



**Agenda Item 9
May 6, 2015**

DATE: April 25, 2015

TO: Children and Families Commission of Orange County

FROM: Christina Altmayer, Executive Director 

SUBJECT: Annual Review and Adoption of the Strategic Plan, Approval of FY 2015/16 Business Plan and Budget, FY 2014/15 Final Amended Budget, and Related Implementing Actions

ACTIONS: Conduct Public Hearing, adopt resolutions and, receive the annual review of the Strategic Plan, Fiscal Year 2015/16 Business Plan, Fiscal Year 2014/15 Amended Operating Budget and Fiscal Year 2015/16 Proposed Budget.

SUMMARY:

The Children and Families Commission of Orange County annually conducts a public hearing to review and update the Strategic Plan, approve the Business Plan, and the annual budget for the upcoming fiscal year. This item recommends approval of the updated reports for fiscal year 2015/16.

DISCUSSION:

Strategic Plan Annual Review

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

Each Commission is required to conduct a public hearing on the review of its Strategic Plan before any revisions are adopted. The Commission’s adoption of the Strategic Plan is required to maintain eligibility for Proposition 10 tobacco tax revenues. The Children and Families Commission of Orange County’s First Strategic Plan was approved in February 2000. In 2014, the core elements of the Strategic Plan were reviewed and revised to provide a framework for guiding decisions the Commission will make over the next five or more years resulting in updated goal statements and updated values and guiding principles. The focus of the 2015 review was on the evaluation approach. The 2015 updated Strategic Plan (Attachment 1) includes an updated framework of the evaluation elements that will be required for grantee reporting and provides the foundation for all Commission evaluation work. Commission approval of the updated Strategic Plan is recommended.

Business Plan

Consistent with the Strategic Plan, the Commission annually approves a Business Plan. The Business Plan complements the Strategic Plan by outlining how management will direct and deploy operational resources in the coming year to achieve the Strategic Plan. It is intended to provide insight to other stakeholders, such as funded agencies and collaborative partners, on how the Commission will operate and carry out its mission and goals in the coming fiscal year. The Business Plan reflects all planned work to be undertaken in FY 2015/16. It includes all Proposition 10 mandated work, including activities stipulated in the Proposition 10 legislation and subsequent statutory requirements.

The Fiscal Year 2015/16 Business Plan (Attachment 3) represents the second year in a three-year planning cycle. Last year, Commission management and staff participated in an extensive planning process to review and set priorities for the next three years based on the changing environment of children and young families, the decline in Proposition 10 revenue, and in recognition of the 15th anniversary of the passage of Proposition 10. This updated FY 2015/16 Business Plan maintains the ambitious plans established last year with modifications to the objectives as they have been achieved and as new objectives are required to address changing conditions.

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

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

Strategic Intent #1: Focus on Organizational Effectiveness

Strategic Intent #2: Focus on Achieving Outcomes

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

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

The Business Plan includes a summary of the accomplishments to date for FY 2014/15. The approval of the FY 2015/16 Business Plan does not authorize or obligate the Commission to any specific funding action or contract with any organization or entity.

Evaluation Team Work Plan

Proposition 10 requires each County Commission to have a plan that describes the goals and objectives to be achieved; the programs, services and projects to be provided; and how measurable outcomes of programs, services, and projects will be determined using appropriate and reliable indicators. To address this mandate, the Commission's Evaluation Team measures progress toward achievement of the goals and objectives in the Commission's Strategic Plan. Each year, the Evaluation Team provides the Commission with an annual report of its accomplishments and recommends a Work Plan for the coming year. The Evaluation Work Plan is included as a component of the FY 2015/16 Business Plan including both prior year accomplishments and evaluation plans for FY 2015/16:

FY 2014/15 Accomplishments - Describes each of the major projects of the Evaluation Team and archives the evaluation related activities carried out to accomplish the Work Plan that was approved by the Commission in May 2014. Evaluation information continues to be incorporated into staff reports presented to the Commission each month and is part of the program review process to ensure that evaluation findings are used to better inform strategic decisions. Evaluation activities were implemented primarily by the Commission's Evaluation Manager and evaluation consultant along with leveraging the Commission's evaluation relationships in collaborative projects.

FY 2015/16 Work Plan - The Work Plan is organized in sections related to:

- Commission-Wide Data – including the Annual Report to First 5 California and implementation of the Early Developmental Index
- Initiative-Specific Evaluations – including evaluation of the Bridges Maternal Child Health Network
- Program-Specific Evaluation - including participation in the evaluation of the First 5 California matching fund programs
- External Evaluation Efforts – including participation in the national Children's Outcome Project and development of community indicator reports

Four principles have guided the development of this updated evaluation Work Plan:

1. Meet all reporting and accountability requirements
2. Connect and utilize the data that are collected to better inform program and funding decisions
3. Build an evaluation platform that provides resources that can support and enhance local, statewide and national funding partnerships
4. Ensure judicious and efficient collection of data

The Evaluation Work Plan has been developed to support the Operational Imperative included in the FY 2015/16 Business Plan as well as specifically address the priorities in Strategic Intent #2: Focus on Achieving Outcomes; and, Strategic Intent #4 Focus on Community Learning and Advancement of Knowledge. Evaluation-related Business Plan Strategic Initiatives for FY 2015/16 are noted in the FY 2014/15 Evaluation Work Plan with an asterisk (*). Resources to support these evaluation-related Work Plan projects are reflected in the Commission's FY 2015/16 Adopted Budget. Planned resources include staff, and on-call evaluation consultant resources.

Major components of the Evaluation budget include the Commission's data collection and reporting system (18% of the evaluation budget), evaluation staff (13%), evaluation consultants and Early Developmental Index support (36%) and indicator reports/collaborative projects (33%).

FY 2014-15 Amended Operating Budget

The FY 2014/15 Budget was approved by the Commission in April 2014 and amended in October 2014. Staff analyzed current program allocations and encumbrances and has developed a proposed Amended Operating Budget for FY 2014/15 (Attachment 4). The amended operating budget includes both previously approved contracts and funds recommended to be carried forward into the next year:

- *Revenue* – No change is requested for Tobacco Tax revenue budgeted for FY 2014/15. Once final FY 2014/15 Tobacco Tax revenue has been posted by First 5 California, staff will

report back to the Commission with any recommended adjustments to budgeted FY 2015/16 Tobacco Tax revenue. The strategy endorsed by the Commission in November 2013 will be followed, and any additional revenue above forecasted budget amounts will be made available for catalytic investments subject to Commission approval.

Other revenue has been amended to include contributions for the Conditions of Children Report expected to be received before June 30, 2015. Contributions for the Champions for Children's Literacy project and the ACT Anaheim Collaborative have also been added in the amended budget.

- *Program Funding* – Program funding has been increased from \$30.1 to \$37 million to account for carryover funding and program expenses offset by outside revenue sources.
 - Funding of \$180,000 budgeted for Pediatric Health Services in FY 2014/15 will not be expended before June 30, 2015 and is requested to be rolled forward to FY 2015/16.
 - School Readiness Nurse funding of \$91,520 not expended in FY 2013/14 is requested to be transferred to FY 2014/15 for the purchase of additional vision kits approved by the Commission in March 2015.
 - Early Learning Countywide Program has been increased by a total of \$60,580. \$36,580 of the increase is a transfer of future-year Early Developmental Index funding for higher than expected expenses in the first year of the three-year allocation. Another \$18,000 of the increase is for Champions for Children's Literacy project management approved by the Commission in March 2015.
 - Evaluation and Reporting has been increased by a total of \$60,580. In December 2014 the Commission approved adding \$68,000 for the ACT Anaheim Collaborative. The estimated expense of \$57,500 has been added for the Conditions of Children Report and the Community Indicators Report that will be reimbursed by project partners. The State of Young Children in Orange County summit funding of \$61,050 has been removed from the FY 2014/15 budget and transferred to the FY 2015/16 budget when the expenses will occur.
 - Capacity Building grants have been reduced by \$250,000 in FY 2014/15 and transferred to FY 2015/16 when the expenses are expected to occur, as recommended in Agenda Item 5.

FY 2015/16 Proposed Budget

The FY 2015/16 Budget proposal includes the second of the three-year funding actions approved by the Commission in February 2014. The step-down approach embedded in the approved Long Term Financial Plan continues and is presented by program service area in the FY 2015/16 Budget. The proposed base program budget for FY 2015/16 of \$25.7 million is approximately \$4.5 million less than the final FY 2014/15 Budget. First 5 California reduced the Child Signature Program funding by 50 percent for FY 2015/16, which accounts for \$2.2 million of the reduction. Planned program reductions built into the three-year program renewals account for the remaining difference.

Budget Highlights:

- All budget program areas in the four goal areas are further reduced as a result of the February 2014 Commission funding actions for FY 2014/15 to FY 2016/17 except for First 5 California and Federal programs with separate revenue sources.
- Estimated revenue for the transition of the First 5 California Child Signature Program is included in the proposed revenue budget.
- Estimates of Catalytic Round I and II expenses are included in the proposed FY 2015/16 Budget, and only Round II estimated expenses are included in the calculation of the administrative limit.
- Other revenue resources consist of contributions for both the Conditions of Children Report and Community Indicators Report and funds awarded by the Nonprofit Finance Fund for the Bridges Network Pay for Success project data analysis.
- The AmeriCorps/VISTA budget represents the final year of the federally funding scheduled to end April 2015.
- An additional allocation of \$250,000 is included for Capacity Building Grants and Matching Funds with the prior allocation of \$250,000 not expensed in FY 2014/15 for a total of \$500,000.
- Program management, evaluation and administrative consultants are included in the proposed budget as proposed in Agenda Item 4.

FY 2015/16 Administrative Budget

Total staff salaries and benefits are budgeted at \$2.0 million compared to \$1.93 million in FY 2014/15, a 3.6% increase. The staffing budget supports 11 full-time positions, one vacant position, and one part-time extra help position. The change from the prior year is due mostly to the budgeted increase for employer retirement contributions and healthcare premiums. The Commission did participate in the OCERS (Orange County Employees Retirement System) early payment program to take advantage of a 5.80% discount for FY 2015/16 and minimize the impact of the required increase in contributions. Although the total staff salaries and benefits budget increased, administrative expenses of \$2.48 million budgeted for FY 2015/16 represents a 2% decline from the FY 2014/15 budget of \$2.53 million due to increased dedication of time staff time to program management (see below). The proposed FY 2015/16 administrative budget is 8.21% of the Commission's total annual operating budget of \$30.2 million.

Staffing and operating resources directly supporting a specific Commission program or project are allocated to the related program area. Approximately \$546,000 of total salary and benefits has been budgeted in the supported goal areas. These allocations are based on an annual time study of Commission staff managing programs and consider specific staff assignments. As the administrative budget decreases along with the total Program budget, increases to employee benefit costs become more difficult to manage under the 10 percent administrative cap. Staff will continue the approach of allocating resources and expenses related directly to specific Commission programs, as appropriate.

The FY 2015/16 Proposed Budget is fully compliant with Commission's policy to limit administrative expenses to 10 percent of the annual budget. Health and Safety Code Section 130140 requires the Commission to adopt a limit on the percentage of the Commission's operating budget that may be spent on administrative functions. Administrative costs and functions are defined by the First 5 California Commission guidelines pursuant to Chapter 284, Statutes of 2005 (AB 109). Adoption of the FY 2015/16 Budget includes a 10 percent limitation of the operating budget on administrative function expenditures. Approval of the FY 2015/16 Proposed Budget (Attachment 5) is requested.

