home for comprehensive health services to include physical, dental, and mental health	Health Insurance	Increase to 100% the number of children with health coverage	Advocate for universal access to health care from birth to five, regardless of insurance and immigration status  Develop policies and procedures that allow for the sharing of appropriate information across systems and among service providers	Develop school and community based health care coordinators to link children with a health home, enroll children in insurance programs as needed, facilitate links with community based health care sites, family resource centers, and school based Healthy Start programs	Develop an Immunization Registry
	Health Home	Increase to at least 95% the proportion of children who have a health care home			
	Well Child Care Visits	Increase the proportion of children ages 0-5 who receive recommended primary care services at the appropriate intervals			
	Immunization	Increase age appropriate immunization levels to at least 95%			
	Oral Health	Reduce dental caries so that the proportion of children with one or more caries is no more than 35% among children ages 0-5			
	<p>Provide culturally appropriate outreach to maximize number of eligible children enrolled into Medi-Cal, Healthy Families and other plans</p> <p>Create neighborhood based comprehensive health care and dental care sites/mobile vans</p> <p>Link with school based Healthy Start programs</p> <p>Provide discretionary funding to facilitate access to health services (i.e., childcare, transportation, translation)</p> <p>Expand hours and resources available at community clinics</p>				

**PERFORMANCE OUTCOME MEASUREMENT SYSTEM (POMS):  
THE EVALUATION FRAMEWORK**

**GOAL: Healthy Children**

Outcome	Indicator	Objective	Strategy / Policy	Strategy / Program	Strategy / Research
Reduced number of child deaths and disabilities due to preventable causes	Safety in and Around Cars	Increase use of occupant protection systems, such as safety belts and child safety seats		Increase community based health promotion and education and disease and injury prevention programs	
	Preventable Injuries	Reduce nonfatal injuries so that hospitalizations for this condition			
	Child Mortality	Reduce the rate of child mortality for children aged 1-5			

## PERFORMANCE OUTCOME MEASUREMENT SYSTEM (POMS): THE EVALUATION FRAMEWORK

### GOAL: Healthy Children

Outcome	Indicator	Objective	Strategy / Policy	Strategy / Program	Strategy / Research
Increased percent of children growing up in healthy and safe environments	Breastfeeding	Increase to at least 75% the proportion of mothers who breastfeed their babies according to the recommendations of the American Academy of Pediatrics	Advocate for healthy and safe environments  Promote parent and community involvement in planning, design, and delivery of services	Increase community based health promotion and disease prevention programs  Increase community awareness of the impact of alcohol, tobacco and other drugs (ATOD) on children prenatal through early childhood	Participate in community research to identify social and environmental factors that influence children's health
	Fitness	Increase the availability and accessibility of nutrition education and physical activity opportunities			
	Parent Knowledge of Children's Health	Increase parents' knowledge and involvement in raising healthy children	Improve safety in early care and education facilities and other environments where children are in group settings		
	Healthful Environments	Increase the health and safety of children's environments	Improve health and safety at home and in surrounding residential environments (e.g. radon, lead testing, fluoridated water, etc.)		
	Tobacco Exposure	Reduce to no more than 20% the proportion of children ages 0-5 who are regularly exposed to tobacco smoke at home	Make breastfeeding information /education readily available at hospitals, community based health clinics and family resource centers		
	Alcohol and Other Drug Use and Abuse	Reduce the number of children who are exposed to alcohol and other drugs in their homes and communities	Increase community awareness of the impact of violence on children prenatal through early childhood		
	Domestic Violence	Decrease the number of reports of domestic violence that involve young children			
	Child Abuse	Decrease the number of child abuse reports involving young children and the number of young children removed from their homes due to child maltreatment			

## PERFORMANCE OUTCOME MEASUREMENT SYSTEM (POMS): THE EVALUATION FRAMEWORK

### GOAL: Strong Families

Outcome	Indicator	Objective	Strategy / Policy	Strategy / Program	Strategy / Research
Increased family self-sufficiency	Family Self-sufficiency	Improve the condition of Orange County families as gauged by the following socio-economic indicators: <ul style="list-style-type: none"> <li>• Homelessness</li> <li>• Hunger</li> <li>• Poverty</li> <li>• Environmental Stability</li> <li>• Formal Education of Parents</li> <li>• Employment</li> <li>• Social Capital/ Support</li> </ul>	Advocate for linkage between parenting programs and self-sufficiency programs such as housing and job training  Advocate for development of affordable housing	Provide emergency services to meet basic episodic needs (food, respite, rental assistance, utilities)  Develop homeless prevention and transition to permanent housing services  Promote family friendly practices among employers, such as flexible work schedules, child care, places to breastfeed, etc.  Conduct outreach activities to reach isolated populations <ul style="list-style-type: none"> <li>• homeless</li> <li>• immigrants</li> <li>• working poor</li> <li>• teen parents</li> </ul>	

## PERFORMANCE OUTCOME MEASUREMENT SYSTEM (POMS): THE EVALUATION FRAMEWORK

### GOAL: Strong Families

Outcome	Indicator	Objective	Strategy / Policy	Strategy / Program	Strategy / Research
Increased parenting knowledge and skills to support effective child rearing and healthy choices	Parent Education	Increase the proportion of parents who have and use good parenting skills	Recognize and support the role of parents as primary caregivers of their children	<p>Provide comprehensive, high quality, effective parent education programs covering a wide range of topics that are culturally appropriate and offered in multiple languages</p> <p>Provide home visitation services to support new and at risk families</p> <p>Expand pregnant and parenting teen programs</p> <p>Develop father involvement programs</p> <p>Develop parenting/peer support mentoring programs</p> <p>Provide parent education in high school</p> <p>Develop parenting education modules that can be incorporated into domestic violence and substance abuse treatment programs</p>	<p>Conduct in depth review of existing parenting programs and develop characteristics of successful programs</p> <p>Identify, evaluate and measure the impact of parent education</p>



## PERFORMANCE OUTCOME MEASUREMENT SYSTEM (POMS): THE EVALUATION FRAMEWORK

### GOAL: Strong Families

Outcome	Indicator	Objective	Strategy / Policy	Strategy / Program	Strategy / Research
Increased access to and availability of family support services and resources	Information and Referral	Increase community awareness of and linkage to available services	Promote responsive, convenient, strength based, and accessible services for parents	Support community based comprehensive support services e.g., Family Resource Centers, Healthy Start programs	Develop program specific plans to address the needs of high-risk populations, including teen parents, substance-abusing pregnant women, and homeless families.
	Program Availability	Increase number of services and service locations geographically dispersed around the county	Promote parent and community involvement in planning, design, and delivery of services	Provide home visitation and case management services to support new and at risk families	
	Service Barriers/Access	Reduce barriers to services, such as cost, transportation, language, hours of operation, child care, and knowledge of how to access services	Advocate for centralized resource and information systems specific to families with children prenatal through five.	Link family education and support services with child care  Develop specialized support services for foster care and relative caregivers and families with special needs children  Develop transportation services for low-income and special needs children  Develop coordinated case management for high risk populations <ul style="list-style-type: none"> <li>• Children with special needs</li> <li>• Homeless children/families</li> <li>• teen parents</li> <li>• family violence</li> </ul>	

## PERFORMANCE OUTCOME MEASUREMENT SYSTEM (POMS): THE EVALUATION FRAMEWORK

### GOAL: Ready to Learn

Outcome	Indicator	Objective	Strategy / Policy	Strategy / Program	Strategy / Research
Increased availability and access to quality early care and education	Program Quality	Increase the number and percentage of early care and education programs that meet nationally recognized quality standards	Promote accreditation of early care and education programs including family child care programs Strengthen K-12/early care and education instructional coordination Promote development of continuing early care and education resources for children and families so that families and children do not experience a gap in services when transitioning from one system to another	Increase quality early care and education programs in underserved areas and for underserved populations Develop programs that are responsive to family needs, including non-traditional hours, services for mildly ill children, etc. Provide parent education that promotes informed parental choice in the selection of early care and education programs	Track achievement in K-12 system of early care and education graduates Develop a criteria and assessment tool to determine quality early care and education programs Develop a measurement tool to assess the progress of children as they transition to K-12 education
	Early Care and Education Availability	Increase the number of children receiving quality early care and education services so they are better prepared to succeed in school			
Increased school readiness of children with special needs*	Special Needs Children*	Increase the number of children with special needs* who are participating in inclusive early care and education programs	Promote inclusion of special needs children* in early care and education programs	Increase access to quality early care and education programs for children with special needs* Provide training and support services for providers working with special needs children*	
	Resources	Increase available resources to support families with special needs children*			

\* Children with special needs: 1) are protected by the Americans with Disabilities Act (ADA); 2) are at-risk of a developmental disability as defined by the Early Intervention Services Act; or 3) do not have a specific diagnosis but whose behavior, development, and/or health affect their family's ability to find and maintain services, e.g. child care.



## PERFORMANCE OUTCOME MEASUREMENT SYSTEM (POMS): THE EVALUATION FRAMEWORK

### GOAL: Ready to Learn

Outcome	Indicator	Objective	Strategy / Policy	Strategy / Program	Strategy / Research
Increased caregiver knowledge and skills to promote children's readiness for school	Parent Knowledge of School Readiness	Increase parents' knowledge and involvement in preparing children for school	Recognize and support the role of parents as primary caregivers of their children	Provide education that promotes parental involvement and supports child development, early literacy, and learning  Develop public awareness campaigns to promote child development and early literacy	Develop a comprehensive needs assessment of early care and education programs and services to meet the needs of families  Develop a comprehensive plan to meet the early care and education needs of families identifying all public and private resources
	Provider Knowledge of School Readiness	Increase providers' knowledge and involvement in preparing children for school			
Improved transitions of children from preschool to kindergarten	Transition to Kindergarten	Increase the preparedness of schools for incoming kindergartners	Promote collaboration between the K-12 educational system and the early care and education system for the purpose of defining school readiness and a common mechanism for measurement	Develop transition plans between preschools and elementary schools	

## PERFORMANCE OUTCOME MEASUREMENT SYSTEM (POMS): THE EVALUATION FRAMEWORK

### GOAL: Capacity Building

Outcome	Indicator	Objective	Strategy / Policy	Strategy / Program	Strategy / Research
A consumer-oriented, easily accessible system of services that is responsive to local needs and achieves results	Service Planning	Develop service plans that are supported by data and responsive to local needs	Implement a continuous strategic planning and reporting process for the Commission enlisting participation from stakeholders	Develop, expand and support neighborhood-based, family-friendly services	
	Coordination and Collaboration	Support development of networks of care	Advocate at the federal, state and local level for actions that promote the Commission's mission	Develop a centralized resource and information system specific to families with children birth through five	
	Technical Assistance	Provide training, technical, and administrative support to funded programs to ensure quality and results	Seek state and federal waivers and authority to link systems	Provide training, technical, and administrative support to funded programs to ensure quality and results	
	Public Communication	Develop and implement public information and outreach campaigns	Support the development of collaborative efforts involving public, non-profit and for-profit organizations	Create and develop public information and outreach campaigns	
	Innovative Practices	Share successful program models with others	Strengthen planning linkages, communication, learning and referrals among all Commission funded programs	Develop protocols and uniform data standards to facilitate information sharing and best practices	
	Leadership Development	Increase long-term parent involvement in program design and implementation	Emphasize the participation of consumers and families in all service contracts		
	Leveraging	Percentage of Commission dollars invested that are matched by other government and private sources	Support multi-year funding for sustainability	Provide training and technical assistance to improve business practices and grant applications	
	Sustainability	Develop business plans, business practices, and/or grant applications to sustain programs	Fund development strategies that leverage public, private and non-profit funding sources		
Commission-funded projects are still in existence after five years					

**PERFORMANCE OUTCOME MEASUREMENT SYSTEM (POMS):  
THE EVALUATION FRAMEWORK**

**GOAL: Capacity Building**

Outcome	Indicator	Objective	Strategy / Policy	Strategy / Program	Strategy / Research
Commission data supports decision making and program improvement	Program Evaluation	Develop evaluation reports using appropriate and reliable indicators and communicate the results to the Commission, its grantees, and the community	Fund services based on achievement of results		Implement protocols and uniform data standards to facilitate information sharing and "best practices" Implement a comprehensive performance management system which includes <ul style="list-style-type: none"> <li>- County scorecard to track results</li> <li>- Annual program performance monitoring and auditing</li> <li>- Program results and Commission outcome monitoring</li> <li>- Operational reviews</li> <li>- Consumer satisfaction</li> </ul> Research best practices and service models for targeted population and goals Investigate a variety of service models for the purpose of measuring efficiency and effectiveness
	Program Management	Monitor Commission and grantee program performance and contract compliance to ensure quality and results			







Children & Families  
Commission of Orange County

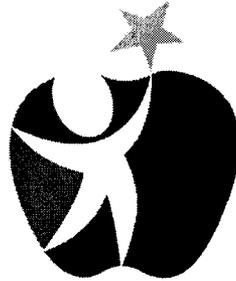
## **Business Plan for Final FY 2007-08**

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### **SUMMARY:**

Enclosed for the Commission's review and approval is the final FY 2007-08 Business Plan that includes a summary of accomplishments for FY 2006-07, a summary of the Work Program for FY 2007-08, and a Resource Plan for FY 2007-08. Approval of the Work Plan does not obligate, authorize, or commit the Commission to any specific funding action, or contract with any organization or entity.

# Business Plan for FY 2007-08



Children & Families  
Commission of Orange County

*Adopted by the  
Children & Families Commission of Orange County  
May 2, 2007*

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## **I. 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.

## **II. 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.

### **Ready to Learn**

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.

## **III. 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, creating 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. In May 2006, 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 enters its eighth year of operation, the Commission can point to a wide range of programs and services implemented thus far that have met the needs of young children in Orange County.

The Work Program included in this Business Plan identifies the key accomplishments of FY 2006-07 and planned objectives for the major categories of programs and services funded by the Commission for FY 2007-08. The Commission will continue to face new challenges through the next fiscal year, including allocating approximately \$38 million in tobacco tax funding to implement existing program commitments and providing support to new programs for children and their families in Orange County.

This Business Plan contains three main components:

- ◆ Summary of the Proposed Work Program for FY 2007-08
- ◆ Resource Plan
- ◆ Adopted Annual Operating Budget for FY 2007-08

The Business Plan has been prepared by Commission staff and 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 2007-08 Fiscal Year.

#### **IV. SUMMARY OF PROPOSED 2007-08 WORK PLAN**

The Proposed Work Program addresses the major actions for staff to pursue during the coming fiscal year. For FY 2007-08, the framework for presenting the annual Work Program will be 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 nature. This approach will continue to provide a connection between the Commission's Strategic Plan goals, accomplishments, and the proposed Work Program.

The Work Plan for achieving these objectives is presented on Attachment 2A. Highlights of the accomplishments and major activities associated with each goal are also included for the prior fiscal year.

## V. RESOURCE PLAN

Following is the organizational structure and resources necessary to execute the Commission's Business Plan for FY 2007-08. The resources include Commission staff as well as consultants and other technical resources.

### Commission Committee Structure

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

- ◆ **Technical Advisory Committee** is required by state law to provide technical and professional expertise to the Commission. The TAC specifically provides recommendations regarding updating the Strategic Plan, developing research initiatives, implementing the Performance Outcome Measurement System, identifying best practice strategies, participating on funding evaluation panels, and providing other technical support for Commission programs.
- ◆ **Pediatric Health Services Committee** oversees the Commission's 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** was established to ensure 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.

### 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.

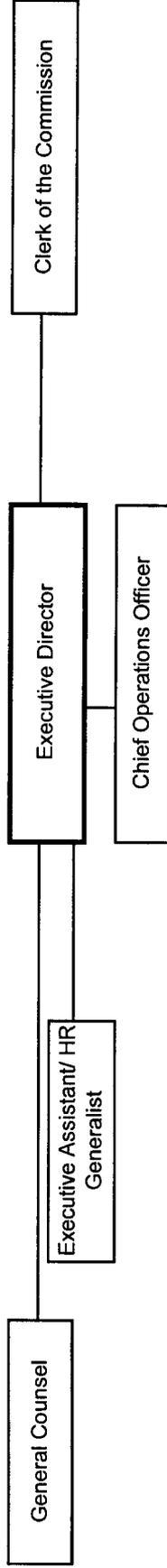
### **Organization and Staffing**

The Commission uses consultants to provide a range of required support services including Legal Counsel, Financial & Strategic Planning, Media & 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. It includes:

- Fourteen regular Commission employees
- Several key consultants to provide financial planning, administrative, and legal counsel services
- Four limited term position, consultants and contract staff to provide specific services including administrative and program support. There is a continuing workload need for the limited term positions for FY 2007/2008

Extra help and temporary help 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.

