



STRATEGIC PLAN

Annual Review April 5, 2017

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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 members of 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 process and budget for the development of the original Strategic Plan was approved 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, now known as First 5 California, in February 2000. Beginning in 2001, the Children and Families Commission of Orange County annually reviews and 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 is annually reviewed 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.

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
- 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)

Strategic Planning Efforts

While the Strategic Plan is the overall guiding document, it was developed and is reviewed annually with input from multiple sources. Key categories of input are listed below and briefly described in terms of their connection to the Strategic Plan.

Community Outreach and Education Plan

The Commission engages the community through partnerships with both funded programs, participation in community events and social media to both provide input on key areas of preventing child maltreatment, childhood development and disseminating 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.

Long Term Financial Plan

Recognizing that the Commission operates within an environment of declining revenue, a Long Term Financial Plan was initially developed in 2001 to identify 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 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 Plan

The evaluation plan 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 plan includes the investment the Commission has made in program and client based outcomes and specific evaluation reports. *(See Part IV: The Evaluation Framework).*

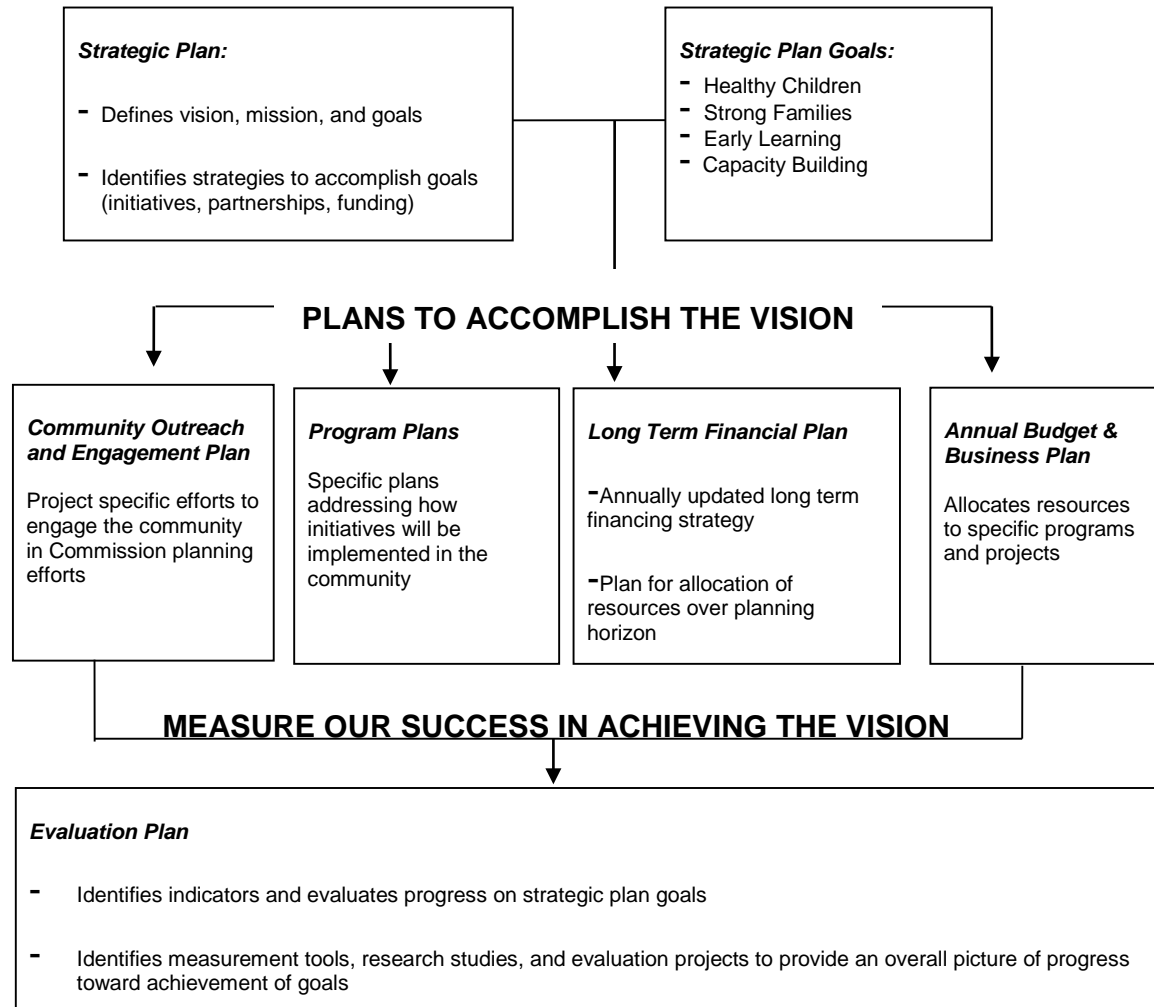
The graphic on the following page displays the linkage of these planning efforts.