STRATEGIC PLAN & FISCAL SUMMARY:

The Strategic Plan, Business Plan, FY 2014/15 Amended Budget, FY 2015/16 Proposed Operating Budget and recommended actions presented in this staff report have been reviewed in relation to the Commission's Strategic Plan and are consistent with applicable goals. The proposed Evaluation Work Plan is consistent with the Capacity Building goal and statutory requirements related to evaluation.

PRIOR COMMISSION ACTIONS:

- April 2015 - Received second quarter status update on the FY 2014/15 Business Plan
- April 2015 - Received Long Term Financial Plan and Catalytic Funding updates and approve assumptions for development of the Proposed FY 2015/16 Budget
- February 2015 – Received quarterly update on the Approved FY 2014/15 Business Plan
- December 2014 - Received the Long-Term Financial Plan and Program Update
- May 2014- Received FY 2014/15 POMS Work Plan and FY 2013/14 Work Plan Updates
- February 2014 - Approved Proposed Funding Renewal Actions for Program Agreements for FY 2014/15 through FY 2016/17
- February 2014 – Received status report on the FY 2013/14 Business Plan
- October 2013 – Convened Public Hearing and approved revisions to the Commission's Strategic Plan
- April 2013 - Confirmed the annual review of the Strategic Plan, and approved the Business Plan and Annual Operating Budget for FY 2013/14
- February 2013 – Received POMS Work Plan, January 2013 – June 2014
- January 2013 – Received POMS 2012 Report of Accomplishments

RECOMMENDED ACTIONS:

1. Conduct Public Hearing.
2. Adopt resolution (Attachment 2) confirming the Commission's annual review and adoption of the Strategic Plan.
3. Approve FY 2015/16 Business Plan including the Administrative Budget and Work Plan.
4. Approve FY 2014/15 Amended Operating Budget.
5. Adopt resolution (Attachment 6) approving the Annual Operating Budget for FY 2015/16, and confirming the 10 percent limitation on administrative expenditures for the operating budget.

ATTACHMENTS:

1. Children and Families Commission of Orange County Strategic Plan
2. Resolution for the Strategic Plan
3. Children and Families Commission of Orange County Business Plan – Fiscal Year 2015/16
4. FY 2014/15 Amended Operating Budget
5. FY 2015/16 Proposed Budget
6. Resolution for the FY 2015/16 Budget

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STRATEGIC PLAN

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I. Introduction

Proposition 10

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

Children and Families Commission of Orange County

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

First Strategic Plan Adoption

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

Annual Strategic Plan Review

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

II. Strategic Plan Overview

Purpose

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

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

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

Link to Other Planning Efforts

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

Community Outreach and Education Programs

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

Program Plans

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

Long Term Financial Plan

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

Annual Budget and Business Plan

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

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

Evaluation System

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

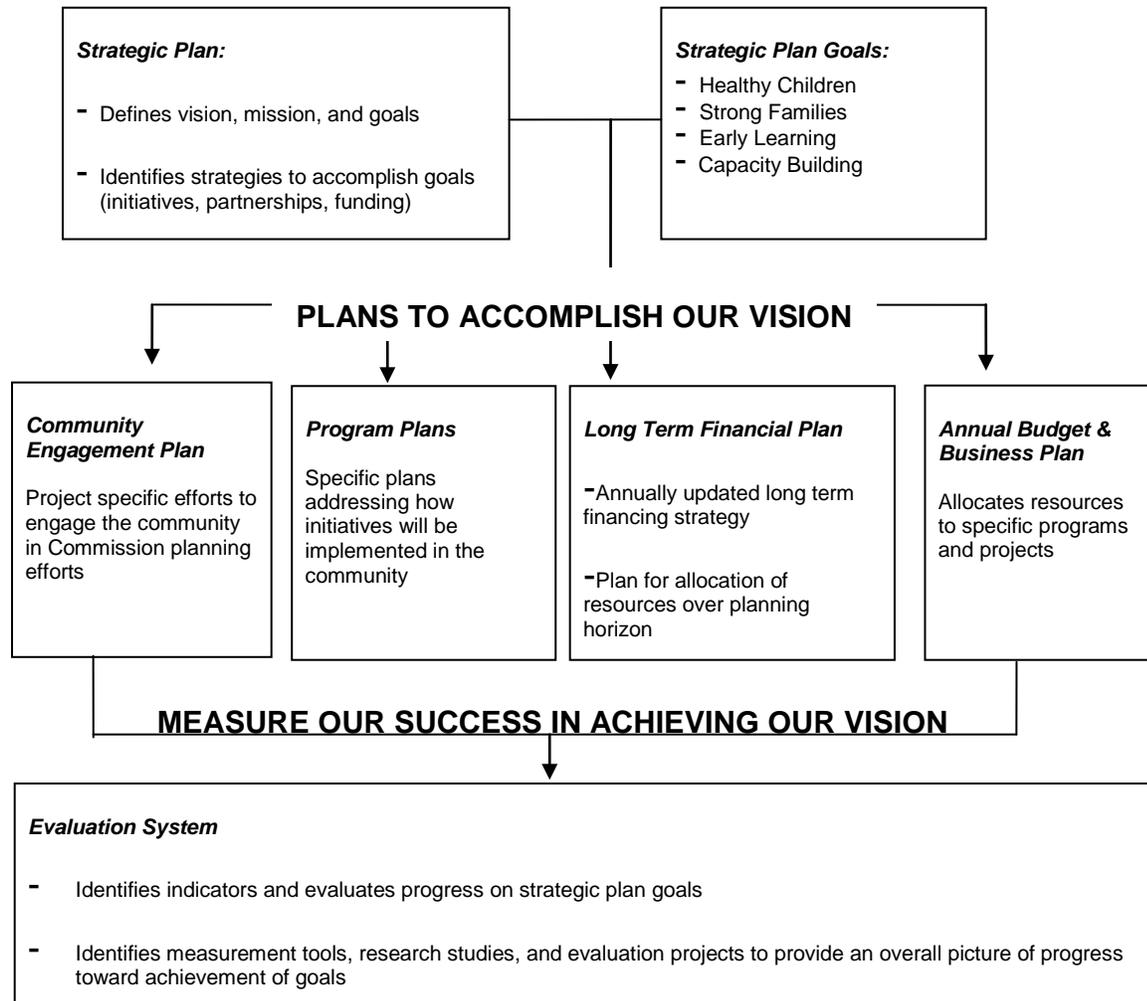
The graphic on the following page displays the linkage of these planning efforts.

Children and Families Commission of Orange County

Strategic Planning Process

VISION

All Children are Healthy and Ready to Learn



Reliance on Community Data

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

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

Annual Report on the Conditions of Children in Orange County

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

Early Development Index (EDI) Community Profile

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

Orange County's Healthier Together

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

Orange County Community Indicators Report

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

III. Vision, Mission, and Goals

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

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

Vision

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

All children are healthy and ready to learn.

Mission

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

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

Goals

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

Healthy Children

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

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

Maternal Child Health

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

Community Health Services

The Commission supports community clinics and community health providers to ensure that families have access to health coverage and quality pediatric care. These services include but are not limited to primary pediatric care, obesity treatment and prevention, and coordination of health services.

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.

Health Access

A child's health is heavily influenced by access to health care. Access is improved through the direct provision of health care and utilization of health access and coverage programs, and providing health education, in-home support services, parenting classes, and other services for pregnant women and families with young children. It is important to note that health access is emphasized in all programs related to the Healthy Children goal area.

Pediatric Health Services

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

School Readiness Nursing

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

Strong Families

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

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

Developmental Screenings

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

Homeless Prevention

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

Prevention Early Intervention

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

Early Learning

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

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

School Readiness

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

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

Early Literacy and Language Development

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

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

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

Early Learning Quality Improvement Programs

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

Capacity Building

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

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

Leveraging Strategies and National/State Foundation Programs

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

Technical Assistance

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

Capacity Building Grants

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

Evaluation System

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

Common Strategies Across Goals

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

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

Pathways to School Readiness: Measuring Progress

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

IV. Implementing Strategies

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

1. Funding

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

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

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

Operating Grants

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

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

Catalytic Investments

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

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

Capacity Building Grants

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

2. The Evaluation Framework

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

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

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

Process Measures

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

Outcome Measures

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

3. Client Based Outcomes Reporting Program

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

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

4. Program-Specific Evaluation

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

5. State Commission Annual Report to the Legislature

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

6. Policy Strategies for Sustainability

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

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

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

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

V. Strategic Partnerships

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

Orange County Health Care System

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

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

Orange County School Districts

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

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

Local and Regional Funders

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

Local Government and Business Community

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

Community Based Organizations

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

Statewide Partnerships

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

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

VI. Commission Organization

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

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

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

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

Guiding Principles

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

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

Values

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

Core Functions

The Commission's core functions are to:

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

VII. Community Engagement

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

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

Strategic Communications

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

VIII. Leveraging Existing Community Resources and Infrastructure

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

Funding Mechanism for Capacity Building and New Programs

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

Ensure Services are Available and Accessible through Commission-Directed Initiatives

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

Policy Advocate and Convener

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

Source of Information

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

Fiscal Leveraging

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

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

IX. List of Appendices

APPENDIX A: PATHWAYS TO SCHOOL READINESS: MEASURING PROGRESS

APPENDIX B: THE EVALUATION FRAMEWORK

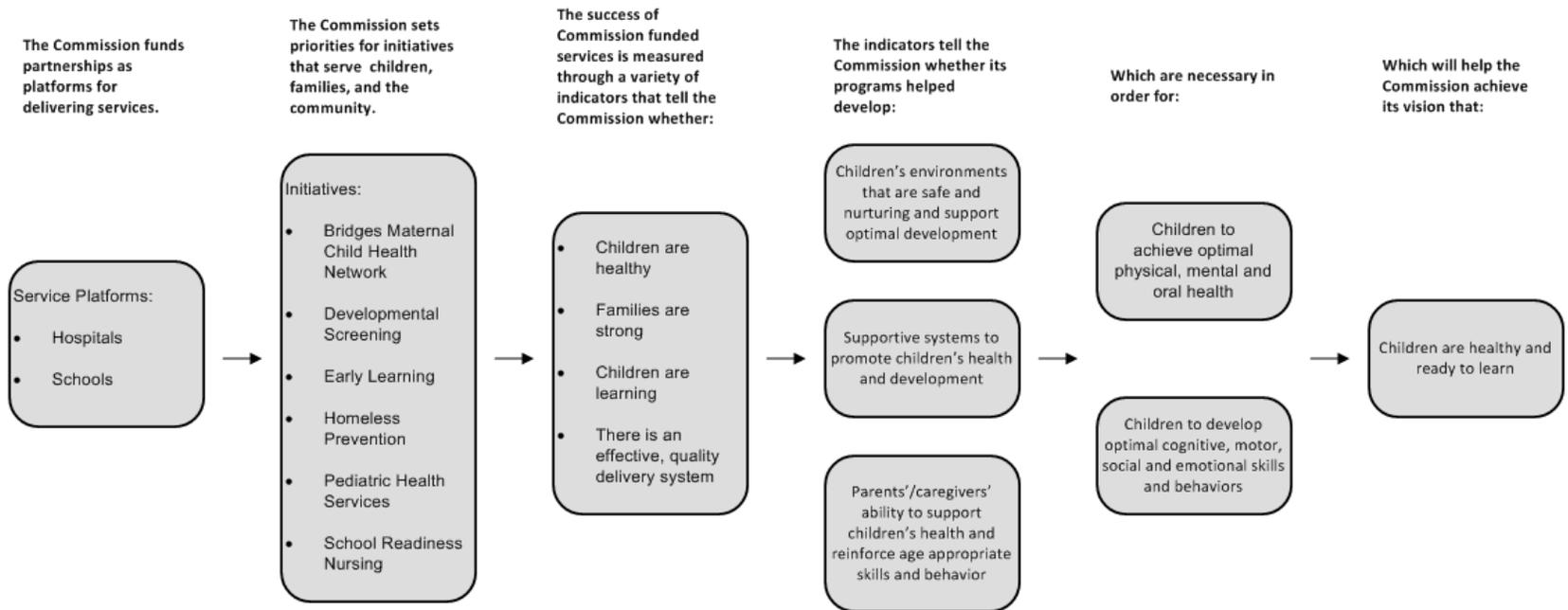
Appendix A



Children and Families Commission
of Orange County

Pathways to School Readiness

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



**Appendix B-Children and Families Commission of Orange County
Strategic Plan Goals, Outcomes, Indicators, Objectives
Revised – April 2015**