**COMMISSION ORGANIZATION STRUCTURE BY GOAL AREA**



<b>COMMISSION GOAL AREAS</b>				
	<b>Strong Families &amp; Capacity Building</b>	<b>Healthy Children</b>	<b>Research and Evaluation</b>	<b>Strategic Communications</b>
<b>Ready to Learn</b> * School Readiness * Childcare Health Consultant * Strong Start * Childcare Provider Training * Parent Education Project * Childcare Services & Support * Early Literacy Network * EI, EI, O * Extra Steps Project * First Steps for Lifelong Learning * Get Ready for School * HABLA	* Community Programs * Boys and Girls Clubs in Orange County Alliance * Home Aide * Homeless Prevention	* Children's Health * Pediatric Health Services * Project Lean Start * Family Resource Center * Bridges for Newborns * OC Injury Prevention * Community Clinics * Dental Initiative * Primary Care School Nurse Expansion Project	* Project Evaluation * POMS * Demonstration Projects * Statewide Evaluation * Outcome Reporting	* Community * Media * Legislative * Community Education
<b>Office Administration</b>		<b>Finance, Compliance, Administrative Functions</b>		
		<b>Contracts Administration</b>		

**VI. FY 2007-08 ADOPTED ANNUAL OPERATING BUDGET**

The Final Budget for FY 2007-08 was prepared in accordance with the most recent update of the Multi-Year Financial Plan and reflects the Commission's prior approved policies and direction regarding children's programs and services. The budget provides overall focus and guidance for use of the Commission's funds in meeting the goals and objectives of the Commission's Strategic Plan.



# Work Plan for FY 2007-08

## HEALTHY CHILDREN

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

### FOCUS AREA: Healthy Children Programs

Program	Program Description
Bridges for Newborns	Increases proportion of newborns linked with healthcare coverage, receive their first well-baby checkup, and receive to-to-date immunizations within 90 days of birth in Orange County hospitals
Child Health & Safety Community Education	Increases the capacity of professionals, organizations, parents/caregivers and the community to prevent injury to Orange County children ages 0-5 by providing injury prevention educational materials, training and resources to pediatricians, health care providers, community-based organizations and childcare centers that serve Orange County children
Community Clinics	Increases health coverage and facilitate access to quality pediatric care and primary care with doctors and nurses trained to provide prenatal screenings, checkups, and immunizations
Fitness/ Nutrition	Increases knowledge and skills through technical assistance targeting caregivers
Health Access	Expands access to routine and specialty care and increase capacity of agencies to provide services in a coordinated and culturally appropriate way
Children's Dental	Improves the oral health of children ages 0-5 in Orange County through collaborative programs directed at prevention of decay in primary teeth in children through age 5 by conducting screenings, sealants, and fluoride treatments, parent/caregiver education, and improving access to treatment services and advocacy
Pediatric Health Services	Facilitates development of new or expanded services to promote access to pediatric primary and specialty care through a collaboration of Children's Hospital of Orange County and University of California, Irvine
Project Connections/ Health Access	Connects agencies in a collaborative effort to reach medically and socially vulnerable children with accessible, culturally sensitive services through health education and in-home support services for pregnant women and families with children ages 0-5
School Nursing	School Readiness Nurses in all Orange County elementary schools help track children's health and development needs with early learning centers, Head Start and other programs
Healthy Children Grants	Provides funding through competitive process to increase services to promote healthy children

### FY 2006/07 Accomplishments

- ✓ Facilitated meetings of three home visitation service providers to focus on service integration and system development
- ✓ Facilitated connections between all funded projects to the American Academy of Pediatrics (AAP's) injury prevention program
- ✓ Supported the expansion of health centers and provided ongoing assistance to the Centralized Pediatric Support project
- ✓ Convened a work team to study access to pediatric vision screening and treatment services, share resource information and outline future planning efforts
- ✓ Made program design modifications, including a decrease in the number of PHN home visits, an increase of home visits to families living in motels, and an increase in the number of community based interventions
- ✓ Developed strategies, along with School Readiness Nurses, to identify and align with community resources that interface with isolated clients
- ✓ Successfully completed link of all eligible school readiness programs with Orange County Department of Education's California Nutrition Network matching program to increase direct program support
- ✓ Successfully linked Healthy Smiles to private foundation interested in supporting their residency program
- ✓ Assessed the health of children who were brought to the mildly ill nursery and made appropriate referrals
- ✓ Screened children 0-5 years of teen parents for physical wellness and for developmental progress



# Work Plan for FY 2007-08

## **FY 2007/08 Goals**

- ✓ Participate with OCF in planning and implementation of the Child Health Diary throughout the Bridges Network
- ✓ Ensure coordination, interagency referral and partnership among Injury Prevention Grantees and other community agencies
- ✓ Monitor and support implementation of clinic-based pilot projects designed to increase the number of two-year-old children who are adequately immunized
- ✓ Work with CHI-OC staff and community partners to develop resources and practices
- ✓ Ensure integration of Commission platforms and programs
- ✓ Strengthen recruitment and retention by developing orientation program, including SRN manual, provide support to newly hired nurses and continue ongoing monthly education opportunities for current nurses.
- ✓ Continue to maximize leveraging opportunities
- ✓ Work with other nutrition and physical fitness providers to increase quality of services for children 0-5 and their families
- ✓ Develop residency retention program (loan reimbursement program for service commitment)
- ✓ Provide information and referrals to teen parents whose children have been assessed and identified with problems



# Work Plan for FY 2007-08

## STRONG FAMILIES

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

### FOCUS AREA: Strong Families Programs

Program	Description
Boys & Girls Clubs Projects	Provides services to children ages 2 1/2 to 5 and their caretakers focusing on; developmentally appropriate classes for children; parenting classes; health screenings; health education; and other family support services
Homeless Prevention	Funds transitional shelters that homeless families build and support, including: Precious Life Shelter for young mothers, the Fullerton Interfaith Emergency Services shelter for homeless families and individuals, and Casa Teresa's comprehensive residential program for women and infants
Strong Families Grants	Provides a competitive funding opportunity that funds a variety of family focused services including family counseling, transitional housing, and supportive services

### FY 2006/07 Accomplishments

- ✓ Coordinated with community providers to conduct health screenings for preschool children
- ✓ Approved funding for the construction of a 17 unit transitional shelter project, Hope Family Housing, in Buena Park
- ✓ Developed a collaborative group of service providers that focus efforts to families living in motel. Collaborative developed referral forms, service grids, case management protocol, and conducted one health fair targeted to Motel residents
- ✓ Developed comprehensive work plan and definition of services among all transitional housing providers.
- ✓ Ensured that caregivers participate in health education classes
- ✓ Administered parenting skills assessment
- ✓ Referred children for further assessment and/or treatment based on needs identified from the screenings
- ✓ Conducted We Learn Together classes for children and caretakers, including hands-on opportunities and instruction on duplicating activities at home
- ✓ Screened children ages 0-5 for vision, hearing, dental, height, weight, health, and/or developmental milestones
- ✓ Provided emergency/transitional shelter and other services to meet basic episodic needs

### FY 2007/08 Goals

- ✓ Continue to move funded services in the direction of linking with Commission platforms with the ultimate intention of enhancing service systems
- ✓ Develop and hold life skills classes for clients to set goals based upon information learned in class and reported in case notes
- ✓ Assist residents in enrolling in appropriate training programs (such as GED/high school) or college programs in order to further their job skills
- ✓ Provide assistance and follow-up in order to link children to an appropriate health care home
- ✓ Perform developmental screenings of children at appropriate intervals based on the child's age, using Ages & Stages Questionnaires
- ✓ Educate parents about techniques to stimulate the growth and development of their children so children maintain or improve their developmental progress
- ✓ Check home for safety, at least every 6 months, and educate parents about preventable injuries to ensure home safety practices
- ✓ Conduct outreach activities to generate referrals and enroll clients in home visitation services
- ✓ Distribute/install child safety devices to participant families
- ✓ Provide treatment service including pre and post-evaluations to measure child behavior and parenting skills to violence-prone, child abusing parents and their children



# Work Plan for FY 2007-08

## READY TO LEARN

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

### FOCUS AREA: Ready to Learn Programs

Program	Description
School Readiness	Increases the school readiness of children entering the school system by identifying service gaps in the area of school readiness, promoting best practices, and developing new initiatives. Incorporates the First 5 California funds to specifically provide integrated services to children 0-5 and their families living within the boundaries of low-performing schools within the district to increase readiness for school through quality early care education, health screenings, mental health services, speech therapy, and resources/ referral services
Early Literacy	Expands early literacy programs to provide children with the experience of being read to everyday and developing the critical foundation for life long language and learning skills
Ready to Learn Grants	Provides competitive funding to support the Ready to Learn goal area
Special Needs Program	Improves provision of comprehensive child development services, child health, family functioning, and comprehensive systems of care
School Readiness Expansion	Ensures that children and families receive expanded and comprehensive early learning and health opportunities through the development of new and enhanced centers that meet quality standards
Child Care Coordinator	Provides consultation, advocacy, and access to quality health and behavioral health services for childcare providers

### FY 2006/07 Accomplishments

- ✓ Convened Teen Parent Summit with over 150 community agency representatives
- ✓ Increased the school districts participating in the School links project from three to six districts
- ✓ Continued integration efforts with homeless providers to ensure access to school readiness initiative
- ✓ Formalized partnerships with community agencies to increase the number of children receiving screens and early intervention services
- ✓ Served 744 children with new and improved school readiness programs
- ✓ Established a formal collaborative known as the City of Anaheim School Readiness Collaborative
- ✓ Worked with the Children's Home Society (CHS) to develop, implement and promote the new Centralized Eligibility List
- ✓ Supported the establishment of a childcare program at both the Midway City Community Center, and the El Sol Preschool Program
- ✓ Provided on-site services to program participants
- ✓ More than 43,000 children read to at Reach Out and Read sites and almost 14,000 children's books distributed at community events



# Work Plan for FY 2007-08

## **FY 2007/08 Goals**

- ✓ Fully integrate Early Literacy and Kid Builders into the School Readiness Initiatives
- ✓ Develop formalized infrastructure/ sustainability plans with school districts
- ✓ Provide grant monitoring to ensure consistency in the quality services provided, inclusion of special needs children, and systematizing long- term outcomes
- ✓ Offer technical assistance and expertise to all 25 districts through the LEAPS project at Newport-Mesa USD.
- ✓ Ensure all new sites meet licensing requirements
- ✓ Identify additional key community partners, who can provide resources to achieve the goals of the communitywide Child Care Plan
- ✓ Provide intensive English immersion using materials previously used in the predominately Spanish language HABLA home visits
- ✓ Provide ongoing development training, support and technical assistance to current and former program participants in order to improve retention and quality of care
- ✓ Hold monthly classes for parents to learn how to develop their child's preschool reading and number skills
- ✓ Expand and increase support for early literacy programs at every school district
- ✓ Increase the number of pediatric and medical clinics participating in the Reach Out and Read program



# Work Plan for FY 2007-08

## CAPACITY BUILDING

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

### FOCUS AREA: Capacity Building Programs

Program	Description
AmeriCorps/ VISTA/ State First 5 Service Corps	Coordinate 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
Technical Assistance	Assess grantees to identify training needs, provide customized workshops that include continuing support, strategic planning and business plan development
Capacity Building Grants	Provides competitive funding for existing or new organizations to develop a business plan that supports the planning of innovative programs benefiting the health and early education of children through age five and their families
Program Support MAA / TCM / EPSDT Fiscal Leveraging	Supports consultants who provide specific expertise required to ensure project success

### FY 2006/07 Accomplishments

- ✓ Managed the daily administration of the First 5 Service Corps Initiative
- ✓ Expanded membership for Orange County to 57 AmeriCorps and 33 VISTA members
- ✓ Expanded grantees use of OCERS data- provided ongoing training and technical assistance
- ✓ Added three districts to the School Link project, bringing the sample size up to 600
- ✓ Secured \$300,000 of additional financial support from the County of Orange and the United Way
- ✓ Conducted 13 workshops focused on topics such as evaluation, marketing, sustainability, board development, volunteer management and recruitment, fiscal management and internal controls
- ✓ Completed two cycles of capacity building grant funding
- ✓ Worked with 34 agencies to develop and/or finalize their business plans
- ✓ Gained approval and released 5.4 million dollars of revenue from MAA and TCM claiming
- ✓ Working to incorporate PCIT services under billing for Early Periodic Screening, Diagnoses and Treatment (EPSDT) Medi-Cal



# Work Plan for FY 2007-08

## **FY 2007/08 Goals**

- ✓ Continue expanding the initiative to bring in additional AmeriCorps and VISTA members to Orange County
- ✓ Renew administrative support contracts with CONNECT and Public Health Foundation Enterprises (PHFE)
- ✓ Continue to serve as a fiscal and administrative agent to the F5 Service Corp Statewide
- ✓ Review Commission's data collection requirements for grantees and recommend changes to reduce data collection burden
- ✓ Complete Year 3 School Nurse Initiative evaluation
- ✓ Continue to assist with the development and implementation of sustainability strategies
- ✓ Look into opportunities to collaborate with other funders and expand technical assistance offered to grantees. Areas of possible growth may include Social Enterprise, Evaluation, succession planning, board development, and fiscal management
- ✓ Conduct two more rounds of Capacity building grants
- ✓ Expand EPSDT utilization for Commission programs for mental health, PCIT, in-home services for medically fragile infants and developmental screening services
- ✓ Work with HCA Auditor Controller to develop systems for disbursements and tracking revenue and fiscal reporting methods



# Work Plan for FY 2007-08

## FISCAL MANAGEMENT & OVERSIGHT

### FOCUS AREA: Infrastructure

- Public Outreach Communication
- Finance and Compliance Audits
- Compliance/ Risk Management Program
- Staffing
- Grants Development

### FY 2006/07 Accomplishments

- ✓ Managed grantee compliance and supported Commission funded programs
- ✓ Implemented grantee risk management program to ensure timely and appropriate risk assessment, and related documents completed
- ✓ Performed 122 risk assessments and 171 Compliance Team waivers
- ✓ Conducted an internal audit of the AmeriCorps VISTA member files to ensure responsiveness to program requirements
- ✓ Conducted site visits and assessments to review grantee administration procedures, human resource policies and programs practices, and identified areas of potential concern or grantee risk
- ✓ Developed two new risk assessment checklists based on new risks recognized and specific to industry standards
- ✓ Provided final report to Commission of first phase of the immunization registry project in Orange County of Orange County
- ✓ Reviewed Capacity Building Request for Application (RFA) financial statements to identify any concerns
- ✓ Partnered with Sesame Street to bring "The Bodies Exhibit" to the Santa Ana Discovery Science Center
- ✓ Operated a booth at the Orange County Fair promoting the importance of physical fitness and nutrition

### FY 2007/08 Goals

- ✓ Continue as Presenting Sponsor for HomeAid Orange County's Project Playhouse event
- ✓ Continue to sponsor and participate in annual programs and conferences that promote Commission goals
- ✓ Update and refine the Commission website with fresh information
- ✓ Continue to safeguard Commission's financial resources
- ✓ Ongoing monitoring of potential risk environment
- ✓ Provide technical assistance to grantee, Commission and community stakeholders to document best practices, ensure quality and results and promote partnerships
- ✓ Continue using consultants where their expertise can be strategically utilized without expanding permanent staff
- ✓ Partner with the County to augment staff and services to leverage Commission resources





Children & Families  
Commission of Orange County

## **Ten-Year Financial Plan– May 2007 Updated Plan**

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### **SUMMARY:**

The Ten-Year Financial Plan has been updated to incorporate FY 2005-06 actuals and year-end projections for FY 2006-07. The Update and Plan includes revised projections of tobacco tax allocations through FY 2016-2017.

