



STRATEGIC PLAN

Annual Review May 6, 2015

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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

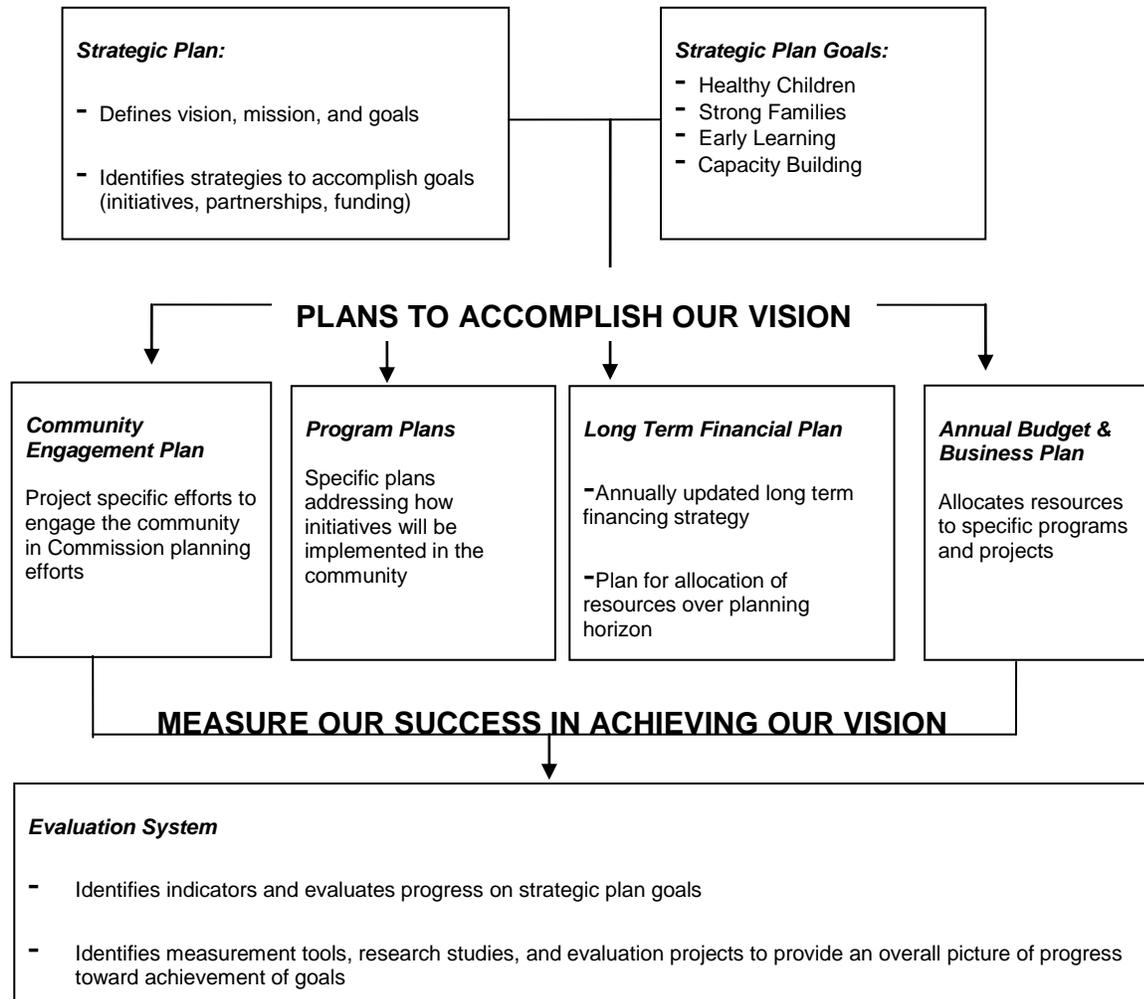
The Evaluation System is designed to measure the results of the Commission funded programs and the overall impact on children and families that Proposition 10 funding is making in Orange County. Annually, the Commission approves a work plan of evaluation activities, considering prior year progress. The 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

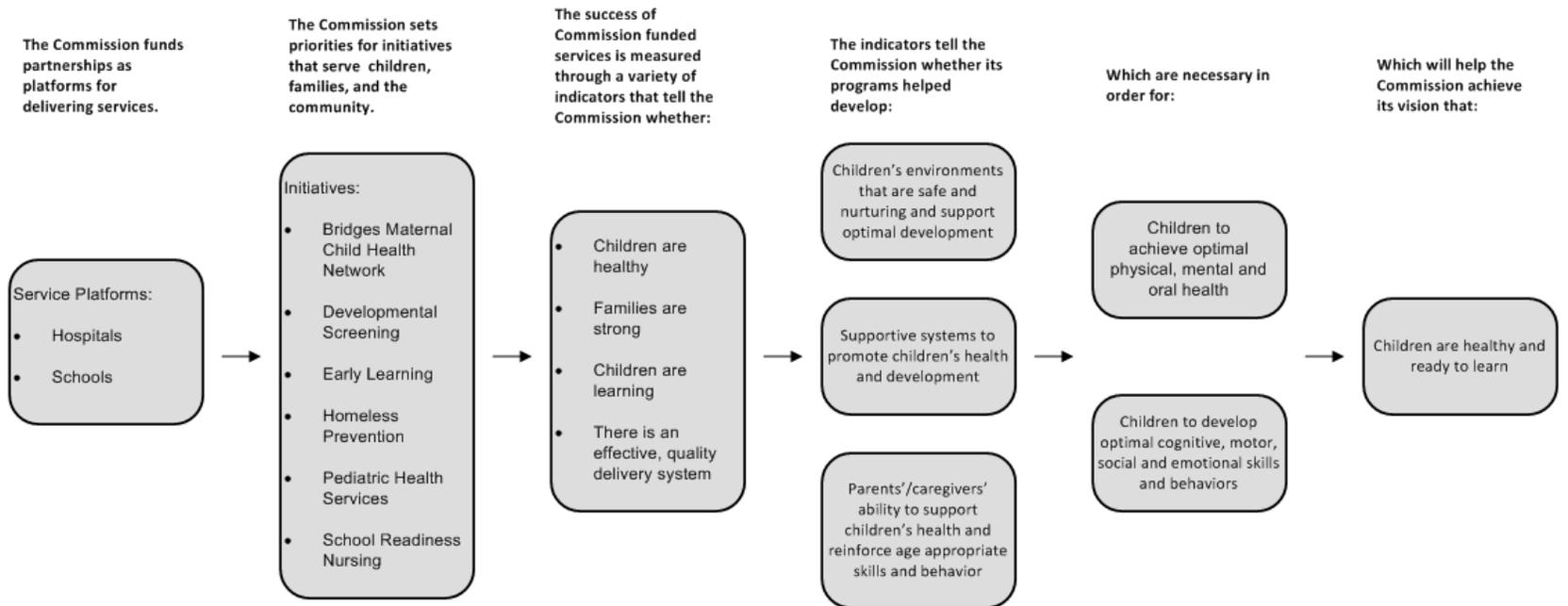
Appendix A



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

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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

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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

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	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

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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

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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