GOAL: Healthy Children

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

**Appendix B-Children and Families Commission of Orange County
Strategic Plan Goals, Outcomes, Indicators, Objectives
Revised – April 2015**

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

GOAL: Strong Families

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

**Appendix B-Children and Families Commission of Orange County
Strategic Plan Goals, Outcomes, Indicators, Objectives
Revised – April 2015**

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

GOAL: Early Learning

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

**Appendix B-Children and Families Commission of Orange County
Strategic Plan Goals, Outcomes, Indicators, Objectives
Revised – April 2015**

	Math Proficiency	80% of typically developing children are effective learners in math	<ul style="list-style-type: none"> • Early Learning Programs • Early Learning Specialists
	Special Needs Children* in Early Care and Education Programs	Increase the number of children with special needs* who are participating in inclusive early care and education programs	<ul style="list-style-type: none"> • Early Learning Specialists
Increased quality of early care and education	Program Quality	Increase the number and percentage of early care and education programs that meet nationally recognized quality standards	<ul style="list-style-type: none"> • Early Learning Programs • Early Learning Specialists
	Early Care and Education Availability	Increase the number of children receiving quality early care and education services so they are better prepared to succeed in school	<ul style="list-style-type: none"> • Early Learning Programs • Early Learning Specialists
Increased early educator, parent and caregiver knowledge and skills to promote children’s readiness for school	Parent Knowledge of School Readiness	Increase parents’ knowledge and involvement in preparing children for school	<ul style="list-style-type: none"> • Early Learning Programs • Early Learning Specialists
	Provider Knowledge of School Readiness	Increase providers’ knowledge and involvement in preparing children for school	<ul style="list-style-type: none"> • Early Learning Specialists
Improved transitions of children entering kindergarten and K-12 system	Transition Planning	All schools in Orange County are prepared for incoming Kindergartners	<ul style="list-style-type: none"> • Early Learning Programs • Early Learning Specialists
	Transition Records to Elementary Schools	All children’s records are transferred from early care programs to elementary schools	<ul style="list-style-type: none"> • Early Learning Specialists

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

GOAL: Capacity Building

Outcome	Indicator	Objective	Commission Initiatives
Maximize all sustainability strategies	Fund Development	Increase resources	<ul style="list-style-type: none"> • Bridges Maternal Child Health Network • Community Clinics • Early Learning Programs • Early Learning Specialists • Family Support Services • Health Access and Education • Homelessness Prevention

**Appendix B-Children and Families Commission of Orange County
Strategic Plan Goals, Outcomes, Indicators, Objectives
Revised – April 2015**

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

**Appendix B-Children and Families Commission of Orange County
Strategic Plan Goals, Outcomes, Indicators, Objectives
Revised – April 2015**

Outcome	Indicator	Objective	Commission Initiatives
	Program Evaluation	Develop high-quality program evaluations and reporting	<ul style="list-style-type: none"> • Bridges Maternal Child Health Network • Community Clinics • Early Learning Programs • Early Learning Specialists • Family Support Services • Health Access and Education • Nutrition and Fitness • Pediatric Health Services • School Readiness Nursing
	Program Compliance	Monitor Commission and grantee program performance and contract compliance to ensure quality and results	<ul style="list-style-type: none"> • Hospital Association of Southern California
	Community-wide Data	Support participation in the development of community-wide data to inform Commission’s work.	<ul style="list-style-type: none"> • Conditions of Children Report • Community Indicators Report • Early Developmental Index • Healthy Communities • Institutional Clinical Translational Science

CHILDREN AND FAMILIES COMMISSION OF ORANGE COUNTY

RESOLUTION NO. ___-15-C&FC

May 6, 2015

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

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

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

WHEREAS, at its meeting of May 6, 2015, 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 6, 2015 Commission meeting with the Attachment number set forth herein: The Strategic Plan (Attachment 1).

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

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

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

Section 3 The Clerk of the Commission shall append to this Resolution a copy of the Strategic Plan set forth in Section 2, as Exhibit A (which shall correspond to Attachment 1 of the May 6, 2015 staff report). Exhibit A is hereby fully incorporated as part of this Resolution by this reference and made a part hereof as though fully set forth herein.

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

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

The foregoing resolution was passed and adopted by the following vote of the Children and Families Commission of Orange County on May 6, 2015 to wit:

AYES: Commissioners: _____

NOES: Commissioner(s): _____

EXCUSED: Commissioner(s): _____

ABSTAINED: Commissioner(s) _____

CHAIR

STATE OF CALIFORNIA)
)
COUNTY OF ORANGE)

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

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

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

Resolution No: __-15-C&FC

Agenda Date: May 6, 2015

Item No. ____



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

ROBIN STIELER, Interim Clerk of the Commission

By: _____
Deputy

**EXHIBIT A TO RESOLUTION OF COMMISSION
STRATEGIC PLAN (FISCAL YEAR 2015-16 REVIEW)
(attached)**



BUSINESS PLAN
FISCAL YEAR 2015-16

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I. Executive Summary

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

The Fiscal Year 2015/16 Business Plan represents the second year in a three year planning cycle. Last year, Commission management and staff participated in an extensive planning process to review and set priorities for the next three years based on the changing environment of children and young families, the decline in Proposition 10 revenue, and in recognition of the 15th anniversary of the passage of Proposition 10. This updated FY 2015/16 Business Plan maintains the ambitious plans established last year with modifications as objectives have been achieved and new ones are required to address changing conditions.

The Business Plan was developed as a three-year plan with the intent that annual updates would be presented to the Commission in parallel with consideration of the annual budget. The Business Plan is focused on addressing the sustainability challenge facing the Commission and building the organization, resources and partnerships to sustain, support and expand services for young children in Orange County. The FY 2015/16 Business Plan continues to be grounded in addressing this operational imperative through four strategic focus areas that were approved in the FY 2014/15 Business Plan.

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

Strategic Intent #1: Focus on Organizational Effectiveness

Strategic Intent #2: Focus on Achieving Outcomes

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

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

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

II. Introduction

Strategic Plan and Annual Business Plan

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

- Strategic Plan
- Long Term Financial Plan
- Business Plan

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

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

Two supporting documents include:

- Annual Budget – The Annual Budget is integral to the successful implementation of the Business Plan. Although developed consistent with the Business Plan, it is approved as a separate document.
- Evaluation Work Plan – The Evaluation Work Plan is developed annually in furtherance of the Strategic Plan and operational Business Plan. The Evaluation Work Plan and accomplishments are presented as items B and C in this Business Plan Appendix.

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

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

Statutory and Legislative Mandates

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

III. FY 2014/15 Business Plan Priorities

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

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

This Business Plan defines how we will execute those core functions and address the critical operational and strategic imperative over the next three years. During FY 2014/15 the new Business Plan process was launched which included:

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

In FY 2015/16 these processes will be sustained with continued updates to the Commission and engagement of all staff as part of the implementation teams.

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

Targeted Outcomes:

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

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

The table on the following pages summarizes the connection between the four strategic intent areas and the Commission’s four Strategic Plan Goals. As shown, the objectives directly support one or more of the Commission Goals.

Summary of Operational Objectives by Strategic Plan Goal

	Goal			
	Healthy Children	Strong Families	Early Learning	Capacity Building
Strategic Intent #1: Focus on Organizational Effectiveness				
The Children & Families Commission of Orange County is committed to developing the strategies and resources needed to meet the challenges and issues to support and sustain programs that demonstrate measurable impact on children’s healthy development and school readiness. Given the accompanying pressure on both staff and infrastructure, newer, team-based designs and organizational roles that can both effectively pursue resource opportunities and accelerate information sharing and decision making will be implemented.				
COMPLETED 1. By July 2015, initiate planning and establish a pay for performance merit system and for implementation by fiscal year end.				X
ONGOING 2. By July 2018, move 10% of the annual budget to sustainable revenue.	X	X	X	X
REVISED 3. By June 2016, complete evaluation and program reporting to be used for grant applications and to promote programs for funding, community outreach, and building partnerships.	X	X	X	X
NEW 4. By December 2015 develop a system for compliance to meet the reporting requirements of outside funding sources, program partners, foundations, etc. (eg. First 5 California).	X	X	X	X

	Goal			
	Healthy Children	Strong Families	Early Learning	Capacity Building
Strategic Intent #2: Focus on Achieving Outcomes				
The Children & Families Commission of Orange County has relied upon a wide array of quantitative and qualitative data to assess programs and service impact. To strengthen the link between funding and provider performance, we will ensure compliance with our outcome systems and regular reporting of measurable outcomes for all funded programs and strategies.				
ONGOING 1. By July 2016, 100% grantees continue to be compliant with Commission policies for caseload data collection and reporting: <ul style="list-style-type: none"> a. By December 2015, implement a feedback survey of program leads regarding the compliance review process and develop improvement plan. b. By January 2016, initiate targeted, intensive technical assistance with continuously non-compliant grantees. 	X	X	X	X
REVISED 2. By July 1 2016, implement a funding program with capacity building funds to improve partner agencies capacity to report on impact and attract federal, national and state funders.	X	X	X	X
ONGOING 3. By July 1, 2018, implement a pay for performance-based funding model for at least one of the Commission’s initiatives.	X	X		