### **Summary of Ten-Year Financial Plan**

The Ten-Year Financial Plan was initially developed in March 2001 and is used to guide the preparation of the annual budget in accordance with the Commission's Strategic Plan. The Ten-Year Financial Plan is intended solely to provide a framework for evaluating long-term financial impacts. Approval of the Ten-Year Financial Plan- May 2007 Updated Plan does not authorize, obligate, or commit the Commission to any specific funding action, or contract with any organization or entity.

### **Updated Ten-Year Financial Plan Assumptions and Results**

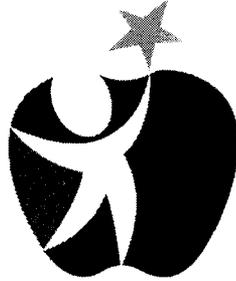
- Tobacco tax revenue continues to decline at approximately 4% per year.
- Overall, annual funding for program services is held constant at \$33.43 million through FY 2016-2017.

The balance of the current Long-Term Commitments Account is \$53.74 million. In FY 2006-07, your Commission transferred \$15.97 million from the general budget to the long-term commitments account. This account is projected to peak at \$78.82 million prior to beginning withdrawals from this account.

### **Impacts on Long-Term Commitments Account**

The Updated Plan indicates that through continued planning and prudent fiscal management, the Commission should have the capacity to continue current commitments to major initiatives through FY 2016-2017, as well as support a level of program grant funding of approximately \$40 to \$43 million per year.

# Ten-Year Financial Plan- May 2007 Updated Plan



Children & Families  
Commission of Orange County

*Adopted by the  
Children & Families Commission of Orange County  
May 2, 2007*



Children & Families  
Commission of Orange County

## **Ten-Year Financial Plan- May 2007 Executive Summary**

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The Commission's Ten-Year Financial Plan was initially developed in March 2001 and is used to guide the preparation of the Commission's annual budget. The Plan is updated annually and reviewed as part of the annual budget process.

The Plan is intended to provide the Commission with a funding and business strategy over a ten-year planning horizon. It does not obligate Commission funds or make any commitments to any specific program or funding category.

The Plan does provide the Commission with a framework for evaluating future investments in specific initiatives as well as its approach to future funding cycles. It is intended solely to provide a framework for evaluating long-term financial impacts and provide general guidance for the annual budget process.

Per the revised State audit and financial reporting guidelines, the Commission may only assume that funds are dedicated for long-term service implementation if designated in connection with approval of a multi-year financial plan.

Implementation actions on the Ten-Year Financial Plan are taken through the following Commission authorizations:

- Approval of the annual budget
- Contract authorizations
- Funding allocations

The Commission has previously endorsed the following key principles of the Ten-Year Financial Plan which are assumed in the May 2007 update:

- Establish a Long-Term Commitments Fund to assure a consistent level of funding as a statement of commitment to the community and as means to leverage additional investments.
- Dedicate adequate, long-term funding to support Commission directed initiatives.
- Provide funding for community-based initiatives through an annual grant application cycle, based on availability of funding.
- Limit infrastructure and administrative expenses.

**Ten Year Financial Plan  
Updated Plan - May 2007  
Dollars in Millions**

<b>Fiscal Year</b>	<b>2005/06</b>	<b>2006/07</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>TOTAL</b>
	<b>Actual</b>	<b>Proj</b>	<b>Budget</b>	<b>09</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>13</b>	<b>14</b>	<b>15</b>	<b>16</b>	<b>17</b>	
<b>Operating Fund</b>													
Carryover (Prior Year Tax Allocation)	63.00	67.92	56.91	35.07	34.56	33.18	31.85	30.58	29.35	28.18	27.05	25.97	
<b>REVENUES</b>													
Annual Projected Tax Allocation	39.33	37.50	36.00	34.56	33.18	31.85	30.58	29.35	28.18	27.05	25.97	24.93	378.48
Operating Interest Earnings	6.08	7.00	7.00	6.86	6.72	6.59	6.46	6.33	6.20	6.08	5.96	5.84	77.10
State School Readiness Funds	4.17	6.30	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80	48.47
Other Revenue Sources	1.74	2.80	2.90	1.20	1.20	1.20	1.20	1.20	1.20	1.20	1.20	1.20	18.24
<b>Subtotal Revenues</b>	<b>51.32</b>	<b>53.60</b>	<b>49.70</b>	<b>46.42</b>	<b>44.90</b>	<b>43.44</b>	<b>42.03</b>	<b>40.68</b>	<b>39.38</b>	<b>38.13</b>	<b>36.93</b>	<b>35.77</b>	<b>522.30</b>
<b>TOTAL FINANCING (Carryover + Revenues)</b>	<b>114.32</b>	<b>121.52</b>	<b>106.61</b>	<b>81.49</b>	<b>79.46</b>	<b>76.62</b>	<b>73.88</b>	<b>71.26</b>	<b>68.73</b>	<b>66.31</b>	<b>63.98</b>	<b>61.74</b>	
<b>EXPENSES: PROGRAMS</b>													
<b>Direct Services Target Funding</b>	41.75	43.87	55.44	42.66	42.76	42.86	42.96	43.06	43.17	42.29	41.37	40.42	
<b>Commission Directed Initiatives</b>													
Ped Health Svcs Initiative	10.36	10.30	9.77	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	97.93
Bridges for Newborns	4.22	3.20	5.08	4.50	4.50	4.50	4.50	4.50	4.50	4.50	4.50	4.50	53.00
Home Aid Partnership	0.96	1.00	3.77	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	23.73
Family Resource Centers	2.66	2.20	2.71	2.53	2.53	2.53	2.53	2.53	2.53	2.53	2.53	2.53	30.34
Dental Services	1.00	1.20	1.23	1.23	1.23	1.23	1.23	1.23	1.23	1.23	1.23	1.23	14.50
Local School Readiness Program	2.45	2.30	2.63	2.72	2.82	2.92	3.02	3.12	3.23	3.35	3.43	3.48	29.46
Child Health and Safety	1.34	1.40	1.07	0.99	0.99	0.99	0.99	0.99	0.99	0.99	0.99	0.99	12.72
School Nurse Expansion Program	1.86	2.60	2.24	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05	25.15
Community Clinics	0.42	0.28	1.35	1.35	1.35	1.35	1.35	1.35	1.35	1.35	1.35	1.35	14.20
Capacity Building Grants	0.48	0.38	1.50	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	9.11
Early Literacy Program	0.14	0.51	0.60	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	3.50
AmeriCorps/VISTA Program Support	1.43	1.70	2.47	1.45	1.45	1.45	1.45	1.45	1.45	1.45	1.45	1.45	18.65
<b>Subtotal - Commission Directed Initiatives</b>	<b>27.32</b>	<b>27.07</b>	<b>34.42</b>	<b>27.32</b>	<b>27.42</b>	<b>27.52</b>	<b>27.62</b>	<b>27.72</b>	<b>27.83</b>	<b>26.95</b>	<b>26.03</b>	<b>25.08</b>	<b>332.29</b>
<b>% Commission Directed Initiatives</b>	<b>65%</b>	<b>62%</b>	<b>62%</b>	<b>64%</b>	<b>63%</b>	<b>62%</b>							
State School Readiness Match (Local)	2.41	1.30	2.46	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	15.17
State School Readiness Program (State)	3.14	4.90	3.91	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80	46.15
Subtotal - State School Readiness Program	5.55	6.20	6.37	4.80	4.80	4.80	4.80	4.80	4.80	4.80	4.80	4.80	61.32
RFA Funding Cycles/Renewals & Set Asides	5.66	6.20	6.19	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	72.05
Perf Outcome Reporting & Mgmt (POMS)	1.46	1.20	1.98	1.54	1.54	1.54	1.54	1.54	1.54	1.54	1.54	1.54	18.50
Other Program Funding and Support	1.76	3.20	6.48	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	38.44

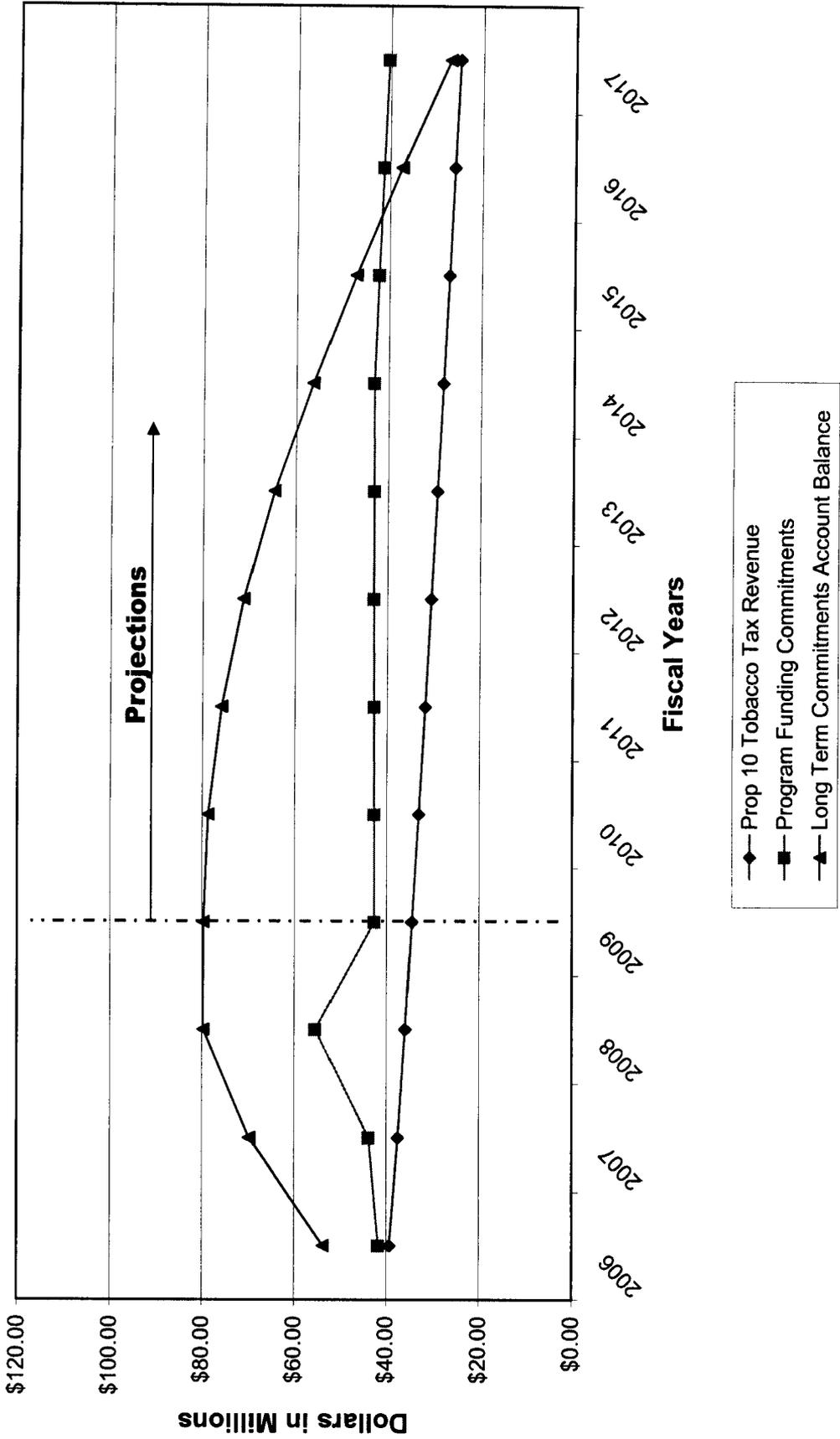
**Ten Year Financial Plan  
Updated Plan - May 2007  
Dollars in Millions**

Fiscal Year	2005/06 Actual	2006/07 Proj	2007/08 Budget	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17 TOTAL	
Subtotal Program Services	41.75	43.87	55.44	42.66	42.76	42.86	42.96	43.06	43.17	42.29	41.37	40.42	465.66
Administrative Functions	4.15	4.75	6.10	4.26	4.52	4.79	5.07	5.38	5.70	6.04	6.41	6.79	
<b>TOTAL EXPENSES/OBLIGATIONS</b>	<b>45.90</b>	<b>48.62</b>	<b>61.54</b>	<b>46.92</b>	<b>47.27</b>	<b>47.64</b>	<b>48.03</b>	<b>48.44</b>	<b>48.87</b>	<b>48.33</b>	<b>47.77</b>	<b>47.21</b>	<b>465.66</b>
Contribution (Withdrawal) to Long Term Acct.	0.50	15.99	10.00	0.01	(0.99)	(2.88)	(4.72)	(6.54)	(8.32)	(9.07)	(9.77)	(10.40)	
<b>ENDING OPERATING BALANCE</b>	<b>67.92</b>	<b>56.91</b>	<b>35.07</b>	<b>34.56</b>	<b>33.18</b>	<b>31.85</b>	<b>30.58</b>	<b>29.35</b>	<b>28.18</b>	<b>27.05</b>	<b>25.97</b>	<b>24.93</b>	
<b>LONG TERM COMMITMENTS ACCOUNT</b>													
Reserve Fund Beg Balance	53.23	53.73	69.72	79.72	79.72	78.73	75.86	71.13	64.59	56.27	47.20	37.44	
Contribution (Withdrawal) to Long Term Acct.	0.50	15.99	10.00	0.01	(0.99)	(2.88)	(4.72)	(6.54)	(8.32)	(9.07)	(9.77)	(10.40)	
<b>Long Term Commitments Acct Ending Bal.</b>	<b>53.73</b>	<b>69.72</b>	<b>79.72</b>	<b>79.72</b>	<b>78.73</b>	<b>75.86</b>	<b>71.13</b>	<b>64.59</b>	<b>56.27</b>	<b>47.20</b>	<b>37.44</b>	<b>27.03</b>	

**Footnotes:**

- A) Infrastructure expenses adjusted at 6% per year.
- B) Other Revenue Sources reflect anticipated royalty payments from CS&O, interest earnings transferred from State Commission, AmeriCorps Vista Revenue, MAA Revenue, and Special Needs Revenue.
- C) Tobacco tax revenue forecast to decline 4% annually per State First 5 revenue model.
- D) RFA funding projects total funds available for all funding categories. Funding categories will be determined by Commission annually.
- E) Fiscal Year Carryover does not include Operating Reserve Account Funds

# Children & Families Commission of Orange County Ten Year Financial Plan Updated Plan - May 2007



- ◆ Prop 10 Tobacco Tax Revenue
- Program Funding Commitments
- ▲ Long Term Commitments Account Balance





## Mid-Year Budget Adjustments for FY 2006-07

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### SUMMARY:

It is necessary to make certain technical adjustments to the Commission's FY 2006-07 Budget before the close of this fiscal year. Adjustments are required primarily to account for additional revenues, and to transfer existing appropriations to fund program requirements approved by the Commission during the course of the fiscal year. The proposed budget adjustments are summarized below and detailed in the following pages:

- A. Proposed Budget Adjustments – Summary by Program
- B. Schedule & Description of Proposed Budget Adjustments

### **Adjustment to Revenues:**

FY 2006-07 budgeted revenues would be increased by \$1,681,804 to account for additional mid-year revenues received for MediCal Administrative Activities (MAA) for FY 2004-05.

### **Adjustments to Appropriations:**

Total budgeted appropriations would be decreased by \$2,848,243 to account for budget transfers among programs as approved by the Commission during the second half of the fiscal year. Another \$4,530,047 would be transferred to the Long-Term Commitments Account in keeping with Board policy direction.