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 identify areas of need and priorities for 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). In 2015, the Commission began as the lead entity for the development of the Report, in partnership with the Orange County 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 countywide level information on children's developmental outcomes during the kindergarten year. The EDI Community Profile provides information on kindergarten readiness in five early childhood developmental 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.

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.

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 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 guiding principles for all funding decisions. Finally, this section details specific objectives to achieve the 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 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 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 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 Access

A child's health is strongly influenced by access to appropriate and timely medical care, including preventive health services. The Commission supports organizations and providers that work to connect families with healthcare coverage; quality prenatal and pediatric primary and specialty care; and community resources that promote health. For instance, Commission investments in community clinics have contributed to a stronger safety net through increased availability of federal funding. Other initiatives have focused on strengthening the overall pediatric healthcare delivery system. Examples include: decreasing wait times by proactively addressing pediatric subspecialty shortages; promoting coordinated service delivery models for improved prenatal and child health outcomes; and incubating local implementation of proven national models, such as Help Me Grow.

Pediatric Dental Health

Physical health includes dental health, and the Commission plays a significant role in the reduction of oral health disease among Orange County's children through support of education, prevention, access, and treatment 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. Funding and supporting school-based nurses for young children is 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.

Neighborhood Resource Network

The purpose of the Neighborhood Resource Network 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 the number of 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 program encourages system change and builds 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, 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

Competitive funds that provide an opportunity for non-profit organizations to increase their capacity. Funding can be used for collective impact community planning, 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

Commission funded 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. In addition, the Commission collaborates with several university-based research institutions to leverage evaluation and early childhood knowledge and resources. For example, the Commission has existing research collaborations with the University of California at Irvine, the University of California Los Angeles, the University of Southern California and Chapman University.

Core Program Criteria

The definition and criteria for a core program is intended to be the rubric for evaluating programs and determining which are critical to the Commission's operations. There are five criteria for defining a core program:

1. The program is **Outcome-Oriented** and has defined outcomes that align with the goals in the Commission's Strategic Plan.
2. The program reasonably identifies a financial or social **Return on Investment (ROI)** by improving systems, increasing access or efficiency, or decreasing future spending (cost avoidance).
3. The program works in partnership with the Commission to actively identify and pursue **Leveraging** and **Sustainability** strategies to maximize the Commission's investment.
4. The agency is a **Critical Partner** and necessary to advance the Commission's goals.
5. The program provides critical goal-aligned services to an extremely **Vulnerable Population**.

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*.

Implementing Strategies

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

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. Since its inception, the Commission has assumed the long-term success of smoking cessation programs and a concurrent decline in available revenue, adopting a conservative financial stewardship of funds.

The programs and strategies funded link directly to the stated goals and core criteria listed in this Strategic Plan. Funds are distributed through agreements 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:

1. **Core Programs**

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

- *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 Specialists.
- *Program Agreements*- 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.

2. **Catalytic Investments**

Catalytic investments are high-impact projects and/or systems changing 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 a catalytic investment include those that benefit from a limited capital or significant investment; lead systems change through knowledge sharing and evaluation; operate with fee or revenue generation model that could be expanded or enhanced; and have a potential to expand the program funding base. Catalytic investments allow for the reduction of 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.