Strategic Intent #3: Focus on Strategic Partnerships & Synergistic Collaborations	Healthy Children	Strong Families	Early Learning	Capacity Building
The Children & Families Commission of Orange County develops strategic partnerships that can leverage collective resources to better meet the challenges of promoting children’s healthy development. We want to be known as a reliable, collaborative partner in the Southern California region, within the First 5 community, statewide, and nationally.				
REVISED 1. By January 2016, identify boards, commissions and committees on which the Commission has an active/leadership role and develop a shared agenda and metrics for success.	X	X	X	X
REVISED (Formerly 1.b) 2. Local Partnerships Continue to strengthen existing partnerships to support sustainability strategies with a particular focus on building community support with school districts, non profits agencies, public agencies and other philanthropic partners to sustain and rely on the Early Development Index (EDI).	X	X	X	X
REVISED 3. First 5 Partnerships - Beginning July 1, 2014 and continuing, take the necessary steps to enhance the Commission’s leadership in policy, fiscal and evaluation within the First 5 community with particular focus on Board of Equalization administrative fees, fiscal management, oral health, developmental screening, and supports for 0 - 3 families.	X	X	X	X
REVISED (Formerly 1.b) 4. State/National Partnerships - Foster state and national partnerships to accelerate the development and collective support improving results for young children and increase the recognition of Orange County as priority community; secure at least one partnership in FY 2015-2016.	X	X	X	X
REVISED (formerly 2) 5. By July 2015, develop a mechanism to centrally track and document the value of strategic partnerships in terms of program policy, knowledge sharing, matching funds and leveraged funds, shared data, program results, and recognition of leadership.	X	X	X	X

Strategic Intent #4: Focus on Community Learning and Advancement of Knowledge	Healthy Children	Strong Families	Early Learning	Capacity Building
<p>The Children & Families Commission of Orange County has consistently seen its potential to develop replicable models warranting state and national attention. We view ourselves as a member of a nationwide community dedicated to a deep understanding of the impact of our programs and strategies on the health and school readiness of young children. We want to be a recognized leader and contributor in the dissemination of knowledge and the development of program, policy, and best practices for children’s health and development in the Southern California region within the First 5 community, statewide and nationally.</p>				
<p>ONGOING 1. Beginning July 1, 2014, create or co-sponsor at least one conference to be held biannually on the state of young children such as health, development and school readiness including such topics as Science, Technology and Mathematics, Early Intervention and Community Indicators.</p>	X	X	X	X
<p>ONGOING 2. Beginning July 1, 2014, engage in at least one collaboration per year with an academic partner.</p>	X	X	X	X
<p>REVISED 3. By July 2018, build consensus towards the development of an Orange County children’s policy agenda informed by Commission’s results and knowledge.</p>	X	X	X	X

IV. Operating Model and Administrative Budget

A. Operating Model

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

Innovative Sustainability Strategies

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

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

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

Public/Private Partnerships

The Commission is increasingly working to bring together public and private philanthropy to support the health and development of young children. This year, a major focus of the FY 2014/15 Business Plan was to develop and implement a sustainability strategy to support the Commission's investments. To this end, the Commission explored the feasibility of transitioning the Bridges Maternal Child Health Network to a *Pay for Success* structure through a technical assistance grant sponsored by the Nonprofit Finance Fund and the James Irvine Foundation. Third Sector Capital

Partners, Inc. was the designated technical assistance provider to assist the Commission in the assessment. As the result of that work, the Commission was selected by the Corporation for National and Community Service's Social Innovation Fund to receive continued technical assistance for the project from Third Sector. In addition, notification was received from the Nonprofit Finance Fund, as administrators for the James Irvine Foundation, that additional interim funding would be provided to allow continued data integration and evaluation work for the project. The Commission's recently approved child abuse prevention and early intervention program has also been specifically designed and structured as a *Pay for Success* project.

The Commission, in partnership with THINK Together and the Children's Center at Caltech, is successfully developing partnerships to support early STEM professional development. Sponsors including the Boeing Company, Children's Home Society, Orange County Department of Education, OC STEM Initiative, and Stratford School sponsored the 2015 Early Childhood STEM Conference that attracted over 500 early educators and administrators. HomeAid Orange County's *Essentials for Young Lives* Diaper Drive also brings together corporate sponsors to support the donation and delivery of diapers and other essential items for mothers with babies to homeless shelters in Orange County. The sponsors include Albertsons/VONS, the Automobile Club of Southern California, Bank of America, CHOC Children's, Cox Communications, NBC4, St. Joseph Health Systems, Time Warner Cable and the YMCA of Orange County.

Participation in National Networks Related to Innovative Programs

It has been the Commission's belief that the successful programs developed and implemented in Orange County serve as model that can be brought to scale at the state and/or national level. Participation in these national networks benefits both our funding strategies and the broader national landscape of funders working to improve child outcomes. One example has been the Commission's selection to participate in the leadership team for the national Early Childhood Learning and Innovation Network for Communities (EC-LINC) in partnership with the Center for the Study of Social Policy and other national early childhood experts. EC-LINC is dedicated to improving results for young children by accelerating the development of community-based integrated early childhood systems including: tackling shared challenges, building and disseminating knowledge of strategies used, and developing opportunities for local leaders and state and federal policy makers to work together to accelerate deployment of strategies. Current projects have included reviewing a new public domain developmental screening tool *Survey for the Well-Being of Young Children* (SWYC), as validation studies are being completed, to inform further development and deployment of the tool along with work with the Bezos Family Foundation and the National League of Cities as part of the Early Learning Nation.

The Commission has also been an active partner in supporting the spread and scale of the Help Me Grow™ program across the state and nation. Help Me Grow is a national effort that connects children at risk for developmental and behavioral issues by providing a comprehensive, statewide, coordinated system for early identification and referral to services. The HMG system building activities includes the cultivation of affiliates along with providing support for the collection and analysis of program data. This year, Commission and Help Me Grow Orange County led a statewide data work group that informed the development of standardized indicators that were then adopted by Help Me Grow National for affiliate reporting. In addition, the Commission was a sponsor for the Help Me Grow 6th Annual national forum held recently in Orange County. The Commission was recognized at the forum for being the first replication site in the nation, and for their contribution as a catalyst to the national spread of the model.

Local and Regional Funding Collaboratives

The Commission also participates in and helped launch several local and regional efforts with other grant makers to develop joint matching fund opportunities and sharing of best practices. The Commission participates in several local planning and evaluation groups including OC Funders Roundtable, Health Funders Partnership, and the OC STEM Initiative. Working with the County, the Commission participates in The Orange County Children’s Partnership, made up of public agencies and representative community agencies, focused on common goals related to improving the conditions of Orange County’s children, and the Commission to End Homelessness. The Commission has also been an active participant on the Blue Ribbon Commission on Children in Foster Care with the Superior Court and other local initiatives with the Health Care Agency and Social Services Agency.

Strategic Communications

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

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

Reliance on Evaluation Results

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

The Evaluation Work Plan is organized in sections related to:

- Commission-Wide Data – including the Annual Report to First 5 California and implementation of the Early Developmental Index
- Initiative-Specific Evaluations – including evaluation of the Bridges Maternal Child Health Network
- Program-Specific Evaluation - including participation in the evaluation of the First 5 California matching fund programs
- External Evaluation Efforts – including participation in the national Children’s Outcome Project and development of community indicator reports

The Evaluation Work Plans have been developed to support the Operational Imperative included in the FY 2015/16 Business Plan as well as specifically address the priorities in Strategic Intent 2: Focus on Achieving Outcomes; and, Strategic Intent 4: Focus on Community Learning and Advancement of Knowledge. Evaluation-related Business Plan Strategic Initiatives for FY 2015/16 are noted in the FY 2014/15 Evaluation Work Plan with an asterisk (*). Resources to support these evaluation-related Work Plan projects are reflected in the Commission’s FY 2015/16 Adopted Budget. Planned resources include staff, and on-call evaluation consultant resources.

B. Organizational Approach

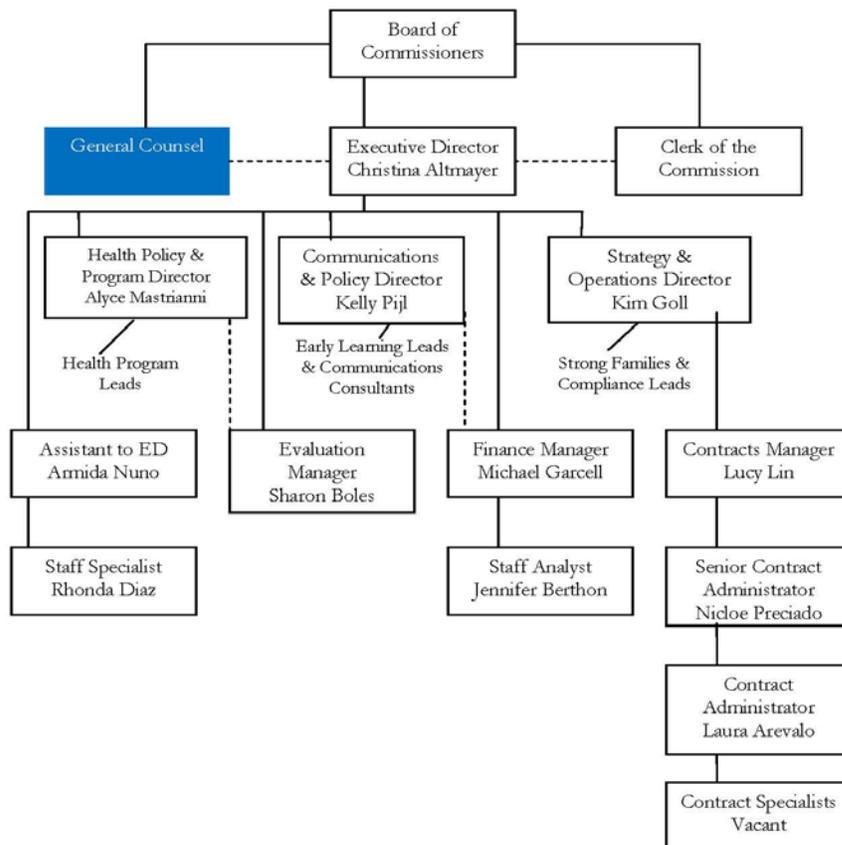
Three operating principles have guided the Commission’s organizational structure and budget planning since its inception:

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

The Commission also has the ability to use other County staff resources, as needed, on a fee-for-service basis to supplement workload peaks and balance the availability of the core

internal staff. In FY 2013/14, for example, the Commission will be working with the County Human Resources Department to provide technical support and review of related processes and procedures.

**CHILDREN AND FAMILIES COMMISSION OF ORANGE COUNTY
 ORGANIZATION CHART**



C. Administrative Budget and Operations

The Commission’s organization chart included in this document presents the proposed organization for Commission staff. The proposed staffing plan for FY 2015/16 includes:

- Twelve regular staff positions. This is a net reduction of two positions from the FY 2013/14 approved budget. Currently, one position is vacant and will be re-evaluated during the fiscal year.
- One dedicated staff person on loan from HCA (Evaluation Manager).

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

The FY 2015/16 proposed budget continues the reduced level of staff and consultant support. Since FY 2009/10, total staff positions have decreased by approximately 37 percent. Overall, consulting support has decreased by 24 percent from the FY 2011/12 Approved Budget to the FY 2015/16 Proposed Budget. Specifically within administrative services, consulting support has declined by 47 percent from the FY 2011/12 Approved Budget to FY 2015/16 Proposed Budget.