### **RECAP OF PROPOSED BUDGET ADJUSTMENTS:**

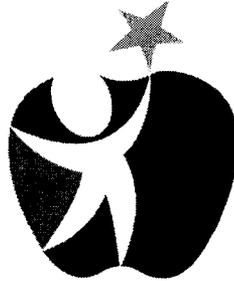
#### **Adjustments to FY 2006-07 Revenues:**

\$ 1,681,804 - Receipt of MAA funds  
\$ 1,681,804 - Total Increase in Budgeted Revenue

#### **Adjustments to FY 2006-07 Appropriations:**

\$ (2,848,243) - Decrease for budget transfers among programs  
\$ 4,530,047 - Transfer to Long-Term Commitments Account  
\$ 1,681,804 - Total Increase in Budgeted Appropriations

# Mid-Year Budget Adjustments for FY 2006-07



Children & Families  
Commission of Orange County

*Adopted by the  
Children & Families Commission of Orange County  
May 2, 2007*

**Children and Families Commission of Orange County  
 Mid-Year Budget Adjustments and Adjusted Final Budget for FY 2006-07  
 Summary By Program**

	<b>FY 2006-07 Adjusted Budget</b>	<b>FY 2006-07 Spring Adjustments</b>	<b>FY 2006-07 Adjusted Final Budget</b>
<b>FINANCING</b>			
<b><u>General Purpose Revenues</u></b>			
Tobacco Tax Revenue	37,500,000		37,500,000
Interest Earnings	7,000,000		7,000,000
Medi-Cal Admin. Activities (MAA) Revenue	0	1,681,804	1,681,804
Royalty Payments	40,000		40,000
State Surplus Monetary Investment Fund (SMIF)	20,000		20,000
Miscellaneous Revenue	0		0
<b>General Purpose Revenues Subtotal</b>	<b>44,560,000</b>	<b>1,681,804</b>	<b>46,241,804</b>
<b><u>Special Purpose Revenues</u></b>			
AmeriCorps Reimbursement Revenue	456,000		456,000
Packard Foundation Revenues	0		0
Social Services Agency Contributions	104,003		104,003
State Nutrition Network Grant	200,000		200,000
State Reimbursement - GFOA Contracts	100,000		100,000
State Special Needs Program	645,834		645,834
VISTA Statewide Program Revenue	1,363,850		1,363,850
State School Readiness Program Revenue	6,359,653		6,359,653
<b>Special Purpose Revenues Subtotal</b>	<b>9,229,340</b>	<b>0</b>	<b>9,229,340</b>
<b>TOTAL REVENUES</b>	<b>53,789,340</b>	<b>1,681,804</b>	<b>55,471,144</b>
<b><u>Multi-Year Commitments Funding</u></b>			
Withdrawal from Operating Commitments Account	0		0
Withdrawal from Long Term Commitments Account	0		0
<b>Multi-Year Commitments Funding Subtotal</b>	<b>0</b>		<b>0</b>
<b>Fund Balance Available</b>	<b>43,587,439</b>		<b>43,587,439</b>
<b>TOTAL FINANCING</b>	<b>97,376,779</b>	<b>1,681,804</b>	<b>99,058,583</b>

**REQUIREMENTS**

**PROGRAM SERVICES**

<b>Annual Grant Cycle Funding</b>	0		0
<b><u>Healthy Children</u></b>			
Bridges for Newborns	4,945,000	0	4,945,000
Child Health & Safety/ Community Education	1,697,000	(59,819)	1,637,181
Community Clinics	1,335,834	0	1,335,834
Fitness/Nutrition	1,006,000	(176,000)	830,000
Health Access	382,000	65,000	447,000
Children's Dental	1,000,000	220,000	1,220,000
Pediatric Health Services	10,746,611	0	10,746,611
Project Connections/ Home Visitation	4,759,030	(2,000,000)	2,759,030
School Readiness Nursing	2,536,500	0	2,536,500
Healthy Children Collaborative Projects	142,646	80,000	222,646
Healthy Children Grants	2,218,000	0	2,218,000
MAA Funded Children's Health Programs	2,242,878	(767,622)	1,475,256
Healthy Children Program Set Aside	0	0	0
Healthy Children Program Support	234,000	0	234,000
<b>Healthy Children Subtotal</b>	<b>33,245,499</b>	<b>(2,638,441)</b>	<b>30,607,058</b>

**Children and Families Commission of Orange County  
 Mid-Year Budget Adjustments and Adjusted Final Budget for FY 2006-07  
 Summary By Program**

	<b>FY 2006-07 Adjusted Budget</b>	<b>FY 2006-07 Spring Adjustments</b>	<b>FY 2006-07 Adjusted Final Budget</b>
<b><u>Strong Families</u></b>			
Boys & Girls Club Projects	0	0	0
Homeless Prevention	1,806,000	0	1,806,000
Strong Families Collaborative Projects	104,003	37,198	141,201
Strong Families Grants	2,496,200	0	2,496,200
Strong Families Program Set Aside	0	0	0
Strong Families Program Support	117,000	0	117,000
<b>Strong Families Subtotal</b>	<b>4,523,203</b>	<b>37,198</b>	<b>4,560,401</b>
<b><u>Ready to Learn</u></b>			
Local School Readiness	2,678,000	0	2,678,000
State/Local Partnership School Readiness	3,982,682	0	3,982,682
State/Local Partnership School Readiness Match	2,060,270	0	2,060,270
School Readiness Program Expansion	1,260,000	0	1,260,000
Early Literacy	783,239	630,000	1,413,239
Kid Builders Program	1,500,000	0	1,500,000
Ready to Learn Grants	1,874,750	(150,000)	1,724,750
State Special Needs Program	935,814	0	935,814
State Preschool for All Program	0	0	0
Ready to Learn Program Set Aside	0	0	0
Ready to Learn Program Support	167,000	0	167,000
<b>Ready to Learn Subtotal</b>	<b>15,241,755</b>	<b>480,000</b>	<b>15,721,755</b>
<b><u>Capacity Building</u></b>			
AmeriCorps/ VISTA	3,729,121	(700,000)	3,029,121
New Program Research & Development	1,437,601	0	1,437,601
State First 5 Service Corps	0	0	0
Performance Outcomes Measuring Systems	1,860,000	0	1,860,000
Technical Assistance	371,768	0	371,768
Capacity Building Grants	950,000	(500,000)	450,000
Statewide Fiscal Technical Assistance	100,000	0	100,000
Quality Service Program Support	0	0	0
<b>Capacity Building Subtotal</b>	<b>8,448,490</b>	<b>(1,200,000)</b>	<b>7,248,490</b>
<b>TOTAL PROGRAM SERVICES</b>	<b>61,458,947</b>	<b>(3,321,243)</b>	<b>58,137,704</b>
<b><u>Administrative Functions</u></b>			
Staffing	2,422,480	70,000	2,492,480
Professional and Technical Services	1,919,200	125,000	2,044,200
Public Outreach and Communication	483,000	225,000	708,000
Office Expenses	752,200	53,000	805,200
Commission Travel & Meetings	166,510	0	166,510
<b>Administrative Functions Subtotal</b>	<b>5,743,390</b>	<b>473,000</b>	<b>6,216,390</b>
<b><u>CONTINGENCY FUNDING</u></b>			
Contingency for Judgments/Litigation	500,000		500,000
Contingency for Operations	0		0
<b>Contingency Funding Subtotal</b>	<b>500,000</b>	<b>0</b>	<b>500,000</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>67,702,337</b>	<b>(2,848,243)</b>	<b>64,854,094</b>
<b>Transfer to Long Term Commitments Account</b>	<b>15,986,298</b>	<b>4,530,047</b>	<b>20,516,345</b>
<b>Undesignated/ Unreserved</b>	<b>13,688,144</b>		<b>13,688,144</b>
<b>TOTAL REQUIREMENTS</b>	<b>97,376,779</b>	<b>1,681,804</b>	<b>99,058,583</b>

### Mid-Year Budget Adjustments for FY 2006-07

	FY 06-07 Budget Item	FY 06-07 Budget Category	Org - Object - Sub	FY 06-07 Existing Budget Amt	FY 06-07 Adjusted Budget Amt	FY 06-07 Proposed April Adjustment	Description
<b>Adjustments to Revenues &amp; Finances:</b>							
A	Medi-Cal Admin. Activities (MAA) Revenue	General Purpose Revenues	100 - 7040.01	0	1,681,804	1,681,804	Increase revenue budget for 04/05 MAA revenue received in FY 06/07
<b>Total of Adjustments to Revenues &amp; Finances:</b>						<b>1,681,804</b>	
<b>Adjustments to Expense Budget:</b>							
1	Bridges Home Visitation	Healthy Children / Project Connections	400 - 2400.33	2,000,000	0	(2,000,000)	Transfer 06-07 Bridges Home Visitation funds budgeted in Project Connections to Undesignated/Unreserved. The original FY 06-07 Bridges budget included five contracts that were also included in the "Bridges Home Visitation" category under Project Connections.
2	06-07 - Pediatric Health Provider Initiative	Healthy Children / Child Health & Safety/Community Education	300 - 2400.27	600,000	693,137	93,137	Transfer to CHS budget from Undesignated/Unreserved for contract FCI-HP-02 period ending 6/30/07.
3	05-06 - AAP Platform /Health Access (FCI-CHS-03)	Healthy Children / Child Health & Safety/Community Education	300 - 2400.27	400,000	247,044	(152,956)	Transfer to Undesignated/Unreserved from CHS budget to adjust for funding of contract FCI-CHS-03 period ending 6/30/07
4	Support for Improving Access to Health Insurance (PHE-PS-17 (7/01/06))	Healthy Children / Health Access	400 - 2400.30	100,000	165,000	65,000	Transfer to Health Access budget from Undesignated/Unreserved to adjust for funding of contract PS-17 period ending 6/30/07
5	Post-Residency Program for Pediatric Dentists Pediatric Dental Residency Program FCHD-05	Healthy Children / Children's Dental Healthy Children / Children's Dental	700 - 2400.31 700 - 2400.31	0 0	100,000 120,000	100,000 120,000	Transfer to Children's Dental budget from Undesignated/Unreserved as approved by Commission (Agenda item No. 1 B, Feb. 07, 2007)
6	Commission Funded ELN position Staffing	Ready to Learn / Early Literacy Administrative Functions / Staffing	300 - 2400.42 100 - 0101	143,239 2,422,480	73,239 2,492,480	(70,000) 70,000	Transfer Commission Staffing budget from Early Literacy to replace funding from Commission Staffing that will not be needed for Early Literacy
7	FY 05-06 KCET "Place of Our Own" (PS-16)	Ready to Learn / Ready to Learn Grants	700 - 2400.43	250,000	100,000	(150,000)	Transfer to Undesignated/Unreserved from Ready to Learn Grants budget to adjust for funding approved by Commission (Agenda Item No. 4, July 5, 2006)
8	AmeriCorps/VISTA Member Stipends & Support 06-07 Early Literacy Network Funding (PHE) HABLA - UCI	Capacity Building / AmeriCorps/Vista Ready to Learn / Early Literacy Ready to Learn / Early Literacy	700 - 2400.45 300 - 2400.42 300 - 2400.42	3,262,736 565,000 0	2,582,736 915,000 350,000	(700,000) 350,000 350,000	Transfer to Early Literacy from AmeriCorps/Vista as approved by Agenda Item No. 5, December 6, 2006
9	Public Health Foundation Enterprise PS-22	Administrative Functions / Professional and Technical Services	100 - 1900	0	125,000	125,000	Transfer to Professional and Technical Services budget from Undesignated/Unreserved as approved by Commission (Agenda Item No. 4, November 1, 2006)
10	Brandy Miller C-182 Gretchen Weseburger	Healthy Children / Healthy Children Collaborative Projects	400 - 1900.61	0	50,000 30,000	50,000 30,000	Transfer to Healthy Children Collaborative Projects budget from Undesignated/Unreserved to adjust for funding for consultants for period ending 6/30/07
11	Sponsorship of the CA Family Resource Assoc.	Administrative Functions / Public Outreach and Communication	300 - 1900.17	0	25,000	25,000	Transfer to Public Outreach and Communication budget from Undesignated/Unreserved as approved by Commission (Executive Officers Report, January 3, 2007)
12	Public Awareness Campaign with Angels Baseball Angels Fan Fest 2007 Interactive Exhibit at Angels Stadium	Administrative Functions / Public Outreach and Communication	300 - 1900.16	0 0 0	100,000 35,000 25,000	100,000 35,000 25,000	Transfer to Public Outreach & Communication budget from Undesignated/Unreserved as approved by Commission (Agenda Item No. 4, March 7, 2007) Transfer to Public Outreach & Communication budget from Undesignated/Unreserved as approved by Commission (Agenda Item No. 7, Jan 3, 2007) Transfer to Public Outreach & Communication budget from Undesignated/Unreserved as approved by Commission (Agenda Item No. 4, March 7, 2007)
13	Community Outreach	Administrative Functions / Public Outreach and Communication	300 - 1900.13	100,000	140,000	40,000	Transfer to Public Outreach and Communication to adjust for funding consultant contract Kathleen Crowley C-206
14	Healthy Tomorrows Program	Strong Families / Strong Families Collaborative Projects	400 - 2400.62	104,003	141,201	37,198	Transfer to Strong Families Collaborative Projects from Undesignated/Unreserved to adjust for funding contract FCI-SAU-01 period ending 6/30/07
15	FY 06-07 Programs	Capacity Building / Capacity Building Grants	700 - 2400.50	600,000	100,000	(500,000)	Transfer to Undesignated/Unreserved to be held for future capacity building grants funded through the 07/08 Capacity Building Grants budget
16	Building Lease	Administrative Functions / Office Expenses	200 - 2200	207,000	260,000	53,000	Transfer from Undesignated/Unreserved for additional office space as approved by Commission (May 3, 2006 Executive Officer's report)

**Mid-Year Budget Adjustments for FY 2006-07**

Budget Item	FY 06-07 Budget Category	Org - Object - Sub	FY 06-07 Existing Budget Amt	FY 06-07 Adjusted Budget Amt	FY 06-07 Proposed April Adjustment	Description
17 05-06 Bird Flu Prevention Program	Healthy Children / MAA Funded Children's Health Programs	400 - 2400.58	1,117,622	350,000	(767,622)	Transfer to Undesignated/Unreserved to be used to fund future years Bird Flu Prevention Programs
18 B&G Club Lean Start Contracts	Healthy Children / Fitness Nutrition	700 - 2400.29	176,000	0	(176,000)	Transfer to Undesignated/Unreserved to fund FY 07/08 Lean Start Contracts
<b>Total of Adjustments to Expenses:</b>					<b>(2,848,243)</b>	





Children & Families  
Commission of Orange County

## **Annual Operating Budget for FY 2007-08**

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### **SUMMARY:**

Staff has prepared the Annual Operating Budget for FY 2007-08 for review and adoption by your Commission. The Budget was prepared in accordance with the Ten-Year Financial Plan- May 2007 Update, and reflects the Commission's prior approved policy and direction regarding sustainable funding for children's programs and services.

Staff continues to use the current budget structure for reporting revenues and expenditure requirements, and to reflect the four main goal areas contained in the Commission's Strategic Plan. Provided below is a brief explanation of the significant budget trends and highlights in the areas of revenues, expenditures, and multi-year commitments funding.

### **FY 2007-08 Revenues:**

Annual tobacco tax revenue allocations are projected to be \$36.0 million for FY 2007-08. This represents a decrease of \$1.5 million (4%) compared to the \$37.5 million in tobacco taxes projected for FY 2006-07. The \$36 million estimate for FY 2007-08 is a conservative estimate based on historical trends and the California Children and Families Commission's revenue model. Staff will continue to monitor receipt of tobacco tax revenues and advise the Commission of any actions necessary to adjust the budget.

Interest revenues are projected to be \$7.0 million for FY 2007-08, which represents no increase from the \$7.0 million projected for FY 2006-07. In comparison, the Commission earned \$6.1 million in interest for FY 2005-06. The increase in interest earnings was a result of the improving interest rates earned by the County Treasurer. It is projected our funds in the County Treasurer's main investment pool will earn an average of 5.0% in FY 2007-08, the same projected average for FY 2006-07.

In addition, the Annual Operating Budget for FY 2007-08 includes estimated revenues of \$3.8 million from the State Children & Families Commission to implement the sixth year of the State School Readiness Program. It is expected the Commission will receive approximately \$3.8 million in revenue for this program in FY 2006-07.

Given the uncertainties regarding the timing and amount the Commission will receive for its FY 2005-06 Medi-Cal Administrative Activities (MAA) claims, staff has included an estimate of an additional \$1.0 million in MAA revenues in the FY 2007-08 Budget. Staff

will return to the Commission to adjust the budget for MAA revenues, when the actual amount to be received and the timing of the receipt are known.

In addition, staff anticipates receiving \$50,000 in royalty revenues through our contract with CS&O.

**FY 2007-08 Expenditures:**

The operating expenditures budget for FY 2007-08 is \$61.6 million, and includes all funding requirements for the next fiscal year. The operating expenditures budget total of \$61.6 million includes \$55 million for program services and \$6.1 million for administrative infrastructure.

The infrastructure budget includes 14 regular and four-limited term Commission staff positions, temporary and extra help positions, County support services, office expenses, financial and auditing consultants, and other administrative support expenses. The budget also includes \$713,000 for Public Outreach.