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

V. FY 2014/15 Accomplishments

The first quarter implementation of the Business Plan was marked by improvements and efforts on the internal management of the Commission, including development of the performance evaluation process and updated job duties and responsibilities. Increasingly, the second quarter (October 1 through December 31) was focused on the sustainability efforts, including launching the *Pay for Success* initiative, planning for the upcoming conferences on STEM and the Early Developmental Index, and strengthening evaluation capacity.

The attached table presents a summary of the Business Plan objectives with major milestones in FY 2014/15 or objectives in which efforts have launched during the fiscal year. In the third quarter, staff has begun implementing the sustainability actions launched last quarter. Progress is being made on the sustainability challenge through legislative advocacy efforts related to the Board of Equalization administrative fees, increasing partnerships with funders in and outside of Orange County, assuming new leadership roles in countywide planning efforts, and building the case for programs through exploring the feasibility and application of *Pay for Success* for Commission programs. A continuing priority for FY 2015/16 will be the Commission's management focus on developing sustainability strategies to ensure the continued impact on children and families in Orange County, despite the decline in Commission revenues.

FY 2013/14 Accomplishments by Operational Goal

Strategic Intent	Objective	Accomplishments through March 31, 2015
#1 Organizational Effectiveness	<ul style="list-style-type: none"> By July 2014, as a team, implement an annual performance evaluation tool. 	<p>Updated performance evaluation tool in place and will be implemented for current fiscal year and performance evaluations are scheduled to be completed for all Commission employees by June 30, 2015. All position descriptions and organization chart has been updated as well.</p>
	<ul style="list-style-type: none"> By September 2014, initiate evaluation and program reporting to be used for grant applications and to promote programs for funding, education and building partnerships. 	<p>Developed format that incorporates State annual report data, program specific evaluation, local reporting, to inform Commission partnerships, state and federal grants, and program promotion. Work ongoing. Evaluation efforts supported multiple grant applications.</p>
#2 Achieving Outcomes	<ul style="list-style-type: none"> By July 1, 2015, 100% of grantees are compliant with Commission policies for caseload data collection and reporting. 	<p>Identified grantees for improved program reporting and worked with leads to address any deficiencies. Improvements have been for homeless agencies through the Homeless Management Information System and community clinic data reporting. Specific focus was on several agencies including Healthy Smiles, Santa Ana YMCA, and the Center for Autism and Neurodevelopmental Disorders.</p>
	<ul style="list-style-type: none"> By July 1, 2018 implement a pay for performance funding model for at least one of the Commission’s initiatives. 	<p>Since August of this year, the Commission has been working on evaluating the feasibility of implementing a Pay for Success program for the Bridges Maternal Child Health Network. The Commission was awarded an initial \$100,000 in technical assistance support and has subsequently also been awarded \$50,000 project bridge funding and up to \$100,000 in additional technical assistance service to support the Bridges Pay for Success work.</p>

Strategic Intent	Objective	Accomplishments through March 31, 2015
		The recently approved child abuse prevention and early intervention program has been specifically designed and structured as a pay for performance contract.
#3 Strategic Partnership & Synergistic Collaborations	<ul style="list-style-type: none"> Beginning in 2015, for selected priority areas, develop a shared agenda that leverages resources, expands/enhances partnerships, and identifies specific metrics for success. 	Identified boards, commissions and committees (BCC's) that impact and support children's health and education and have Commission staff participate in leadership roles. Currently, staff is actively engaged in five national, six state, and 26 local BCC's along with three professional organizations. Staff has developed a shared file system to ensure that updates on the partnership work are available to all Commission staff.
	<ul style="list-style-type: none"> By July 2015, develop a mechanism to centrally track and document the value of strategic partnerships in terms of matching funds, leveraged funds, shared data and program results. 	Beginning to track success in attracting partnership interest in support of Commission priorities. Examples: <ul style="list-style-type: none"> - \$25,000 has been generated to support the 2015 Community Indicators Report (approximately one-third of the budget). - The OC Community Foundation and Samueli Foundation have been partners in funding our work in Anaheim. - Health Funders Partnership membership worked to expand funding and support for CHIOC (Community Health Initiative of Orange County formerly the Children's Health Insurance of Orange County). Several members of the partnership also committed sponsorship support to the <i>Orange County's Healthier Together</i> web portal. - Pursuing federal match funds in partnership with OC United Way and OC Community Foundation. - Staff is developing a tool to report the match funds, policy support and other resources that have been generated from these partnerships. The completed tool is being tested with full implementation scheduled to start July 1, 2015.

Strategic Intent	Objective	Accomplishments through March 31, 2015
	<ul style="list-style-type: none"> Beginning July 1, 2014 and continuing, take the necessary steps to enhance leadership in policy, fiscal, and evaluation within the First 5 community, addressing priorities related to BOE, Fiscal Workgroups, and Evaluation. 	<p>Commission Executive Director was selected as the First 5 Association Advocacy Chair, serves on the Association Executive Committee, and has been coordinating statewide efforts on BOE. For the first time, the State Legislature took action to investigate the BOE administrative fees. Recommendations due to Legislature in April 2015. Orange County has been actively engaged legislative hearings to explore remedies. An additional focus included Commission representation for the First 5 Legislative Advocacy Day to discuss priority issues including children’s oral health and follow-up planning to critique the event and develop key messages for the Association related to: home visitation, developmental screening and early intervention, oral health, and quality early learning. This priority planning was incorporated into the statewide Medicaid Strategies Workgroup. Through this effort, staff has participated in the state dialogue related to 1115 waivers, the State Health Care Innovation Plan, and the State Plan amendment, to pursue funding opportunities for children’s prevention services. Through recommendation from the Commission in conjunction with the First 5 Association of California, the Commission funded Medical Officer to the Orange County Department of Education was accepted to serve as a member of the new California Medi-Cal Children’s Health Advisory Panel.</p>
<p>#4 Community Learning and the Advancement of Knowledge</p>	<ul style="list-style-type: none"> Beginning July 1, 2014 create or co-sponsor at least one conference to be held biannually on the state of young children. 	<p>Three conferences planned for 2015:</p> <ul style="list-style-type: none"> - Early Childhood STEM Conference took place February 5-7, 2015 with over 500 early childhood educators and administrators attending - The 18-month OC STEM Institute began in March 2015 and is targeted to strengthen professional STEM practice for educators and school leaders - State of the Young Child Summit has been tentatively planned for

Strategic Intent	Objective	Accomplishments through March 31, 2015
		late 2015, coinciding with the release of Countywide EDI data (Early Developmental Index).
	<ul style="list-style-type: none"> Beginning July 1, 2014, engage in one collaboration per year with an academic partner. 	<p>Staff has identified two academic partnerships for the current fiscal year. Dr. Emily Putnam-Hornstein’s research on child welfare data for children 0-5 will inform the Pay for Success Bridges Maternal Child Health Network project. The Commission is a partner on Dr. Hornstein’s pending proposal to the federal National Institutes of Health on the impact of home visitation. Dr. Hornstein is affiliated with the Children’s Data Network and USC. The Commission has also been exploring potential partnerships with the UCI School of Education through Dr. Greg Duncan. Partnerships with Chapman University related to children with special needs are also being explored.</p>
	<ul style="list-style-type: none"> By July 1, 2014 use our data to inform state and national funding, policies, and sustainability strategies for children’s early intervention services through partnerships with school districts, foundation, elected official, nonprofit agencies and other public agencies. 	<ul style="list-style-type: none"> Commission developed an oral health policy brief to inform the First 5 Association and local advocacy efforts. Brief incorporated in the 2015 Legislative Advocacy Day. In partnership with First 5 Association, developed advocacy briefs to support work on the increasing BOE administrative fees.

VI. APPENDIX

A. Definition of Costs

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

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

B. FY 2014/15 Evaluation Work Plan Accomplishments

Project	Statutory and Evaluation Requirements	Planned Activities	Milestone Dates	Status
Commission-Wide Data				
Annual Report to the State	<ul style="list-style-type: none"> ➤ Comply with California Health and Safety Code Sections and 130150a to submit annual report to the State by November 1 	<ul style="list-style-type: none"> ➤ Hold a public hearing in early 2015 after receiving the State’s Annual Report ➤ Compile data for FY13-14 Annual Report to the State ➤ File Annual Report data for the Public Hearing at Commission meeting 	<ul style="list-style-type: none"> ➤ March 2015 ➤ August-September 2014 ➤ October 2014 	<ul style="list-style-type: none"> ➤ Completed ➤ Completed ➤ Completed
Accountability Reports	<ul style="list-style-type: none"> ➤ Communicate evaluation results through public reports to address the progress in meeting program goals, objectives, measurement of outcomes, and how funds are spent 	<ul style="list-style-type: none"> ➤ Review and recommend options for presenting Commission data ➤ Provide data for Goal Area Performance Reports on Healthy Children, Strong Families, Early Learning, and Capacity Building ➤ Prepare FY15-16 POMS Work Plan and Accountability Reports for Commission meeting ➤ Prepare reports as recommended 	<ul style="list-style-type: none"> ➤ Ongoing ➤ November 2014 ➤ May 2015 ➤ Ongoing 	<ul style="list-style-type: none"> ➤ Ongoing ➤ Completed ➤ Completed ➤ Ongoing
Early Development Index	<ul style="list-style-type: none"> ➤ Develop community indicators to inform Commission planning and monitoring of progress in meeting the developmental needs of children 	<ul style="list-style-type: none"> ➤ Expand the Early Development Index to additional Orange County school districts with the goal of 100% district and school participation by the end of FY14-15 ➤ Use the data for planning purposes ➤ Begin to plan for a countywide conference to release comprehensive EDI data in August 2015* 	<ul style="list-style-type: none"> ➤ Ongoing ➤ Ongoing ➤ Ongoing 	<ul style="list-style-type: none"> ➤ Completed. Goal of 100% district and school EDI participation has been met ➤ Ongoing meetings with community partners to discuss and disseminate EDI data (e.g., The Olin Group, THINK Together, Orange County Head Start, Orange County Early Head Start, FaCT, etc.) ➤ Developing toolkit for stakeholders to use EDI data for planning and policy activities

Measurement of Outcomes	<ul style="list-style-type: none"> ➤ Measure client outcomes related to Commission program investments 	<ul style="list-style-type: none"> ➤ Revise Service Outcome Questions for FY14-15, if needed, and coordinate changes with Persimmony, Bridges Connect and HMIS ➤ Analyze client intake and Service Outcome Question data for changes over time 	<ul style="list-style-type: none"> ➤ April 2015 ➤ January – April, 2015 	<ul style="list-style-type: none"> ➤ Developing report that analyzes Service Outcome Questions’ data collection activities. Report’s recommendations will be used to revise Service Outcomes Questions for 2015-16, if needed
Initiative-Specific Evaluations				
Bridges Maternal Child Health Network	<ul style="list-style-type: none"> ➤ Develop evaluation approach to guide learning and design improvements for sustainability 	<ul style="list-style-type: none"> ➤ Ensure project management process is in place to assume NetChemistry and Bridges data management responsibilities ➤ Initiate Pay for Success Model for Bridges Feasibility Study 	<ul style="list-style-type: none"> ➤ July 2014 ➤ September 2014-June 2015 	<ul style="list-style-type: none"> ➤ Completed. Commission assumed project management for the Bridges Network in July 2014 ➤ Ongoing evaluation support
Capacity Building Grants	<ul style="list-style-type: none"> ➤ Evaluate whether investments result in sustainable and impactful increases in services for children 0-5 	<ul style="list-style-type: none"> ➤ Implement evaluation of capacity building grants (\$110,000 set aside for evaluation in November 2012) 	<ul style="list-style-type: none"> ➤ September 2014 	<ul style="list-style-type: none"> ➤ Deferred until FY15-16
Catalytic Funding	<ul style="list-style-type: none"> ➤ Develop evaluation approach to guide learning and design improvements for sustainability 	<ul style="list-style-type: none"> ➤ Implement evaluation process to manage accountability of the catalytic funding investments to ensure ability to communicate results and impact 	<ul style="list-style-type: none"> ➤ July 2014 	<ul style="list-style-type: none"> ➤ Deferred until FY15-16
Health Access	<ul style="list-style-type: none"> ➤ Develop evaluation approach to guide learning in furtherance of the Commission’s Strategic Plan 	<ul style="list-style-type: none"> ➤ Conduct mid-year and year end analysis of changes in enrollment in public health insurance systems for children in Orange County 	<ul style="list-style-type: none"> ➤ January 2015, June 2015 	<ul style="list-style-type: none"> ➤ Completed. Received and analyzed data for Medi-Cal births; received data from Social Services Agency for number of births in Orange County; ongoing monitoring of Denti-Cal rates for young children
Learning Link	<ul style="list-style-type: none"> ➤ Develop evaluation approach to guide learning and design improvements for sustainability 	<ul style="list-style-type: none"> ➤ Document Learning Link strategies and models to assist in determining effectiveness and to share potential promising practices ➤ Present report to Commission 	<ul style="list-style-type: none"> ➤ September 2014-April 2015 ➤ April 2015 	<ul style="list-style-type: none"> ➤ Completed Learning Link Phase I evaluation report ➤ Completed
Science, Technology, Engineering and	<ul style="list-style-type: none"> ➤ Develop evaluation approach to guide learning and design improvements for sustainability 	<ul style="list-style-type: none"> ➤ Develop a Policy Brief on STEM reflecting the current needs of early STEM education, implementation of evidence-based practices and impact on Commission investments* 	<ul style="list-style-type: none"> ➤ TBD 	<ul style="list-style-type: none"> ➤ Deferred until FY15-16

Mathematics (STEM)				
Vision Services	<ul style="list-style-type: none"> ➤ Develop evaluation approach to guide vision program design, activities, improvements and sustainability 	<ul style="list-style-type: none"> ➤ Support the Galvin Herbert Eye Institute on the use of vision service data ➤ Facilitate conversations to examine the potential of integrating vision data system data with other child-related service data systems 	<ul style="list-style-type: none"> ➤ Ongoing ➤ Ongoing 	<ul style="list-style-type: none"> ➤ Ongoing ➤ Ongoing
Program-Specific Evaluations				
California Comprehensive Approaches to Raising Educational Standards (CARES Plus)	<ul style="list-style-type: none"> ➤ Measure program outcomes related to Commission program investments 	<ul style="list-style-type: none"> ➤ Implement First 5 California funded project evaluation consistent with grant ➤ Develop and distribute reports to document successes and challenges of implementing CARES Plus in Orange County 	<ul style="list-style-type: none"> ➤ Ongoing ➤ January 2015 	<ul style="list-style-type: none"> ➤ Ongoing ➤ Completed 2013/14 CARES Plus local evaluation report
Child Signature Programs	<ul style="list-style-type: none"> ➤ Measure program outcomes related to Commission program investments 	<ul style="list-style-type: none"> ➤ Implement First 5 California funded project evaluation consistent with grant ➤ Develop and distribute reports to document successes and challenges of implementing Child Signature Programs in Orange County 	<ul style="list-style-type: none"> ➤ Ongoing ➤ July 2014 	<ul style="list-style-type: none"> ➤ Developed local evaluation plan and methodology ➤ Ongoing
Internal Evaluation Consultant to Commission Initiatives	<ul style="list-style-type: none"> ➤ Provide technical assistance to ensure investments result in sustainable and impactful increases in services for children 	<ul style="list-style-type: none"> ➤ Provide evaluation consultation and support, as needed 	<ul style="list-style-type: none"> ➤ Ongoing 	<ul style="list-style-type: none"> ➤ Provide evaluation consultation and support to Healthy Smiles for Kids of Orange County and Think Together ➤ Provided evaluation support for Pediatric Health Services Committee; homelessness prevention programs; Early Learning Specialists; and, School Readiness Nursing ➤ Analyzed data on special education in Orange County; Free and Reduced Price Lunch; English Language Learners; Medi-Cal clients; and, safe sleep ➤ Developed report various poverty measures, including Official

				Poverty, Supplemental Poverty, and California Poverty measures
Longitudinal Program Study	<ul style="list-style-type: none"> ➤ Determine the impact of the MIND Research Institute’s ST Math Early Learning Program on third grade reading scores 	<ul style="list-style-type: none"> ➤ Coordinate with the MIND Research Institute to develop a longitudinal study to track the test scores of children from pre-kindergarten through third-grade to determine if their proficiency scores are level or higher than the county average, and how their test scores compare to their peers that were not exposed to the early Math program. 	<ul style="list-style-type: none"> ➤ Annual study updates ➤ Final Report December 2020 	<ul style="list-style-type: none"> ➤ Activity discontinued. MIND Institute decided not to pursue evaluation.
ACT Anaheim	<ul style="list-style-type: none"> ➤ Develop evaluation approach and provide technical assistance to guide program design, evaluation activities, improvements and sustainability 	<ul style="list-style-type: none"> ➤ Develop an evaluation logic model that will include goals, objectives, indicators and outcomes for ACT. ➤ Develop all necessary confidential protocol to be used for client level data. ➤ Develop grantee milestones, aggregate and case level data collection 	<ul style="list-style-type: none"> ➤ September 2014 ➤ December 2014 ➤ September-June 2015 	<ul style="list-style-type: none"> ➤ Completed ➤ Completed ➤ Ongoing
Special Reports/Projects	<ul style="list-style-type: none"> ➤ Communicate evaluation results through public reports to address the progress in meeting program goals, objectives, measurement of outcomes, and how funds are spent 	<ul style="list-style-type: none"> ➤ Prepare special reports as indicated in implementing the Commission’s Business Plan Strategic Initiatives* ➤ Update Commission-funded workforce data report for FY14-15 	<ul style="list-style-type: none"> ➤ Ongoing ➤ September 2014 	<ul style="list-style-type: none"> ➤ Developed Oral Health policy brief ➤ In process of updating 2014-15 Commission-funded Workforce report
External Evaluation Efforts				
Collaborative Planning and Data Groups	<ul style="list-style-type: none"> ➤ Leverage partnerships for planning, policy development and sustainability 	<ul style="list-style-type: none"> ➤ Participate in and contribute collaborative planning and/or community data groups (Public Health Accreditation, Funders Roundtable, Health Funders Partnership, ICTS, Trauma Informed Practices Subcommittee) ➤ Engage in one collaboration per year with an academic partner* ➤ Develop evaluation components for grant applications (as needed) and to promote programs for funding, education and building partnerships* ➤ Develop data for use to inform state and national 	<ul style="list-style-type: none"> ➤ Ongoing ➤ Ongoing ➤ Ongoing ➤ Beginning July 	<ul style="list-style-type: none"> ➤ <i>Orange County Healthier Together Web Portal</i> –Participated in an ad hoc group for hosting and presenting indicator information on the internet ➤ <i>Health Funders Partnership</i> – Developed a partner endorsed plan to explore building the capacity of Orange County’s Community Health Centers to offer integrative health and

		<p>funding, policies and sustainability strategies for children’s early intervention services through partnerships with school districts, foundations, elected officials, non-profit agencies and other public agencies*</p> <ul style="list-style-type: none"> ➤ Implement and manage the evaluation component of the Social Innovation Fund, if funded ➤ Respond to data need requests to assist in the development of a Orange County Children’s policy agenda to inform funding, policies and sustainability strategies* 	<p>2014</p> <ul style="list-style-type: none"> ➤ October 2014 ➤ Ongoing 	<p>wellness to low-income families to improve health outcomes.</p> <ul style="list-style-type: none"> ➤ <i>University of California Summit on Translational Research in Autism Spectrum Disorders</i> –Staff participated with University of California system researchers in the first summit on autism, process aimed at accelerating progress toward treatment and strategies for prevention. ➤ Collaborated with researchers from USC and UCI ➤ Submitted Rathmann Challenge grant to support expansion and replication of Learning Link sites
Link with Statewide Evaluation	<ul style="list-style-type: none"> ➤ Leverage partnerships for planning, policy development and sustainability 	<ul style="list-style-type: none"> ➤ Participate in statewide Evaluation Workgroup(s) ➤ Explore evaluation of systems/capacity building strategies 	<ul style="list-style-type: none"> ➤ Ongoing ➤ Ongoing 	<ul style="list-style-type: none"> ➤ Statewide Evaluation Workgroup team dissolved ➤ Participating in ongoing First 5 Association systems change discussions and meetings with Southern California counties
Ongoing Community Indicator Reports	<ul style="list-style-type: none"> ➤ Develop community indicators to inform Commission planning and monitoring of progress in meeting the needs of children 	<ul style="list-style-type: none"> ➤ Contribute to the production of various community indicator reports including exploring new data sources ➤ Provide feedback and leadership regarding implementing revisions to the format and content of the Conditions of Children’s Report ➤ Participate in Community Forums for the release of the reports ➤ Seek matching funds and/or partners for Community Indicators Report and Conditions of Children Report 	<ul style="list-style-type: none"> ➤ Ongoing ➤ Ongoing ➤ Ongoing ➤ Ongoing 	<ul style="list-style-type: none"> ➤ Conditions of Children report now completed in-house ➤ Completed RFA process to identify vendor for the Conditions of Children report ➤ Participated in the Conditions of Children forums. Moderated forum on children’s mental health ➤ Received matching funds
Southern California Alliance for Learning and Results (SCALAR)	<ul style="list-style-type: none"> ➤ Communicate evaluation results through public reports to address the progress in meeting program 	<ul style="list-style-type: none"> ➤ Coordinate with SCALAR steering committee, evaluators and communications staff; in-person updates at Regional Executive Director meetings; monthly written updates to Executive Directors to implement Work Plan approved by Commission ➤ Provide on-site and on-call assistance to SCALAR 	<ul style="list-style-type: none"> ➤ Ongoing ➤ Ongoing 	<ul style="list-style-type: none"> ➤ Two key projects implemented include: “Newborn Home Visiting Programs: A Scan of Services and Data” developed with the Children’s Data Network and University of