**FY 2007-08 Multi-Year Commitments Funding:**

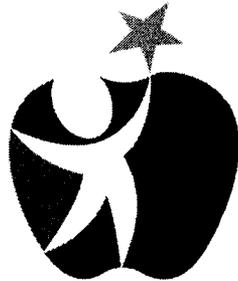
The Commission presently maintains two accounts for pending funding requirements including the Long-Term Commitments Account, which is intended to supplement long-term program needs, and the Operating Commitments Account for short-term needs.

The purpose of the Long-Term Commitments Account is to build up funds to draw upon in later fiscal years, as annual tobacco tax revenues decline, in order to sustain annual funding for program services. During FY 2006-07, the Commission increased the Long-Term Commitments Account from \$53.7 million to \$74.7 million, an increase of \$21 million.

The proposed FY 2007-08 Operating Budget includes a contribution of \$10 million to the Long-Term Commitments Account. The \$10 million would increase the amount available in the Long Term Commitments Account for sustaining children's services in future years, bringing the total Account balance to \$84.7 million.

The purpose of the Operating Commitments Account is to maintain a reserve for unidentified future needs that require funding from the Commission's operating budget. The balance in this Account is currently \$31 million. No additional contribution is proposed at this time.

# Annual Operating Budget for FY 2007-08



Children & Families  
Commission of Orange County

*Adopted by the  
Children & Families Commission of Orange County  
May 2, 2007*

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# Children and Families Commission of Orange County FY 2007-08 Adopted Annual Operating Budget w/ FY 2006-07 Final Adjusted Budget Summary By Program

FINANCING		
	FY 2006-07 Final Adjusted Budget	FY 2007-08 Proposed Budget
<b><u>General Purpose Revenues</u></b>		
Tobacco Tax Revenue	37,500,000	36,000,000
Interest Earnings	7,000,000	7,000,000
Medi-Cal Admin. Activities (MAA) Revenue	1,681,804	1,000,000
Royalty Payments	40,000	50,000
State Surplus Monetary Investment Fund (SMIF)	20,000	20,000
Miscellaneous Revenue	0	0
<b>General Purpose Revenues Subtotal</b>	<b>46,241,804</b>	<b>44,070,000</b>
<b><u>Special Purpose Revenues</u></b>		
AmeriCorps Reimbursement Revenue	456,000	250,000
Packard Foundation Revenues	0	0
Social Services Agency Contributions	104,003	0
State Nutrition Network Grant	200,000	0
State Reimbursement - GFOA Contracts	100,000	0
State Special Needs Program	645,834	250,000
VISTA Statewide Program Revenue	1,363,850	1,363,850
State School Readiness Program Revenue	6,359,653	3,785,714
<b>Special Purpose Revenues Subtotal</b>	<b>9,229,340</b>	<b>5,649,564</b>
<b>TOTAL REVENUES</b>	<b>\$55,471,144</b>	<b>\$49,719,564</b>
<b><u>Multi-Year Commitments Funding</u></b>		
Withdrawal from Operating Commitments Account	0	0
Withdrawal from Long Term Commitments Account	0	0
<b>Multi-Year Commitments Funding Subtotal</b>	<b>0</b>	<b>0</b>
<b><u>Fund Balance Available</u></b>	<b>43,587,439</b>	<b>46,500,000</b>
<b>TOTAL FINANCING</b>	<b>\$99,058,583</b>	<b>\$96,219,564</b>

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# Children and Families Commission of Orange County FY 2007-08 Adopted Annual Operating Budget w/ FY 2006-07 Final Adjusted Budget Summary By Program

<b>REQUIREMENTS</b>		
<b><u>PROGRAM SERVICES</u></b>	<b>FY 2006-07 Final Adjusted Budget</b>	<b>FY 2007-08 Proposed Budget</b>
<b><u>Healthy Children</u></b>		
Bridges for Newborns	4,945,000	5,080,755
Child Health & Safety/ Community Education	1,637,181	1,067,726
Community Clinics	1,335,834	1,346,631
Fitness/Nutrition	830,000	548,000
Health Access	447,000	295,000
Children's Dental	1,220,000	1,230,000
Pediatric Health Services	10,746,611	9,768,746
Project Connections/ Home Visitation	2,759,030	2,711,824
School Readiness Nursing	2,536,500	2,244,875
Healthy Children Collaborative Projects	222,646	290,646
Healthy Children Grants	2,218,000	1,973,690
MAA Funded Children's Health Programs	1,475,256	607,000
Healthy Children Program Set Aside	0	0
Healthy Children Program Support	234,000	140,000
<b>Healthy Children Subtotal</b>	<b>30,607,058</b>	<b>27,304,893</b>
<b><u>Strong Families</u></b>		
Homeless Prevention	1,806,000	3,765,000
Strong Families Collaborative Projects	141,201	68,071
Strong Families Grants	2,496,200	2,490,133
Strong Families Program Set Aside	0	0
Strong Families Program Support	117,000	0
<b>Strong Families Subtotal</b>	<b>4,560,401</b>	<b>6,323,204</b>
<b><u>Ready to Learn</u></b>		
Local School Readiness	2,678,000	2,604,225
State/Local Partnership School Readiness	3,982,682	3,910,714
State/Local Partnership School Readiness Match	2,060,270	2,456,845
School Readiness Program Expansion	1,260,000	1,195,429
Early Literacy	1,413,239	600,000
Kid Builders Program	1,500,000	915,000
Ready to Learn Grants	1,724,750	1,727,325
State Special Needs Program	935,814	413,219
Ready to Learn Program Set Aside	0	0
Ready to Learn Program Support	167,000	143,600
<b>Ready to Learn Subtotal</b>	<b>15,721,755</b>	<b>13,966,357</b>

Continued on next page

# Children and Families Commission of Orange County FY 2007-08 Adopted Annual Operating Budget w/ FY 2006-07 Final Adjusted Budget Summary By Program

<b><u>PROGRAM SERVICES cont.</u></b>	<b>FY 2006-07 Final Adjusted Budget</b>	<b>FY 2007-08 Proposed Budget</b>
<b><u>Capacity Building</u></b>		
AmeriCorps/ VISTA	3,029,121	2,466,498
New Program Research & Development	1,437,601	1,000,000
Performance Outcomes Measuring Systems	1,860,000	1,973,137
Technical Assistance	371,768	305,000
Capacity Building Grants and Matching Funds	450,000	1,500,000
Statewide Fiscal Technical Assistance	100,000	0
Capacity Building Program Support and Fund Development	0	155,000
<b>Capacity Building Subtotal</b>	<b>7,248,490</b>	<b>7,399,635</b>
<b>TOTAL PROGRAM SERVICES</b>	<b>\$58,137,704</b>	<b>\$54,994,089</b>
<b><u>ADMINISTRATIVE FUNCTIONS</u></b>		
Staffing	2,492,480	2,686,097
Professional and Technical Services	2,044,200	1,897,740
Public Outreach and Communication	708,000	713,000
Office Expenses	805,200	604,830
Commission Travel & Meetings	166,510	196,510
<b>Administrative Functions Subtotal</b>	<b>6,216,390</b>	<b>6,098,177</b>
<b><u>CONTINGENCY FUNDING</u></b>		
Contingency for Judgments/Litigation	500,000	500,000
Contingency for Operations	0	0
<b>Contingency Funding Subtotal</b>	<b>500,000</b>	<b>500,000</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$64,854,094</b>	<b>\$61,592,266</b>
Transfer to Long Term Commitments Account	15,986,298	10,000,000
Undesignated/ Unreserved	18,218,191	24,627,298
<b>TOTAL REQUIREMENTS</b>	<b>\$99,058,583</b>	<b>\$96,219,564</b>
<b>FINANCES LESS EXPENSES</b>	<b>0</b>	<b>0</b>

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# Healthy Children

Total Funding of \$27,304,893

Bridges for Newborns	5,080,755	Project Connections/ Home Visitation	2,711,824
Child Health & Safety/ Community Education	1,067,726	School Readiness Nursing	2,244,875
Community Clinics	1,346,631	Healthy Children Collaborative Projects	290,646
Fitness/Nutrition	548,000	Healthy Children Grants	1,973,690
Health Access	295,000	MAA Funded Children's Health Programs	607,000
Children's Dental	1,230,000	Healthy Children Program Set Aside	0
Pediatric Health Services	9,768,746	Healthy Children Program Support	140,000

## Bridges for Newborns

"Org" Object Sub Obj

400	2400	26			
			<b>FY 07-08 Programs</b>		<b>2,677,740</b>
			Anaheim Memorial FCI-B5-01	107,587	
			Coastal Community FCI-B5-03	143,393	
			Fountain Valley Regional FCI-B5-04	168,392	
			Garden Grove FCI-B5-05	169,574	
			Hoag FCI-B5-06	370,533	
			Mission FCI-B5-08	152,290	
			St Joseph FCI-B5-11	264,198	
			St Jude FCI-B5-12	476,989	
			Western Med Anaheim FCI-B5-16	130,126	
			Western Med Santa Ana FCI-B5-14	195,958	
			Hospital Assn of So Cal C-173	298,700	
			Contingency Funds	200,000	
<b>400</b>	<b>2400</b>	<b>26</b>	<b>Bridges Home Visitation</b>		<b>2,093,015</b>
			MOMs FCI-B5C-19	105,575	
			Children's Bureau FCI-B4C-21	591,220	
			OC Child Abuse Prev FCI-B5C-20	591,220	
			Oranewood Child. Fntn FCI-B4-17	175,000	
			HCA/PHN Med High Risk Infants FCI-B4-22/FCI-B5-22	630,000	
<b>400</b>	<b>2400</b>	<b>26</b>	<b>HASC Customization &amp; Distribution of New Parents Kits</b>		<b>250,000</b>
<b>400</b>	<b>2400</b>	<b>26</b>	<b>Increase HASC Breastfeeding (FCI-B4-15)</b>		<b>60,000</b>
<b>Bridges for Newborns Subtotal</b>					<b>\$5,080,755</b>

## Child Health & Safety/Community Education

"Org"	Object	Sub Obj		
300	2400	27	<b>07-08 - Community Outreach Education</b>	<b>175,000</b>
			Discovery Science Center (PS-13)	
			Sesame Workshop (PS-20)	
300	2400	27	<b>07-08 - Info Link</b>	<b>100,000</b>
300	2400	27	<b>07-08 - Pediatric Health Provider Initiative</b>	<b>307,726</b>
			American Academy of Pediatrics (FCI-IP-02)	
300	2400	27	<b>AAP Platform /Health Access (FCI-CHS-03)</b>	<b>485,000</b>
<b>Child Health &amp; Safety/Community Education Subtotal</b>				<b>\$1,067,726</b>

## Community Clinics

"Org"	Object	Sub Obj		
400	2400	28	<b>FY 07-08 Programs</b>	<b>1,254,131</b>
			Casa de Salud Pediatrics Expansion - OC Rescue Mission FCI-C1-04	15,000
			Children's Health Club - Community Care Health Center FCI-C4-05	165,000
			Better Care, Better Kids - Nhan Hoa Clinic - FCI-C1-07	87,631
			Institute for Healthcare Advancement FCI-C6-02	170,000
			Coalition of Orange County Community Clinics FCI-C3-06	404,000
			Sierra Health Center	75,000
			Hurtt Family Health Center - Orange County Rescue Mission FCI-C4-04	187,500
			Community Care Health Centers FCI-C5-03	150,000
400	2400	28	<b>St. Jude Health Ctr (FCI-C1-05)</b>	<b>92,500</b>
<b>Community Clinics Subtotal</b>				<b>\$1,346,631</b>

## Fitness/Nutrition

"Org"	Object	Sub Obj		
700	2400	29	<b>07-08 Health and Physical Fitness (Obesity Prevention)</b>	<b>200,000</b>
700	1900	29	<b>Arlene Turner C-213 - Nutrition Consultant</b>	<b>78,000</b>
700	2400	29	<b>B&amp;G Club Lean Start Contracts</b>	<b>200,000</b>
			Boys & Girls Clubs of Buena Park - FCI-BG2-05	
			Boys & Girls Clubs of Huntington Valley - FCI-BG2-08	
			Boys & Girls Clubs of Santa Ana - FCI-BG2-13	
			Boys & Girls Clubs of San Juan Capistrano - FCI-BG2-14	
			Boys & Girls Clubs of La Habra - FCI-BG2-10	
			Boys & Girls Clubs of Stanton - FCI-BG2-12	
			Boys & Girls Clubs of Garden Grove - FCI-BG2-06	
			Boys & Girls Clubs of Laguna Beach - FCI-BG2-09	
			<b>Buena Park B&amp;G Club Coord. Lean Start</b>	<b>70,000</b>
<b>Fitness/Nutrition Subtotal</b>				<b>\$548,000</b>

## Health Access

"Org"	Object	Sub Obj		
400	2400	30	<b>Support for Improving Access to Health Insurance</b> PHFE PS-17 (7/01/06)	<b>200,000</b>
400	1900	30	<b>Ilia Rolon C-214 - Health Access Consultant</b>	<b>95,000</b>
<b>Health Access Subtotal</b>				<b>\$295,000</b>

## Children's Dental

"Org"	Object	Sub Obj		
700	2400	31	<b>FY 07-08 Children's Dental Clinic</b> Healthy Smiles of Orange County FCI-D2-04	<b>1,000,000</b>
700	2400	31	<b>Pediatric Dental Residency Program FCI-D3-05</b>	<b>120,000</b>
700	2400	31	<b>Post-Residency Program for Pediatric Dentists</b> Healthy Smiles of Orange County FCI-D4-07	<b>100,000</b>
700	2400	31	<b>Toothbrush Distribution</b>	<b>10,000</b>
<b>Children's Dental Subtotal</b>				<b>\$1,230,000</b>

## Pediatric Health Services (CHOC/UCI)

"Org"	Object	Sub Obj		
400	2400	32	<b>FY 07-08 Programs (Includes Pappelbaum &amp; Turner)</b>	<b>9,363,510</b>
400	2400	32	<b>FY 06-07 Programs</b>	<b>405,236</b>
			EDAC CHOC/UCI FCI-CU3-02	4,594,000
			Ambulatory Care Program FCI-CU3-03	2,971,250
			Asthma Chronic Lung FCI-CU3-13	762,871
			Metabolic FCI-CU3-04	300,000
			Specialty Care Services FCI-UC-03	1,120,000
			Boys and Girls Club of Garden Grove FCI-CU2-09	20,625
<b>Pediatric Health Services Subtotal</b>				<b>\$9,768,746</b>

# Project Connections/ Home Visitation

"Org"	Object	Sub Obj		
400	2400	33	<b>FY 07-08 Programs</b>	<b>2,711,824</b>
			City of Garden Grove/ Magnolia Park FRC FCI-P6-08 (also includes Homeless Prevention funding)	214,270
			Delhi Community Center FCI-P6-02	160,250
			Institute for Healthcare Advanc. FCI-P6-07	160,250
			Families Costa Mesa FCI-P6-10	160,250
			Childrens Bureau - Anaheim/Fullerton, Corbin, Oak View FCI-P6-15	515,000
			Raise Foundation/So. OC FRC FCI-P6-06	224,800
			Orangewood Children's Foundation FCI-P6-13 (also includes Homeless Prevention funding)	310,000
			HCA Public Health Nurse - FCI-P6-12	915,000
			Orangewood Children's Foundation - Health Worker Training - PS-6	52,004
<b>Project Connections/ Home Visitation Subtotal</b>				<b>\$2,711,824</b>