	goals, objectives, and outcomes	commissions ➤ Continue to enhance leadership in evaluation within the First 5 community* ➤ Implement a scan of early intervention services and data in Southern California to better understand home visiting services delivered across the Southern California region, the data collected by these programs, and the potential to link the data to other data sources concerning children.	➤ Ongoing ➤ Ongoing	Southern California and the “2014 Denti-Cal Survey: Southern California Region” developed with the First 5 Association of California.
Statewide Screening Collaborative	➤ Leverage partnerships for planning, policy development and sustainability	➤ Participate in the Statewide Screening Collaborative and Help Me Grow-CA for further planning and evaluation efforts including dissemination of the Help Me Grow best practice model*	➤ Ongoing	➤ <i>Statewide Help Me Grow Evaluation</i> –reviewed potential indicators to information adoption by Help Me Grow National, and consider additional indicators to address California priorities.
Evaluation Infrastructure Functions				
Annual Review of Program Data Elements and Quality Assurance	➤ Review evaluation and data collection to assure the data are necessary for the performance of Commission functions	➤ Monitor data and work with grantees to improve and maintain accurate data collection and entry into Persimmony to ensure grantees are compliant with Commission policies for caseload data collection and reporting* ➤ Participate in Southern California counties Persimmony workgroup ➤ Review data that are collected to see if any modifications or enhancements are needed and to assure that the data continue to give the Commission valuable information with minimum data collection burden ➤ Review and approve FY15-16 work plans and enter work plan data into Persimmony ➤ Develop and implement mechanisms to assist Commission to recognize and incentive continued progress for data compliant grantees who demonstrate measurable improvement in outcomes for young children* ➤ Revise Commission’s strategic plan and present to Commission	➤ Ongoing ➤ Ongoing ➤ March 2015 ➤ March-June 2015 ➤ Ongoing ➤ May 2015	➤ Ongoing ➤ Ongoing ➤ Completed ➤ Ongoing ➤ Ongoing ➤ Completed. To be presented to Commission in May 2015
Best Practices	➤ Identify best and promising practices	➤ Create or co-sponsor convenings or conferences with community, program, evaluation and policy	➤ Quarterly	➤ Participated in E-STEM conference

	that have been developed or implemented which support the Commission’s strategic plan	leaders to dialogue about evaluation methodologies, findings, and implications related to best practices being implemented by Commission-funded programs in Orange County*		<ul style="list-style-type: none"> ➤ Co-sponsored Help Me Grow National Conference ➤ Developing Children’s Summit for Winter 2015
Data Reporting and Use	<ul style="list-style-type: none"> ➤ Provide technical assistance to grantees to ensure investments result in sustainable and impactful increases in services for children 	<ul style="list-style-type: none"> ➤ Provide Persimmony user trainings, as needed ➤ Utilize Persimmony and implement improvements to the system as needed ➤ Use Persimmony for contract oversight for the Program Leads, Contracts Administrators, and Risk Management 	<ul style="list-style-type: none"> ➤ Ongoing ➤ Ongoing ➤ Ongoing 	<ul style="list-style-type: none"> ➤ Ongoing ➤ Ongoing ➤ Ongoing
Policies and Procedures	<ul style="list-style-type: none"> ➤ Review policies and procedures to ensure activities are aligned and compliant with the evaluation framework and reporting requirements 	<ul style="list-style-type: none"> ➤ Review Commission Policies and Procedures related to evaluation to ensure they are current ➤ Conduct annual review of Confidentiality and Data Sharing Protocol and submit for approval by the Human Subjects Review Committee 	<ul style="list-style-type: none"> ➤ March 2015 ➤ March-April 2015 	<ul style="list-style-type: none"> ➤ Completed ➤ Completed

C. FY 2015/16 Evaluation Work Plan

Project	Statutory and Evaluation Requirements	Planned Activities	Milestone Dates
Commission-Wide Data			
Annual Report to the State	D. Comply with California Health and Safety Code Sections and 130150a to submit annual report to the State by November 1	<ul style="list-style-type: none"> ➤ Hold a public hearing in early 2016 after receiving the State’s Annual Report ➤ Compile data for FY14-15 Annual Report to the State ➤ File Annual Report data for the Public Hearing at Commission meeting 	<ul style="list-style-type: none"> ➤ March 2016 ➤ August-September 2015 ➤ October 2015
Accountability Reports	E. Communicate evaluation results through public reports to address the progress in meeting program goals, objectives, measurement of outcomes, and how funds are spent	<ul style="list-style-type: none"> ➤ Review and recommend options for presenting Commission data ➤ Provide data for Goal Area Performance Reports on Healthy Children, Strong Families, Early Learning, and Capacity Building ➤ Prepare FY16-17 POMS Work Plan and Accountability Reports for Commission meeting ➤ Prepare reports as recommended 	<ul style="list-style-type: none"> ➤ Ongoing ➤ November 2015 ➤ May 2016 ➤ Ongoing
Early Development Index	<ul style="list-style-type: none"> ➤ Develop community indicators to inform Commission planning and monitoring of progress in meeting the developmental needs of children 	<ul style="list-style-type: none"> ➤ Re-administer the Early Development Index at Orange County school districts, as needed to maintain 100% participation ➤ Use the data for planning purposes ➤ Explore use of internet or web-based platforms as a mechanism for sharing Early Development Index data ➤ Implement a countywide conference to release comprehensive EDI data* 	<ul style="list-style-type: none"> ➤ Ongoing ➤ Ongoing ➤ July 2015 ➤ Fall 2015-Winter 2016
Measurement of Outcomes	<ul style="list-style-type: none"> ➤ Measure client outcomes related to Commission program investments 	<ul style="list-style-type: none"> ➤ Revise Service Outcome Questions for FY16-17, if needed, and coordinate changes with Persimmony, Bridges Connect and HMIS ➤ Analyze client intake and Service Outcome Question data for changes over time 	<ul style="list-style-type: none"> ➤ April 2016 ➤ Ongoing
Initiative-Specific Evaluations			
Bridges Maternal Child Health Network	F. Develop evaluation approach to guide learning and design improvements for sustainability	G. Continue implementation of Pay for Success Model for Bridges Feasibility Study	H. Ongoing

Capacity Building Grants	I. Evaluate whether investments result in sustainable and impactful increases in services for children 0-5	J. Implement evaluation of capacity building grants (\$110,000 set aside for evaluation in November 2012)	K. June 2016
Catalytic Funding	L. Develop evaluation approach to guide learning and design improvements for sustainability	M. Implement evaluation process to manage accountability of the catalytic funding investments to ensure ability to communicate results and impact	N. June 2016
Health Access	O. Develop evaluation approach to guide learning in furtherance of the Commission's Strategic Plan	P. Conduct analysis of changes in enrollment in public health insurance systems for children in Orange County	Q. January 2016
Learning Link	R. Develop evaluation approach to guide learning and design improvements for sustainability	S. Implement an evaluation on the effectiveness of the Learning Link programs, document challenges of implementing programs, and provide guidelines for streamlining and further replicating the Learning Link model	T. January 2016
Science, Technology, Engineering and Mathematics (STEM)	U. Develop evaluation approach to guide learning and design improvements for sustainability	V. Develop a Policy Brief on STEM reflecting the current needs of early STEM education, implementation of evidence-based practices and impact on Commission investments*	W. June 2016
Vision Services	X. Develop evaluation approach to guide vision program design, activities, improvements and sustainability	Y. Support the Galvin Herbert Eye Institute on the use of vision service data Z. Facilitate conversations to examine the potential of integrating vision data system data with other child-related service data systems	AA. Ongoing BB. Ongoing
Program-Specific Evaluations			
California Comprehensive Approaches to Raising Educational Standards (CARES Plus)	➤ Measure program outcomes related to Commission program investments	➤ Implement First 5 California funded project evaluation consistent with grant	CC. Ongoing

Child Signature Programs	➤ Measure program outcomes related to Commission program investments	DD. Implement First 5 California funded project evaluation consistent with grant	EE. Ongoing
Internal Evaluation Consultant to Commission Initiatives	➤ Provide technical assistance to ensure investments result in sustainable and impactful increases in services for children	➤ Provide evaluation consultation and support, as needed	FF. Ongoing
ACT Anaheim	➤ Develop evaluation approach and provide technical assistance to guide program design, evaluation activities, improvements and sustainability	➤ Provide evaluation consultation and support, as needed ➤ Prepare annual summary reports of data	GG. Ongoing HH. September 2015
Special Reports/Projects	➤ Communicate evaluation results through public reports to address the progress in meeting program goals, objectives, measurement of outcomes, and how funds are spent	➤ Prepare special reports as indicated in implementing the Commission’s Business Plan Strategic Initiatives* ➤ Update Commission-funded workforce data report for FY15-16	II. Ongoing JJ. June 2016
External Evaluation Efforts			
Collaborative Planning and Data Groups	➤ Leverage partnerships for planning, policy development and sustainability	<ul style="list-style-type: none"> ➤ Participate in and contribute collaborative planning and/or community data groups (Public Health Accreditation, Funders Roundtable, Health Funders Partnership, ICTS, Trauma Informed Practices Subcommittee) ➤ Engage in one collaboration per year with an academic partner* ➤ Develop evaluation components for grant applications (as needed) and to promote programs for funding, education and building partnerships* ➤ Develop data for use to inform state and national funding, policies and sustainability strategies for children’s early intervention services through partnerships with school districts, foundations, elected officials, non-profit agencies and other public agencies* ➤ Implement and manage the evaluation component of the Social Innovation Fund ➤ Participate in the development and implementation of the Healthy Communities Institute Web Portal ➤ Respond to data need requests to assist in the development 	KK. Ongoing LL. Ongoing MM. Ongoing NN. Ongoing OO. Ongoing PP. Ongoing

		of a Orange County Children’s policy agenda to inform funding, policies and sustainability strategies*	QQ. Ongoing
Link with Statewide Evaluation	➤ Leverage partnerships for planning, policy development and sustainability	<ul style="list-style-type: none"> ➤ Participate in statewide Evaluation Workgroup(s) ➤ Explore evaluation of systems/capacity building strategies 	RR. Ongoing SS. Ongoing
Ongoing Community Indicator Reports	➤ Develop community indicators to inform Commission planning and monitoring of progress in meeting the needs of children	<ul style="list-style-type: none"> ➤ Contribute to the production of various community indicator reports including exploring new data sources ➤ Provide feedback and leadership regarding implementing revisions to the format and content of the Conditions of Children’s Report ➤ Participate in Community Forums for the release of the reports ➤ Seek matching funds and/or partners for Community Indicators Report and Conditions of Children Report 	TT. Ongoing UU. Ongoing VV. TBD WW. Ongoing
Statewide Screening Collaborative	➤ Leverage partnerships for planning, policy development and sustainability	➤ Participate in the Statewide Screening Collaborative and Help Me Grow-CA for further planning and evaluation efforts including dissemination of the Help Me Grow best practice model*	XX. Ongoing
Evaluation Infrastructure Functions			
Annual Review of Program Data Elements and Quality Assurance	➤ Review evaluation and data collection to assure the data are necessary for the performance of Commission functions	<ul style="list-style-type: none"> ➤ Monitor data and work with grantees to improve and maintain accurate data collection and entry into Persimmony to ensure grantees are compliant with Commission policies for caseload data collection and reporting* ➤ Participate in Southern California counties Persimmony workgroup ➤ Review data that are collected to see if any modifications or enhancements are needed and to assure that the data continue to give the Commission valuable information with minimum data collection burden ➤ Review grantee existing data collection systems for efficiencies and possible integration into Persimmony (HMIS, Vision Data System, Healthy Smiles Data System) ➤ Review and approve FY16-17 work plans and enter work plan data into Persimmony ➤ Develop and implement mechanisms to assist Commission to recognize and incentive continued progress for data compliant grantees who demonstrate measurable improvement in outcomes for young children* 	YY. Ongoing ZZ. Ongoing AAA. March 2016 BBB. Ongoing CCC. March-June 2016 DDD. Ongoing