# School Readiness Nursing

"Org"	Object	Sub Obj		
400	2400	34	<b>School Nurse Expansion Project</b>	<b>2,124,375</b>
			Anaheim City FCI-SN2-01	154,500
			Brea-Olinda FCI-SN2-14	38,625
			Buena Park FCI-SN2-02	77,250
			Capistrano FCI-SN2-15	154,500
			Centralia FCI-SN2-03	77,250
			Cypress FCI-SN2-04	38,625
			Fountain Valley FCI-SN2-06	38,625
			Fullerton FCI-SN2-07	77,250
			Garden Grove FCI-SN2-16	154,500
			Huntington Beach City FCI-SN2-08	77,250
			Irvine FCI-SN2-17	77,250
			Laguna Beach FCI-SN2-18	38,625
			La Habra City FCI-SN2-09	77,250
			Los Alamitos FCI-SN2-19	38,625
			Lowell Joint * FCI-SN2-27	38,625
			Magnolia FCI-SN2-10	77,250
			Newport-Mesa FCI-SN2-20	77,250
			Ocean View FCI-SN2-11	77,250
			Orange FCI-SN2-21	154,500
			Placentia-Yorba Linda FCI-SN2-22	77,250
			Saddleback Valley FCI-SN2-23	154,500
			Santa Ana FCI-SN2-24	154,500
			Tustin FCI-SN2-25	77,250
			Savanna FCI-SN2-12	38,625
			Westminster FCI-SN2-13	77,250
400	2400	34	<b>CSUF School Nurse Credential Program FCI-SNE-26</b>	<b>37,500</b>
400	1900	34	<b>School Nursing Prog. Professional Support (Sue Brown C-212)</b>	<b>78,000</b>
400	1900	34	<b>School Nurse Training</b>	<b>5,000</b>
<b>School Readiness Nursing Subtotal</b>				<b>\$2,244,875</b>

## Healthy Children Collaborative Projects

"Org"	Object	Sub Obj		
400	2400	61	<b>Early Childhood System of Care</b>	<b>48,646</b>
			HCA/SSA - FCI-SSA--02	
400	1900	61	<b>Brandy Miller C-210</b>	<b>85,000</b>
400	1900	61	<b>Gretchen Weisenburger C-215</b>	<b>109,000</b>
400	1900	61	<b>Barbara Bohlig C-208</b>	<b>48,000</b>
<b>Healthy Children Collaborative Projects Subtotal</b>				<b>\$290,646</b>

## Healthy Children Grants

"Org"	Object	Sub Obj		
700	2400	35	<b>Healthy Children Grants Round 8 Renewals</b>	<b>1,973,690</b>
			AACTT - Fullerton Joint Union High School District F01-HC-06	123,500
			Pediatric Dental Care Collaborative - St. Joseph Hospital F02-HC-06	387,090
			HOPE Resource Program: Healthy Start - Newport Mesa USD F03-HC-06	75,000
			Asegurame (Buckle Me Up, Make Me Safe) Latino Health Access F05-HC-06	123,500
			Child Care Injury Prevention Program - Children's Home Society F06-HC-06	42,750
			Grandma/Grandpa Keep Me Safe! - OC Asian and Pacific Islander F08-HC-06	23,750
			Childcare Health Consultant - YMCA of Orange County F07-HC-06	260,000
			Nurse-Family Partnership - County of Orange Health Care Agency - F03-HV-06	324,000
			Paso A Paso - Maternal Outreach Management Systems MOMS - F04-HV-06	436,000
			Perinatal Substance Abuse Services Initiative - County of Orange HCA - F05-HV-06	178,100
<b>Healthy Children Grants Subtotal</b>				<b>\$1,973,690</b>

## Healthy Children Program Set Aside

"Org"	Object	Sub Obj		
400	2400	55	<b>FY 07-08 Set Aside Funding</b>	<b>0</b>
<b>Healthy Children Program Set Aside Subtotal</b>				<b>\$0</b>

## MAA Funded Children's Health Programs

"Org"	Object	Sub Obj		
400	2400	58	<b>MAA Funded Children's Health Programs</b>	<b>207,000</b>
			Maternal Child Health Fiscal Leveraging Demonstration Project - MOMS FCI-FL-02	
			PHFE PS-17 1st Amendment	
			Spring Health Events	
			Implementation of Immunization Public Awareness Campaign	
400	2400	58	<b>Bird Flu Prevention Program</b>	<b>400,000</b>
<b>MAA Funded Children's Health Programs Subtotal</b>				<b>\$607,000</b>

# Healthy Children Program Support

"Org"	Object	Sub Obj		
400	1900	36	Barbara Oliver C-209	75,000
400	1900	36	Judith Connell C-211	65,000
<b>Healthy Children Program Support Subtotal</b>				<b>\$140,000</b>

# Strong Families

Total Funding of \$6,323,204

Homeless Prevention	3,765,000
Strong Families Collaborative Projects	68,071
Strong Families Grants	2,490,133
Strong Families Program Set Aside	0
Strong Families Program Support	0

## Homeless Prevention

"Org"	Object	Sub Obj		
700	2400	38	Casa Teresa (CDI-H1-03)	358,000
700	2400	38	Precious Life FCI-H2-02	175,000
700	2400	38	New Vista Shelter (Fullerton) FCI-H1-09	42,000
700	2400	38	Project Playhouse	50,000
700	2400	38	City of Garden Grove/ Magnolia Park FRC FCI-P6-08 (also includes Proj. Conn. funding)	110,000
700	2400	38	Orangewood Children's Foundation FCI-P6-13 (also includes Proj. Conn. funding)	30,000
700	2400	38	Hope Family Housing Project Buena Park	1,300,000
700	2400	38	New Project Development	1,700,000
<b>Homeless Prevention Subtotal</b>				<b>\$3,765,000</b>

## Strong Families Collaborative Projects

"Org"	Object	Sub Obj		
400	2400	62	Healthy Tomorrows Program - (SAUSD/SSA) HCA/SSA - FCI-SSA-01	68,071
<b>Strong Families Collaborative Projects Subtotal</b>				<b>\$68,071</b>

## Strong Families Grants

"Org"	Object	Sub Obj		
700	2400	39	<b>Strong Families Grants Round 9 Renewals</b>	<b>2,490,133</b>
			Developmental Screenings - Family Support Network F01-SF-06	320,000
			Mental Health Counseling - Western Youth Services 029-AP-01	304,783
			Parent-Infant Support Program - VNA Foundation of Orange County F07-SF-06	68,850
			Child Shuttle Too - Child Shuttle Inc. F11-SF-06	100,000
			Parent Child Interaction Therapy Clinic - Child Guidance Center F03-SF-06	150,000
			Strong Beginnings - Orange County Rescue Mission F08-SF-06	190,000
			Heritage House Village - SCADP, Inc. F10-SF-06	130,500
			Operation Keeping Kids Safe - VNA Foundation of Orange County F04-SF-06	190,000
			Care for Kids Project - Colette's Children's Home F02-SF-06	105,000
			OC Home Visiting Collaborative - Children's Bureau F01-HV-06	380,000
			OC Home Visiting Collaborative - OC Child Abuse Prevention Center F02-HV-06	551,000
<b>Strong Families Grants Subtotal</b>				<b>\$2,490,133</b>

## Strong Families Program Set Aside

"Org"	Object	Sub Obj		
400	2400	56	<b>FY 07-08 Set Aside Funding</b>	<b>0</b>
<b>Strong Families Program Set Aside Subtotal</b>				<b>\$0</b>

## Strong Families Program Support

"Org"	Object	Sub Obj		
400	1900	40	<b>Strong Families Program Support</b>	<b>0</b>
<b>Strong Families Program Support Subtotal</b>				<b>\$0</b>

# Ready to Learn

Total Funding of \$13,966,357

Local School Readiness	2,604,225	Kid Builders Program	915,000
State/Local Partnership School Readiness	3,910,714	Ready to Learn Grants	1,727,325
State/Local Partnership School Readiness Match	2,456,845	State Special Needs Program	413,219
School Readiness Program Expansion	1,195,429	Ready to Learn Program Set Aside	0
Early Literacy	600,000	Ready to Learn Program Support	143,600

## Local School Readiness

"Org" Object Sub Obj

<b>400</b>	<b>2400</b>	<b>41</b>	<b>07-08 Local School Readiness Programs</b>		<b>2,510,625</b>
			Anaheim City - FCI-S4-01	175,100	
			Buena Park - FCI-S4-02	87,550	
			Centralia - FCI-S4-03	87,550	
			Cypress - FCI-S4-04	43,775	
			Fountain Valley - FCI-S4-06	43,775	
			Fullerton - FCI-S4-07	87,550	
			Huntington Beach City - FCI-S4-08	87,550	
			La Habra City - FCI-S4-09	87,550	
			Magnolia - FCI-S4-10	87,550	
			Ocean View - FCI-S4-11	87,550	
			Savanna - FCI-S4-12	43,775	
			Westminster - FCI-S4-13	87,550	
			Brea-Olinda - FCI-S4-14	43,775	
			Capistrano - FCI-S4-15	175,100	
			Garden Grove - FCI-S4-16	175,100	
			Irvine - FCI-S4-17	87,550	
			Laguna Beach - FCI-S4-18	43,775	
			Los Alamitos - FCI-S4-19	43,775	
			Newport-Mesa - FCI-S4-20	87,550	
			Orange - FCI-S4-21	175,100	
			Placentia-Yorba Linda - FCI-S4-22	87,550	
			Saddleback Valley - FCI-S4-23	175,100	
			Santa Ana - FCI-S4-24	175,100	
			Tustin - FCI-S4-25	87,550	
			Lowell - FCI-S4-27	43,775	
			Orange County Department of Education - FCI-S4-26	103,000	
<b>400</b>	<b>1900</b>	<b>41</b>	<b>Jennifer Burrell C-217</b>		<b>93,600</b>
			<b>Local School Readiness Subtotal</b>		<b>\$2,604,225</b>

# State/Local Partnership School Readiness

"Org"	Object	Sub Obj		
400	2400	02	<b>07/08 Program Budget</b>	<b>3,785,714</b>
			Anaheim City Sch. Dist (FC-SR2-01)	315,500
			Capistrano (FC-SR2-15))	136,000
			Centralia (FC-SR2-03)	111,433
			Fullerton (FC-SR2-07)	115,375
			Garden Grove (FC-SR2-16)	300,250
			Magnolia (FC-SR2-10)	438,000
			Newport Mesa (FC-SR2-20)	254,549
			Ocean View (FC-SR2-11)	303,232
			Orange (FC-SR2-21)	92,250
			Placentia YL (FC-SR2-22)	500,000
			Santa Ana (FC-SR2-24)	808,750
			Tustin (FC-SR2-25)	225,250
			Westminster (FC-SR2-13)	185,125
400	1900	02	<b>Cinda Muckenthaler - C-218</b>	<b>125,000</b>
<b>State/Local School Readiness Subtotal</b>				<b>\$3,910,714</b>

# State/Local Partnership School Readiness Match

"Org"	Object	Sub Obj		
400	2400	03	<b>Contingency Local Match for State SR 07-08</b>	<b>400,000</b>
400	2400	03	<b>SSR Local Match for 4 Program Grants</b>	<b>525,025</b>
			Centralia School District F05-RL-06	147,600
			Capistrano USD F12-RL-06	181,000
			Magnolia School District F14-RL-06	90,000
			Santa Ana USD F16-RL-06	106,425
400	2400	03	<b>Local Match for State SR</b>	<b>1,531,820</b>
			Anaheim City Sch. Dist (FC-SR2-01)	0
			Capistrano (FC-SR2-15))	136,000
			Centralia (FC-SR2-03)	111,433
			Fullerton (FC-SR2-07)	115,375
			Garden Grove (FC-SR2-16)	14,300
			Magnolia (FC-SR2-10)	17,520
			Newport Mesa (FC-SR2-20)	254,549
			Ocean View (FC-SR2-11)	46,268
			Orange (FC-SR2-21)	92,250
			Placentia YL (FC-SR2-22)	25,000
			Santa Ana (FC-SR2-24)	308,750
			Tustin (FC-SR2-25)	225,250
			Westminster (FC-SR2-13)	185,125
<b>State/Local School Readiness Match Subtotal</b>				<b>\$2,456,845</b>

## School Readiness Program Expansion

"Org"	Object	Sub Obj		
400	2400	59	<b>School Readiness Expansion Program</b> Anaheim School District Magnolia School District	1,000,000
400	2400	59	<b>Boys &amp; Girls Clubs of Garden Grove FCI-BG-03 (Readiness on the Road)</b>	160,429
400	2400	59	<b>ABCD Constructing Connections - Oranewood FCI-TA-01</b>	35,000
<b>School Readiness Expansion Subtotal</b>				<b>\$1,195,429</b>

## Early Literacy

"Org"	Object	Sub Obj		
300	2400	42	<b>07-08 Early Literacy Program</b> PHFE FCI-ELN-01 (HABLA and ELN) Reach Out and Read, Inc. FCI-ROR-01 PHFE FCI-ELN-02 Statewide Partnership Coordination - America's Promise	250,000
300	2400	42	<b>HABLA - UCI</b>	350,000
<b>Early Literacy Subtotal</b>				<b>\$600,000</b>

## Kid Builders Program

"Org"	Object	Sub Obj		
300	2400	60	<b>Kid Builders Program</b> Luis Alvarado - C-145 Meredith Corporation PSV-01 PHFE FCI-ELN-01 2nd Amendment	850,000
300	2400	60	<b>Burke Consulting C-222</b>	65,000
<b>Kid Builders Program Subtotal</b>				<b>\$915,000</b>

## Ready to Learn Grants

"Org"	Object	Sub Obj		
700	2400	43	<b>Round 9 Renewals</b>	<b>1,627,325</b>
			Buena Park School District F01-RL-06	166,250
			Saddleback Valley Unified School District F02-RL-06	209,000
			Delhi Center F03-RL-06	128,500
			Boys & Girls Club of Huntington Valley F06-RL-06	126,000
			Down Syndrome Association of Orange County F09-RL-06	100,000
			Irvine Unified School District F10-RL-06	142,500
			The Cambodian Family/SAUSD F11-RL-06	130,075
				171,000
			Ocean View School District F15-RL-06	170,000
			The Regents of the University of California F17-RL-06	284,000
700	2400	43	<b>KCET "Place of Our Own" Per 7/6/05 #3 (PS-16)</b>	<b>100,000</b>
<b>Ready to Learn Grants Subtotal</b>				<b>\$ 1,727,325</b>

## State Special Needs Program

"Org"	Object	Sub Obj		
400	1900	52	<b>Professional Support</b>	<b>10,000</b>
400	2400	52	<b>LEAPS Contract FCI-SR-20</b>	<b>403,219</b>
<b>State Special Needs Program Subtotal</b>				<b>\$413,219</b>

## Ready to Learn Program Set Aside

"Org"	Object	Sub Obj		
400	2400	57	<b>FY 07-08 Set Aside Funding</b>	<b>0</b>
<b>Ready to Learn Program Set Aside Subtotal</b>				<b>\$0</b>

## Ready to Learn Program Support

"Org"	Object	Sub Obj		
400	1900	44	<b>Mary Castorena C-216 - ECE Consultant</b>	<b>93,600</b>
400	1900	44	<b>SSA/Child Care Coordinator</b>	<b>50,000</b>
<b>Ready to Learn Program Support Subtotal</b>				<b>\$143,600</b>

# Capacity Building

Total Funding of \$7,399,635

AmeriCorps/ VISTA	2,466,498	Technical Assistance	305,000
New Program Research & Development	1,000,000	Capacity Building Grants and Matching Funds	1,500,000
Performance Outcomes Measuring Systems	1,973,137	Capacity Building Program Support and Fund Development	155,000

## AmeriCorps/ VISTA

"Org"	Object	Sub Obj		
700	2400	45	<b>AmeriCorps/VISTA Member Stipends</b>	<b>1,955,708</b>
			PHFE Local Administration	1,155,708
			PHFE Statewide Administration	800,000
700	2400	45	<b>Orangewood/CONNECT AmeriCorps/VISTA Admin. Member Support</b>	<b>264,000</b>
700	2400	45	<b>Statewide VISTA Coord. Payments to Nat'l Corp.</b>	<b>246,790</b>
			<b>AmeriCorps/VISTA Subtotal</b>	<b>\$2,466,498</b>

## New Program Research & Development

"Org"	Object	Sub Obj		
			<u>Set Aside for Commission Priorities</u>	
400	2400	46	<b>FY 07-08 Programs</b>	<b>1,000,000</b>
			<b>New Program Research &amp; Development Subtotal</b>	<b>\$1,000,000</b>

# Performance Outcomes Measuring Systems

"Org"	Object	Sub Obj		
400	1900	48	<b>CS&amp;O - Data &amp; Reporting</b>	<b>781,137</b>
400	1900	48	<b>Research Consultants</b>	<b>655,000</b>
			Regents of the University of Colorado - C-21	
			The Brookings Institute	
			The Evaluation and Training Institute - PS-23	
			Institute for Public Health, San Diego State University - PS-24	
			Social Policy Research - PS-25	
			SRI International - PS-26	
			The SPHERE Institute - PS-27	
			Walter R. McDonald & Associates, Inc. - PS-28	
400	1900	48	<b>HCA/ Assigned Staff Charges</b>	<b>180,000</b>
400	1900	48	<b>Limor Bar-Cohen - C-224</b>	<b>117,000</b>
400	1900	48	<b>Kari Parsons</b>	<b>40,000</b>
400	1900	48	<b>Conditions of Children Assessment</b>	<b>25,000</b>
400	1900	48	<b>Community Indicators Report</b>	<b>50,000</b>
400	1900	48	<b>Orange County Health Needs Assessment</b>	<b>75,000</b>
			PHFE PS-10	
400	1801	48	<b>Confidentiality Brochures Printing</b>	<b>50,000</b>
<b>Performance/Outcome Measurement Subtotal</b>				<b>\$1,973,137</b>

# Technical Assistance

"Org"	Object	Sub Obj		
400	1900	49	<b>MAA/TCM Leveraging Support</b>	<b>155,000</b>
			MAA/TCM Consultants (Health Reach)	55,000
			County HCA Accounting & Program Support	100,000
400	2400	49	<b>CONNECT:</b>	<b>150,000</b>
			Capacity Bldg Support	
			Family Credential	
<b>Technical Assistance Subtotal</b>				<b>\$305,000</b>

# Capacity Building Grants & Matching Funds

"Org"	Object	Sub Obj		
700	2400	50	<b>FY 07-08 Programs</b>	<b>1,000,000</b>
700	2400	50	<b>FY 06-07 Programs</b>	<b>500,000</b>
			Blind Children's Learning Center - F01-CB-06	
			Housing with Heart - F02-CB-06	
			ACCESS California Services - F03-CB-06	
			Child Shuttle Too - F04-CB-06	
			THINK Together - F07-CB-06	
			Western Youth Services - F08-CB-06	
			The Kennedy Commission - F09-CB-06	
			Merage Foundation-Children First - Item #3 Nov 06	
			Kinship Center F08-CB-05	
<b>Capacity Building Grants and Matching Funds Subtotal</b>				<b>\$1,500,000</b>

# Capacity Building Program Support & Fund Development

"Org"	Object	Sub Obj		
400	2400	51	<b>Capacity Building Program Support and Fund Development</b>	<b>155,000</b>
			Dena Rubin C-220	30,000
			Anne Olin C-219	125,000
<b>Capacity Building Program Support and Fund Development Subtotal</b>				<b>\$155,000</b>

# Administrative Functions

Total Funding of \$6,098,177

Staffing	2,686,097
Professional and Technical Services	1,897,740
Public Outreach and Communication	713,000
Office Expenses	604,830
Commission Travel & Meetings	196,510

## Professional and Technical Services

"Org" Object Sub Obj

"Org"	Object	Sub Obj			
			<b>Legal Services</b>		<b>300,000</b>
100	1900		Woodruff, Spradling & Smart - C-207	200,000	
100	1900		Stradling, Yocca, Carlson - C-207	25,000	
100	1900		Supplemental Support	25,000	
100	1900		Doug Freeman - Sustainability Initiative	50,000	
			<b>County Services</b>		<b>312,740</b>
500	1900	08	Auditor- Controller	35,000	
500	1900	04	CEO/Purchasing	20,000	
500	1900		CEO/Real Estate	10,000	
500	1900	1901	CEO/Data Systems (CEO IT Support)	35,000	
500	1900	09	Clerk of The Board	11,000	
500	1900		PFRD Pony Mail	1,740	
500	1912	T1	Treasurer Investment Admin. Fees	200,000	
			<b>Admin./Contract Consultants</b>		<b>655,000</b>
100	1900		Christina Altmayer - Admin. Consultant	155,000	
400	1900		Sherry Johnstone C-223 - Risk Assessments	125,000	
100	1900		Government Finance Officer Assn (GFOA)	25,000	
500	1900		Moreland - Accounting & Fiscal Support	50,000	
600	1900		On Call Contract Admin. Support	50,000	
100	1900		Admin. Support PHFE PS-22	250,000	
			<b>Financial &amp; Compliance Audits</b>		<b>345,000</b>
500	1900		Annual Financial Audit & Annual Single Audit	75,000	
			Vavrinek, Trine, Day & Co., LLP C-204		
600	1900		Four Program Audit Support Contractors	225,000	
			Jefferson Wells International, Inc. C-122		
			Moreland & Associates, Inc C-123		
			Vavrinek, Trine, Day & Co., LLP C-124		
			Diehl, Evans & Company, LLP C-125		
100	1900		Larry Siegel C-225 - Revenue & Financial Support	45,000	

Continued on next page

# Professional and Technical Services cont.

"Org" Object Sub Obj

"Org"	Object	Sub Obj		
			<b>Miscellaneous Other Prof. Services</b>	<b>235,000</b>
100	1900		Phil Isenberg - Legislative Advocate	95,000
100	1900		Calif. S. Assn Counties (CSAC)	5,000
100	1900		First Five Calif. Assn. - Policy & Advocacy Support	35,000
100	1900		Consultants - Undesignated	100,000
200	1900	1908	<b>Temporary Help</b>	<b>50,000</b>
<b>Subtotal Professional and Technical Svcs</b>				<b>\$1,872,740</b>

# Public Outreach and Communication

"Org" Object Sub Obj

"Org"	Object	Sub Obj		
300	1900	11	<b>Graphics</b>	<b>75,000</b>
300	1900	12	<b>Website Support &amp; Maintenance</b>	<b>5,000</b>
300	1900	13	<b>Community Outreach</b>	<b>160,000</b>
			Kathleen Crowley C-221	60,000
			New Community Outreach Firm	100,000
300	1900	14	<b>Maintenance of Data Base &amp; Mailouts</b>	<b>20,000</b>
300	1900	15	<b>Community Awards Program</b>	<b>20,000</b>
300	1900	16	<b>Exhibits (O. C. Fair, etc.)</b>	<b>15,000</b>
300	1900	17	<b>Sponsorships</b>	<b>18,000</b>
			Legislative Day in Sacramento	
			Annual Commissioner Conference	
300	1900	18	<b>Strategic Communication</b>	<b>250,000</b>
300	1900	16	<b>Public Awareness Campaign with Angels Baseball</b>	<b>100,000</b>
300	1900	16	<b>Interactive Exhibit at Angels Stadium</b>	<b>50,000</b>
<b>Subtotal Public Outreach &amp; Communication</b>				<b>\$713,000</b>

# Office Expenses

"Org"	Object	Sub Obj		
200	0700		Telephone & Cell Phone Costs	35,000
100	0900		Event Catering for Meetings	6,000
500	1100		Insurance Coverage	30,700
500	1300		Equipment Maintenance (VTI, misc.)	3,000
200	1400		Building Maint. & Improvements	60,000
100	1600		<b>Memberships</b>	<b>89,900</b>
			Ca. Assn Local Economic Dev., O.C. Forum,	80
			O.C. Forum	1,500
			First Five Calif. Assn.	26,450
			So. Calif. Regional Foundation of Commissions	35,000
			Center for New Orange County	0
			Urban Land Institute	250
			GFOA	135
			Orange County Business Council	25,000
			Misc. Memberships	1,000
			CMTA	175
			PRIMA	310
200	1800		<b>Basic Office Supplies (Boise, O.Depot, C. Express, Postage, Subscriptions)</b>	<b>15,000</b>
200	1800		Courier Services	1,500
200	1800	1801	Printing Services	15,000
200	1800	1809	Minor Computer Hardware & Software	20,000
200	1800	1809	Minor Off. Furniture	20,000
500	2000		Public Hearing Notices	3,000
200	2100		Equipment Rental	0
200	2100		Postage Meter Lease	1,600
200	2100		Fax Machine	400
200	2100		Photocopier Lease	14,000
200	2200		Building Lease	264,730
200	4000		Equipment	25,000
<b>Subtotal Office Expenses</b>				<b>\$604,830</b>

# Commission Travel & Meetings

"Org"	Object	Sub Obj		
500	2600		Staff Mileage & Parking Costs	4,000
100	2600		Executive Car Allowance	18,180
300	2700		First Five Annual Conference Meeting Expenses	5,000
100	2700		State Annual Conference Meeting Expenses	0
200	2700		Hotel Room Contracts - Special Mtgs	80,000
100	2700		Commissioner & TAC Stipends & Mileage	30,000
100	2700	90	Transportation for Travel	20,000
100	2700	91	Other Travel Expenses (Hotel, Meals, etc.)	19,000
100	2700		Conferences & Workshops	7,000
100	2700		Professional Speakers	6,000
100	2700		So. Calif. Leadership Network	2,000
100	2700		OC Forum (12 mtgs X \$400)	4,800
100	2700		Urban Land Institute(12 mtgs X \$35) + (2 X \$55)	530
Subtotal Commission Travel & Meetings				\$196,510



Children & Families  
Commission of Orange County

## **Investment Policy Statement for FY 2007-08**

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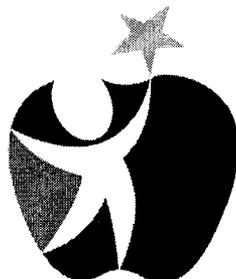
### **SUMMARY:**

The Commission approved guidelines for an Investment Oversight Committee (“the Committee”) in 2006. The five-member Committee was established to ensure oversight and public transparency regarding the investment structure and activities related to the investment of available Commission funds.

The Committee has four member categories: the Commission Executive Director, or designee, a representative of the Orange County Treasurer, a Treasurer or Investment Officer of a public agency, and two at-large public members. The Executive Director and the representative of the Orange County Treasurer serve as ex-officio members of the Committee.

On April 17, 2007, the Committee reviewed the Investment Policy Statement and suggested the Commission approve the Statement as shown in the attached.

# Investment Policy Statement for FY 2007-08



Children & Families  
Commission of Orange County

*Adopted by the  
Children & Families Commission of Orange County  
May 2, 2007*

CHILDREN AND FAMILIES COMMISSION OF ORANGE COUNTY  
POLICIES AND PROCEDURES

NO: 3.1

TITLE: ANNUAL INVESTMENT POLICY STATEMENT

Future Revision Date: Annually  
Effective: May 2, 2007

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**Purpose**

The Children and Families Commission of Orange County (“the Commission”) Annual Investment Policy Statement (the “Policy”) provides for the prudent investment of the Commission’s funds and the effective management of investment activities. It is intended that this policy cover all short-term investment activities under the direct control of the Commission.

**Prudent Investor Standard**

This Policy shall be implemented in accordance with the standard for governing bodies or persons authorized to make investment decisions on behalf of California governing bodies. This standard is set forth in Section 53600.3 of the California Government Code, which provides in relevant part:

“... all governing bodies of local agencies and persons authorized to make investment decisions on behalf of those local agencies investing public funds pursuant to this chapter are trustees and therefore fiduciaries subject to the prudent investor standard. When investing, reinvesting, purchasing, acquiring, exchanging, selling, or managing public funds, a trustee shall act with care, skill, prudence, and diligence under the circumstances then prevailing, including, but not limited to, the general economic conditions and the anticipated needs of the agency that a prudent person acting in a like capacity and familiarity with those matters would use in the conduct of funds of a like character and with like aims, to safeguard the principal and maintain the liquidity needs of the agency. Within the limitations of this section and considering individual investments as part of an overall strategy, investments may be acquired as authorized by law.”

**Authority**

In October 2005, the Commission designated the Chief Operations Officer to serve as Treasurer of the Commission (“the Treasurer”). In this capacity, the Treasurer is charged with fulfilling the duties and responsibilities required in the investment of public funds and insuring compliance with this Policy, including all investment management and reporting requirements. The Treasurer is delegated the authority to manage, deposit and invest funds of the Commission, not required for the immediate needs of the agency, in accordance with this Policy and all applicable provisions of law. The Treasurer shall develop and enforce written procedures to fully implement this Policy in accordance with this delegation of authority, and shall periodically report to the Commission in accordance with the requirements of law and this Policy.

The Orange County Treasurer shall accept the direction of the Chief Operations Officer acting in the capacity as Commission Treasurer and, in his absence, the Director of Finance, in placing specific investments, consistent with the restrictions and limits of this Policy.

### **Investment Objectives**

This Policy shall also be implemented in accordance with the legislative direction concerning objectives of a trustee. This standard is set forth in Section 53600.5 of the Government Code, which provides in relevant part:

“When investing, reinvesting, purchasing, acquiring, exchanging, selling or managing public funds, the primary objective of the trustee shall be to safeguard the principal of the funds under its control. The secondary objective shall be to meet liquidity needs of the depositor. The third objective shall be to achieve a return on the funds under its control.”

**Safety of Principal:** In safeguarding the principal investment of the Commission, the Treasurer shall limit investments to the Orange County Investment Pool, and for Sustainability Funds, investment in the Specific Long-Term Investment Program invested in U.S. Treasury Notes, not to exceed three-year maturities.

**Liquidity:** In order to meet the Commission’s liquidity needs, investments shall be made so that the maturity dates are compatible with cash flow requirements and, when required, permit easy and rapid conversion into cash.

**Return on Investments:** Investments shall be undertaken to produce a reasonable rate of return given the primary considerations of safety of principal and liquidity.

### **Investment Placement**

Pursuant to the Support Services Agreement between the Commission and the County of Orange, Administrative Policy 1.3, Section C, the Treasurer may direct the Orange County Treasurer to invest monies not immediately required to fund expenditures in the Orange County Investment Pool in accordance with the Orange County Treasurer Investment Policy Statement, as it may be revised from time to time.

All sections of the Orange County Treasurer Investment Policy Statement are incorporated into this Policy by reference.

### **Specific Long-Term Investment Program**

The Treasurer shall prepare a quarterly Cash Flow Projection which shall project the Commission’s six-month cash flow requirements and revenues. In addition, the quarterly Cash Flow Projection shall estimate the Commission’s funds that can be prudently designated as “Sustainability Funds,” and, thus invested for use in future fiscal years. Pursuant to the “Agreement for Specific Long-Term Investment Program for the Children and Families Commission of Orange County,” the Treasurer may direct the Orange

County Treasurer to invest Sustainability Funds in a Specific Long-Term Investment Program (“the SLTIP”). This program is limited to investment in U.S. Treasury Securities and investments shall not include maturities in excess of three years. This program shall “ladder” these investments over a two to three year period.

The Treasurer shall match investments in the SLTIP with anticipated cash flow requirements. The Treasurer shall not invest in securities maturing more than three years from the date of purchase unless specifically approved by the Commission.

### **Reporting Requirements**

In accordance with Government Code Section 53646, the Treasurer shall cause a quarterly report to be prepared and submitted to the Commission. The quarterly report shall comply with applicable law and shall include the relevant Orange County Investment Pool statements as well as a description of SLTIP investments including security type, issuer, amount invested, maturity date, par value, current market value, investment yield, and source of this valuation.

The Treasurer shall report monthly to the Commission, or a designated Committee of the Commission, reporting on investment activity and amounts placed or matured for that period.

### **Investment Policy Adoption**

This policy shall be reviewed on an annual basis and the policy, and any modifications made thereto, shall be approved annually by the Commission.

### **Attachments**

- The most recent Orange County Treasurer Investment Policy Statement.



Children & Families  
Commission of Orange County

## **Revised list of Designated Employees and Disclosure Categories to the Commission's Conflict of Interest Code**

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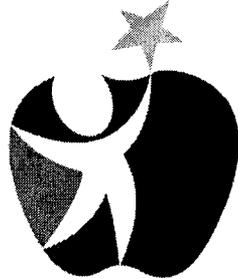
### **SUMMARY:**

Pursuant to Government Code 87306, the Commission is required to amend its Conflict of Interest Code whenever "change is necessitated by changed circumstances..."

The establishment of the Investment Oversight Committee by the Commission requires the inclusion of the Committee members in the Commission's Conflict of Interest Code with a broad income and investment disclosure category that captures the investment interests of the three voting members of the Committee.

Staff recommends the Commission amend Appendix A of its code, which lists all "schedules associated" with the relevant disclosure categories to include members of the Investment Oversight Committee, and amend Appendix B of its code, which lists all "disclosure categories". These revisions have been reviewed and approved by General Counsel and are required to be filed with the Board of Supervisors after adoption by your Commission.