Best Practices	<ul style="list-style-type: none"> ➤ Identify best and promising practices that have been developed or implemented which support the Commission’s strategic plan 	<ul style="list-style-type: none"> ➤ Create or co-sponsor convenings or conferences with community, program, evaluation and policy leaders to dialogue about evaluation methodologies, findings, and implications related to best practices being implemented by Commission-funded programs in Orange County* 	EEE. Quarterly
Data Reporting and Use	<ul style="list-style-type: none"> ➤ Provide technical assistance to grantees to ensure investments result in sustainable and impactful increases in services for children 	<ul style="list-style-type: none"> ➤ Provide Persimmony user trainings, as needed ➤ Utilize Persimmony and implement improvements to the system as needed ➤ Use Persimmony for contract oversight for the Program Leads, Contracts Administrators, and Risk Management 	FFF. Ongoing GGG. Ongoing HHH. Ongoing
Policies and Procedures	<ul style="list-style-type: none"> ➤ Review policies and procedures to ensure activities are aligned and compliant with the evaluation framework and reporting requirements 	<ul style="list-style-type: none"> ➤ Review Commission Policies and Procedures related to evaluation to ensure they are current ➤ Conduct annual review of Confidentiality and Data Sharing Protocol and submit for approval by the Human Subjects Review Committee 	III. March 2016 JJJ. March-April 2016

*Reflects Children and Families Commission of Orange County Business Plan Strategic Initiatives for Fiscal Year 2015-16

**Children and Families Commission of Orange County
FY 14/15 Amended Operating Budget**

	<u>FY 14/15 Amended Budget</u>	<u>Carryover</u>	<u>Amendments</u>	<u>FY 14/15 Final Budget</u>
<u>FINANCING</u>				
Prop 10 Tax Allocations	25,230,753			25,230,753
Other Revenues				
Investment Earnings	150,000			150,000
MAA Revenue	220,000			220,000
ARRA Health Research Grant	-			-
CARES Plus Program Revenue	300,000			300,000
First 5 Child Signature Program	4,416,000			4,416,000
AmeriCorps VISTA Program Revenue	188,120			188,120
AmeriCorps VISTA Program Partner Revenue	116,978			116,978
Other Revenue	109,500		129,000	238,500
	\$ 30,731,351	\$ -	\$ 129,000	\$ 30,860,351
<u>PROGRAM SERVICES</u>				
Healthy Children				
Bridges: Maternal Child Health Network	5,871,360	-	-	5,871,360
Health Access and Education	400,000	-	-	400,000
Community Clinics	1,928,000	-	-	1,928,000
Fitness/Nutrition	10,852	-	-	10,852
Children's Dental	-	-	-	-
Pediatric Health Services	3,970,750	(180,000)	-	3,790,750
School Readiness Nursing	2,987,000	91,520	-	3,078,520
Healthy Children Program Support	223,763			223,763
Healthy Children subtotal	\$ 15,391,725	\$ (88,480)	\$ -	\$ 15,303,245
Strong Families				
Family Support Services	637,500	-	-	637,500
Homeless Prevention	1,695,000	-	-	1,695,000
Strong Families Program Support	65,372			65,372
Strong Families subtotal	\$ 2,397,872	\$ -	\$ -	\$ 2,397,872
Early Learning				
Early Learning Specialists	3,051,400	-	-	3,051,400
School District Programs	873,000	-	-	873,000
CARES Plus Program	300,000	-	-	300,000
First 5 California Child Signature Program	4,416,000	-	-	4,416,000
Community Based Early Learning Programs	1,144,900	-	60,580	1,205,480
Early Learning Program Support	143,628			143,628
Early Learning subtotal	\$ 9,928,928	\$ -	\$ 60,580	\$ 9,989,508

**Children and Families Commission of Orange County
FY 14/15 Amended Operating Budget**

PROGRAM SERVICES continued	FY 14/15 Amended Budget	Carryover	Amendments	FY 14/15 Final Budget
Capacity Building				
AmeriCorps/VISTA	1,096,930	-	(9,000)	1,087,930
AmeriCorps/VISTA Program Support	28,302	-	-	28,302
Performance Outcomes Management System	867,375	-	64,450	931,825
Evaluation Program Support	34,936	-	-	34,936
Technical Assistance	45,000	-	-	45,000
Capacity Building Grants & Matching Funds	439,730	(250,000)	-	189,730
Capacity Building Support & Fund Development	157,881	-	-	157,881
Capacity Building Program Support	46,870	-	-	46,870
Capacity Building subtotal	\$ 2,717,024	\$ (250,000)	\$ 55,450	\$ 2,522,474
Total Program	\$ 30,435,549	\$ (338,480)	\$ 116,030	\$ 30,213,099
Administrative Functions				
Commission Staffing	1,415,177	-	-	1,415,177
Strategic Communications	212,450	-	(6,000)	206,450
Professional and Technical Services	605,155	-	-	605,155
Office, Training & Operating Costs	303,400	-	-	303,400
	\$ 2,536,182	\$ -	\$ (6,000)	\$ 2,530,182
Total Annual Operating Budget	\$ 32,971,731	\$ (338,480)	\$ 110,030	\$ 32,743,281
Admin. % of Budget	7.69%			7.73%

FY 14/15 Amended Budget - Catalytic Funding

	FY 14/15 Final Budget
Round 1 Catalytic Funding	
Health Children Catalytic Funding	5,232,001
Strong Families Catalytic Funding	757,500
Early Learning Catalytic Funding	750,000
Capacity Building Catalytic Funding	-
Round 1 Subtotal	\$ 6,739,501
Round 2 Catalytic Funding	
Healthy Children Catalytic Funding	273,750
Strong Families Catalytic Funding	40,000
Capacity Building Catalytic Funding	678,171
Pediatric Vision Program Catalytic Funding	500,000
Round 2 Subtotal	\$ 1,491,921

Children and Families Commission of Orange County
FY 15/16 Proposed Budget

	FY 14/15 Final Budget	Beginning FY 15/16 Budget
<u>FINANCING</u>		
Prop 10 Tax Allocations	25,230,753	24,284,600
Other Revenues		
Investment Earnings	150,000	150,000
MAA Revenue	220,000	200,000
CARES Plus Program Revenue	300,000	300,000
First 5 Child Signature Program	4,416,000	2,173,000
AmeriCorps VISTA Program Revenue	188,120	141,712
AmeriCorps VISTA Program Partner Revenue	116,978	87,750
Other Revenue	238,500	218,000
	\$ 30,860,351	\$ 27,555,062
<u>PROGRAM SERVICES</u>		
Healthy Children		
Bridges: Maternal Child Health Network	5,871,360	5,703,000
Health Access and Education	400,000	350,000
Community Clinics	1,928,000	827,000
Fitness/Nutrition	10,852	10,000
Children's Dental	-	-
Pediatric Health Services	3,790,750	3,545,750
School Readiness Nursing	3,078,520	2,987,000
Healthy Children Program Support	223,763	287,891
Healthy Children subtotal	\$ 15,303,245	\$ 13,710,641
Strong Families		
Family Support Services	637,500	480,000
Homeless Prevention	1,695,000	1,570,000
Strong Families Program Support	65,372	65,165
Strong Families subtotal	\$ 2,397,872	\$ 2,115,165
Early Learning		
Early Learning Specialists	3,051,400	3,051,400
School District Programs	873,000	494,000
CARES Plus Program	300,000	300,000
First 5 CA Child Signature Program Transition	4,416,000	2,173,000
Community Based Early Learning Programs	1,205,480	1,022,200
Early Learning Program Support	143,628	115,424
Early Learning subtotal	\$ 9,989,508	\$ 7,156,024

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

<u>PROGRAM SERVICES continued</u>	<u>FY 14/15 Final Budget</u>	<u>Beginning FY 15/16 Budget</u>
Capacity Building		
AmeriCorps/VISTA	1,087,930	930,572
AmeriCorps/VISTA Program Support	28,302	21,861
Performance Outcomes Management System	931,825	1,005,300
Evaluation Program Support	34,936	23,247
Technical Assistance	45,000	45,000
Capacity Building Grants & Matching Funds	189,730	565,000
Capacity Building Support & Fund Development	157,881	141,000
Capacity Building Program Support	46,870	31,963
Capacity Building subtotal	\$ 2,522,474	\$ 2,763,943
Subtotal	\$ 30,213,099	\$ 25,745,773
Round 2 Catalytic Funding		
Healthy Children Catalytic Funding	273,750	967,500
Strong Families Catalytic Funding	40,000	460,000
Capacity Building Catalytic Funding	678,171	60,000
Pediatric Vision Program Catalytic Funding	500,000	500,000
Round 2 Catalytic Funding Subtotal	\$ 1,491,921	\$ 1,987,500
Total Program	\$ 31,705,020	\$ 27,733,273
Administrative Functions		
Commission Staffing	1,415,177	1,456,237
Strategic Communications	206,450	189,000
Professional and Technical Services	605,155	538,000
Office, Training & Operating Costs	303,400	298,319
Administrative Functions Subtotal	\$ 2,530,182	\$ 2,481,556
Total Annual Operating Budget	\$ 34,235,202	\$ 30,214,829
Admin. % of Budget	7.39%	8.21%
Round 1 Catalytic Funding		
Healthy Children Catalytic Funding	5,232,001	2,627,968
Strong Families Catalytic Funding	757,500	740,000
Early Learning Catalytic Funding	750,000	750,000
Capacity Building Catalytic Funding	-	-
Round 1 Total	\$ 6,739,501	\$ 4,117,968

CHILDREN AND FAMILIES COMMISSION OF ORANGE COUNTY

RESOLUTION NO. ___-15-C&FC

May 6, 2015

A RESOLUTION OF THE CHILDREN AND FAMILIES COMMISSION OF ORANGE COUNTY (1) ADOPTING THE FISCAL YEAR 2015-16 OPERATING BUDGET, AND (2) CONFIRMING A 10% LIMIT ON ADMINISTRATIVE EXPENSES

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

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

WHEREAS, at its meeting of May 6, 2015, 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 6, 2015 Commission meeting with the Attachment number set forth herein: The Annual Operating Budget for the Fiscal Year 2015-16 (Attachment 6).

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

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

Section 2 The Commission hereby adopts the Annual Operating Budget for Fiscal Year 2015-16.

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

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

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

budgeted appropriations mid-fiscal year between existing budget categories and accounts in order to pay for required operating expenses. In accordance with the Commission's Budgetary Control policy, the Commission renews its delegation of authority to approve budgetary transfers to the Executive Director for Fiscal Year 2015-16.

Section 6 The Clerk of the Commission shall append to this Resolution a copy of the Annual Operating Budget for Fiscal Year 2015-16 set forth in Section 2, as Exhibit A (which shall correspond to Attachment 6 of the May 6, 2015 staff report). Exhibit A is hereby fully incorporated as part of this Resolution by this reference and made a part hereof as though fully set forth herein.

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

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

EXHIBIT A TO RESOLUTION OF COMMISSION
(ANNUAL OPERATING BUDGET FOR FISCAL YEAR 2015-16)
(attached)