# Revised list of Designated Employees and Disclosure Categories to the Commission's Conflict of Interest Code



Children & Families  
Commission of Orange County

*Adopted by the  
Children & Families Commission of Orange County  
May 2, 2007*

**ATTACHMENT 7 TO COMMISSION RESOLUTION**  
**CHILDREN AND FAMILIES COMMISSION OF ORANGE COUNTY**  
**CONFLICT OF INTEREST CODE**

**APPENDIX A**  
**LIST OF DESIGNATED POSITIONS**

<u>Designated Positions</u>	<u>Disclosure Category</u>
Commissioners	1
Alternate Commissioners	1
Commission Counsel	1
Commission Executive Director	1
Members of the Commission Technical Advisory Committee	1
Members of the Commission Pediatric Health Services Committee	1
Members of the Commission Investment Oversight Committee	2
Director of External Affairs	1
Chief Operations Officer	1
Director of Financial Planning & Budget	1
Director of Finance	1
Director of Program Development & Evaluation	1
Director of Contract Administration	1
Director of Program Operations	1
Administrative Manager / Program Management & Evaluation	1
Administrative Manager - Contracts	1
Contracts Analyst	1
Consultants*	1*

\*Consultants shall be included in the list of designated employees and shall disclose pursuant to the broadest disclosure category in the code subject to the following limitation.

The Executive Director of the Commission (or the Commission, as requested by the Executive Director) may determine in writing that a particular consultant, although a “designated position,” is hired to perform a range of duties or provide certain services that are limited in scope, term of service, or amount of compensation and that do not involve direct participation in the making of decision(s) which may foreseeably have a material financial effect on a personal financial interest, and thus such consultant is not required to comply with the disclosure requirements set forth herein. Such written determination by the Executive Director (or, as applicable, the Commission) shall explain the basic reason(s) for excluding a particular consultant. The Executive Director’s (or, as applicable, the Commission’s) determination is a public record and shall be retained for public inspection by the Commission filing officer with an information copy provided to the Commissioners.

## APPENDIX B

### DISCLOSURE CATEGORIES

#### **Designated Employees in Disclosure Category 1 Must Report:**

All investments in, business positions with, or income received from entities or individuals engaged in the direct or indirect provision of early development services to or for children. As used herein, “early development services” means the services, which the Commission is required by statute to promote, support and improve.

#### **Designated Employees in Disclosure Category 2 Must Report:**

All investments in, business positions with, or income received from business entities doing business in Orange County.

**CHILDREN & FAMILIES COMMISSION OF ORANGE COUNTY**

**RESOLUTION NO. 07-\_\_\_\_\_-C&FC**

**May \_\_\_\_\_, 2007**

**A RESOLUTION OF THE CHILDREN AND FAMILIES COMMISSION OF ORANGE COUNTY (1) CONFIRMING ITS ANNUAL REVIEW OF THE STRATEGIC PLAN, (2) ADOPTING ITS BUSINESS PLAN FOR FISCAL YEAR 2007-08, (3) APPROVING BUDGET ADJUSTMENTS FOR FISCAL YEAR 2006-07, (4) ADOPTING THE FISCAL YEAR 2007-08 OPERATING BUDGET, (5) ADOPTING THE 2007-08 TEN-YEAR FINANCIAL PLAN, (6) AMENDING ITS INVESTMENT POLICY STATEMENT, (7) AMENDING ITS CONFLICT OF INTEREST CODE, (8) ESTABLISHING A 10% LIMIT ON ADMINISTRATIVE EXPENSES (9) RENEWING INVESTMENT AUTHORITY OF ITS TREASURER, AND (10) SPECIFYING THAT THE EXECUTIVE DIRECTOR AND TREASURER-TAX COLLECTOR, OR DESIGNEE, BE EX OFFICIO NON-VOTING MEMBERS OF THE INVESTMENT OVERSIGHT COMMITTEE**

**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 annual review of the Strategic Plan, (2) adoption or revision of long range financial plans and (3) adoption of a percentage limitation of its operating budget that may be spent on administrative functions; and

**WHEREAS**, at its meeting of May 2, 2007, the Commission conducted a public hearing and reviewed the following documents prepared and recommended by staff and identified in the staff report for the May 2, 2007 Commission meeting with the Attachment numbers set forth hereinbelow: The Strategic Plan (Attachment 1), the Business Plan for Fiscal Year 2007-08 (Attachment 2), the Ten-Year Financial Plan – May 2007 Updated Plan (Attachment 3), Mid-Year Budget Adjustments for Fiscal Year 200607 (Attachment 4), Annual Operating Budget for the Fiscal Year 2007-08 (Attachment 5), and the revised Investment Policy Statement for Fiscal Year 2007-08 (Attachment 6); and

**WHEREAS**, the Commission, having previously designated its Chief Operations Officer as Treasurer of the Commission and delegated to the Treasurer its authority to manage, deposit

and invest funds of the Commission not required for the immediate needs of the Commission, desires to renew that designation and delegation pursuant to California Government Code Section 53607; and

**WHEREAS**, California Government Code Section 87306 requires the Commission to amend its Conflict of Interest Code wherever “change is necessitated by changed circumstances;” and

**WHEREAS**, an advisory Investment Oversight Committee has been established by the Commission and duly constituted, and whose members should be designated for broad income and investment disclosure, as set forth in Attachment 7 to the May 2, 2007 staff report:

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:

- (A) Confirms its annual review of the Strategic Plan,
- (B) Adopts the Business Plan for Fiscal Year 2007-08,
- (C) Adopts the Ten-Year Financial Plan – May 2007 Updated Plan,
- (D) Adopts the Mid-Year Budget Adjustments for Fiscal Year 2006-07,
- (E) Adopts the Annual Operating Budget for Fiscal Year 2007-08,
- (F) Approves the Investment Policy Statement for Fiscal Year 2007-08, and
- (G) Amends its Conflict of Interest Code by adopting the Revised list of Designated Employees and Disclosure categories as new Appendix A and B thereto.

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

**Section 4** Pursuant to California Government Code Section 53607, the Commission renews its delegation to the Chief Operations Officer, acting as Commission Treasurer, to manage, deposit and invest funds of the Commission not required for the immediate needs of the

Commission, in accordance with the Commission's Investment Policy statement and all applicable provisions of law.

**Section 5** The Commission directs that is Executive Director and the Orange County Treasurer-Tax Collector, or their designees, shall be *ex officio*, non-voting members of the Investment Oversight Committee.

**Section 6** 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 7** 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.

**Section 8** Approval of the Fiscal Year 2007-08 Business Plan does not authorize or obligate the Commission to any specific funding action or contract with any organization or entity.

**Section 9** The Clerk of the Commission shall append to this Resolution a copy of each of the documents set forth in Section 2, identifying them as Exhibits A through G (which shall correspond to Attachments 1 through 7 of the May 2, 2007 staff report). By this reference such exhibits are incorporated as though fully set forth herein.

**Section 10** **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 of phrases be declared unconstitutional, or invalid, or ineffective.

**Section 11** The Clerk of the Commission shall certify to the adoption of this Resolution.

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**PASSED, APPROVED and ADOPTED** this \_\_\_\_ day of May, 2007 by the following vote:

The foregoing Resolution was passed and adopted by the following vote of the Children and Families Commission of Orange County on May \_\_\_\_, 2007 to wit:

- AYES: Commissioner(s): \_\_\_\_\_
- NOES: Commissioner(s): \_\_\_\_\_
- EXCUSED: Commissioner(s): \_\_\_\_\_
- ABSTAINED: Commissioner(s): \_\_\_\_\_

\_\_\_\_\_  
CHAIRMAN

STATE OF CALIFORNIA            )  
  )  
COUNTY OF ORANGE            )

I, DARLENE J. BLOOM, Clerk of the Commission of Orange County, California, hereby certify that a copy of this document has been delivered to the Chairman 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.

\_\_\_\_\_  
DARLENE J. BLOOM  
Clerk of the Commission, Children and Families  
Commission of Orange County, County of Orange, State of  
California

Resolution No.: 07-\_\_\_\_-C&FC  
Agenda Date: May 2, 2007  
Item No.: \_\_\_\_\_

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

DARLENE J. BLOOM, Clerk of the Commission

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



Children & Families  
Commission of Orange County

**EXHIBIT A TO RESOLUTION OF COMMISSION  
STRATEGIC PLAN (FISCAL YEAR 2007-08 REVIEW)**

**(attached)**



Children & Families  
Commission of Orange County

**EXHIBIT B TO RESOLUTION OF COMMISSION**  
**FISCAL YEAR 2007-08 BUSINESS PLAN**  
**(attached)**



Children & Families  
Commission of Orange County

**EXHIBIT C TO RESOLUTION OF COMMISSION  
BUDGET ADJUSTMENTS FOR FISCAL YEAR 2006-07  
(attached)**



Children & Families  
Commission of Orange County

**EXHIBIT D TO RESOLUTION OF COMMISSION  
FISCAL YEAR 2007-08 ANNUAL OPERATING BUDGET  
(attached)**



Children & Families  
Commission of Orange County

**EXHIBIT E TO RESOLUTION OF COMMISSION  
FISCAL YEAR 2007-08 TEN-YEAR FINANCIAL PLAN  
(attached)**



Children & Families  
Commission of Orange County

**EXHIBIT F TO RESOLUTION OF COMMISSION**  
**REVISED INVESTMENT POLICY**  
**(attached)**



Children & Families  
Commission of Orange County

**EXHIBIT G TO RESOLUTION OF COMMISSION**  
**REVISED LIST OF DESIGNATED EMPLOYEES AND DISCLOSURE CATEGORIES**  
**TO THE COMMISSION'S CONFLICT OF INTEREST CODE**

**(attached)**

**CHILDREN & FAMILIES COMMISSION OF ORANGE COUNTY**

**RESOLUTION NO. 07-\_\_\_\_-C&FC**  
**May \_\_\_\_, 2007**

**A RESOLUTION OF THE CHILDREN AND FAMILIES COMMISSION OF ORANGE COUNTY (1) CONFIRMING ITS ANNUAL REVIEW OF THE STRATEGIC PLAN, (2) ADOPTING ITS BUSINESS PLAN FOR FISCAL YEAR 2007-08, (3) APPROVING BUDGET ADJUSTMENTS FOR FISCAL YEAR 2006-07, (4) ADOPTING THE FISCAL YEAR 2007-08 OPERATING BUDGET, (5) ADOPTING THE 2007-08 TEN-YEAR FINANCIAL PLAN, (6) AMENDING ITS INVESTMENT POLICY STATEMENT, (7) AMENDING ITS CONFLICT OF INTEREST CODE, (8) ESTABLISHING A 10% LIMIT ON ADMINISTRATIVE EXPENSES (9) RENEWING INVESTMENT AUTHORITY OF ITS TREASURER, AND (10) SPECIFYING THAT THE EXECUTIVE DIRECTOR AND TREASURER-TAX COLLECTOR, OR DESIGNEE, BE EX OFFICIO NON-VOTING MEMBERS OF THE INVESTMENT OVERSIGHT COMMITTEE**

**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 annual review of the Strategic Plan, (2) adoption or revision of long range financial plans and (3) adoption of a percentage limitation of its operating budget that may be spent on administrative functions; and

**WHEREAS**, at its meeting of May 2, 2007, the Commission conducted a public hearing and reviewed the following documents prepared and recommended by staff and identified in the staff report for the May 2, 2007 Commission meeting with the Attachment numbers set forth hereinbelow: The Strategic Plan (Attachment 1), the Business Plan for Fiscal Year 2007-08 (Attachment 2), the Ten-Year Financial Plan – May 2007 Updated Plan (Attachment 3), Mid-Year Budget Adjustments for Fiscal Year 200607 (Attachment 4), Annual Operating Budget for the Fiscal Year 2007-08 (Attachment 5), and the revised Investment Policy Statement for Fiscal Year 2007-08 (Attachment 6); and

**WHEREAS**, the Commission, having previously designated its Chief Operations Officer as Treasurer of the Commission and delegated to the Treasurer its authority to manage, deposit

and invest funds of the Commission not required for the immediate needs of the Commission, desires to renew that designation and delegation pursuant to California Government Code Section 53607; and

**WHEREAS**, California Government Code Section 87306 requires the Commission to amend its Conflict of Interest Code wherever “change is necessitated by changed circumstances;” and

**WHEREAS**, an advisory Investment Oversight Committee has been established by the Commission and duly constituted, and whose members should be designated for broad income and investment disclosure, as set forth in Attachment 7 to the May 2, 2007 staff report:

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:

- (A) Confirms its annual review of the Strategic Plan,
- (B) Adopts the Business Plan for Fiscal Year 2007-08,
- (C) Adopts the Ten-Year Financial Plan – May 2007 Updated Plan,
- (D) Adopts the Mid-Year Budget Adjustments for Fiscal Year 2006-07,
- (E) Adopts the Annual Operating Budget for Fiscal Year 2007-08,
- (F) Approves the Investment Policy Statement for Fiscal Year 2007-08, and
- (G) Amends its Conflict of Interest Code by adopting the Revised list of Designated Employees and Disclosure categories as new Appendix A and B thereto.

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

**Section 4** Pursuant to California Government Code Section 53607, the Commission renews its delegation to the Chief Operations Officer, acting as Commission Treasurer, to manage, deposit and invest funds of the Commission not required for the immediate needs of the

Commission, in accordance with the Commission's Investment Policy statement and all applicable provisions of law.

**Section 5** The Commission directs that its Executive Director and the Orange County Treasurer-Tax Collector, or their designees, shall be *ex officio*, non-voting members of the Investment Oversight Committee.

**Section 6** 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 7** 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.

**Section 8** Approval of the Fiscal Year 2007-08 Business Plan does not authorize or obligate the Commission to any specific funding action or contract with any organization or entity.

**Section 9** The Clerk of the Commission shall append to this Resolution a copy of each of the documents set forth in Section 2, identifying them as Exhibits A through G (which shall correspond to Attachments 1 through 7 of the May 2, 2007 staff report). By this reference such exhibits are incorporated as though fully set forth herein.

**Section 10** 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 11** The Clerk of the Commission shall certify to the adoption of this Resolution.

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**PASSED, APPROVED and ADOPTED** this \_\_\_\_ day of May, 2007 by the following vote:

The foregoing Resolution was passed and adopted by the following vote of the Children and Families Commission of Orange County on May \_\_\_\_, 2007 to wit:

- AYES: Commissioner(s): \_\_\_\_\_
- NOES: Commissioner(s): \_\_\_\_\_
- EXCUSED: Commissioner(s): \_\_\_\_\_
- ABSTAINED: Commissioner(s): \_\_\_\_\_

\_\_\_\_\_  
CHAIRMAN

STATE OF CALIFORNIA            )  
  )  
COUNTY OF ORANGE            )

I, DARLENE J. BLOOM, Clerk of the Commission of Orange County, California, hereby certify that a copy of this document has been delivered to the Chairman 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.

\_\_\_\_\_  
DARLENE J. BLOOM  
Clerk of the Commission, Children and Families  
Commission of Orange County, County of Orange, State of  
California

Resolution No.: 07-\_\_\_\_-C&FC  
Agenda Date: May 2, 2007  
Item No.: \_\_\_\_\_

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

DARLENE J. BLOOM, Clerk of the Commission

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



Children & Families  
Commission of Orange County

**EXHIBIT A TO RESOLUTION OF COMMISSION  
STRATEGIC PLAN (FISCAL YEAR 2007-08 REVIEW)  
(attached)**



Children & Families  
Commission of Orange County

**EXHIBIT B TO RESOLUTION OF COMMISSION  
FISCAL YEAR 2007-08 BUSINESS PLAN  
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Children & Families  
Commission of Orange County

**EXHIBIT C TO RESOLUTION OF COMMISSION  
BUDGET ADJUSTMENTS FOR FISCAL YEAR 2006-07  
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Children & Families  
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**EXHIBIT D TO RESOLUTION OF COMMISSION  
FISCAL YEAR 2007-08 ANNUAL OPERATING BUDGET  
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Children & Families  
Commission of Orange County

**EXHIBIT E TO RESOLUTION OF COMMISSION  
FISCAL YEAR 2007-08 TEN-YEAR FINANCIAL PLAN  
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Children & Families  
Commission of Orange County

**EXHIBIT F TO RESOLUTION OF COMMISSION**  
**REVISED INVESTMENT POLICY**  
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**EXHIBIT G TO RESOLUTION OF COMMISSION**  
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**(attached)**