3. Capacity Building Agreements

Capacity Building agreements are competitive opportunities designed to provide one-time funding to agencies or collaborative partners attempting to develop or increase the organizational or community capacity to provide services to young children in Orange County. These investments must be tied to increased quality or services for children ages 0-5.

Monitoring and Evaluation Framework

The Children and Families First Act of 1998 requires Children and Families Commissions to collect and analyze outcome data that “measures progress toward attaining results” in line with approved strategic plans. The Commission shares this state-level commitment to outcomes-based evaluation and is committed to basing its funding decisions on the results achieved by the funded programs.

The Commission’s approach to monitoring and evaluation reflect a continuing commitment to using data to advance strategies that change policies and systems for the benefit of young children and their families, as well as for learning how to continuously improve the efforts the organization participates in and supports. Long- and short-term evaluation is also intended to better understand the impacts of the programs and investments, and support a policy agenda that moves towards a countywide, collective impact frame.

The monitoring and evaluation efforts are currently centered on gathering and analyzing information about the services provided by the programs and the effectiveness of those services. Evaluation covers both process and outcome measures. Process measures focus on what is being done and the extent to which strategies have been implemented as planned. Outcome measures tell about changes brought about by Commission funded efforts, and focus on measuring the changes experienced by children, families, communities and systems.

The Commission is concerned with both how well a program is operating and the extent to which services are improving the lives of children and their families. Each program agreement includes an evaluation plan developed jointly with the funded organization. Efforts are made, whenever possible, to develop at least one outcome measure for each service program. For programs that have established evaluation tools, those tools are considered for inclusion. Additionally, when opportunities for short or long-term longitudinal studies arise, they will be considered. The Evaluation Framework (Appendix B) is presented in a matrix of the specific outcomes, indicators and measures that are tracked for evaluation purposes.

In addition, the Commission participates in the development of population-level, community-wide reports. Over the past decade, several population-level monitoring efforts have been supported including the Early Development Index, which has reached countywide data administration; the Annual Conditions of Children Report; and the Community Indicators Report.

Policy Strategies for Sustainability

Funding alone, while essential, is not sufficient and should be supported with a continuous review of changing community conditions. A comprehensive evaluation system is also important to understand the impact of those conditions, as well as a commitment to collaboration, capacity building and reinforcing partnerships. Strategic priority policy areas are identified annually in collaboration with the First 5 Association, which includes all 58 county commissions, and local partnerships. Financial sustainability is a priority policy area with a specific focus on ensuring that Proposition 10 funds are allocated in a manner consistent with voter intent, and innovative funding strategies are implemented to support, sustain and expand investments for young children.

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. Policy briefs are developed to inform local and planning efforts on policy priorities.

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 and efforts are 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, partnerships have been developed with hospitals, community clinics, public health, community organizations, medical professionals, and other health funders. For example:

- *Hospital and Community Based Organizations* - Partnerships with birthing hospitals and community based programs that provide parent support services as part of the Bridges Maternal Child Health Network program allows for 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.
- *Pediatric Dental Clinics* – Long term support for a children's dental initiative includes support for the flagship dental organization Healthy Smiles for Kids of Orange County. Additionally, the Commission invests in building a strong community clinic network that can provide pediatric dental services.
- *CalOptima* – As Orange County's sole Medicaid managed care health plan, CalOptima plays a critical role in the Orange County healthcare safety net. The Commission works with CalOptima on evaluation research to measure effects of funded programs, and has partnered with the health plan to draw down federal funding for prenatal support services and early childhood mental health.

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. Agreements with MOMS Orange County, Children's Bureau of Southern California, and Orange County Child Abuse Prevention Center for home visitation services exemplify the integral role of community based organizations in promoting children's health and development.

Statewide Partnerships

Achievement of the goals and objectives set forth in this Strategic Plan requires statewide and regional partnerships with other county commissions and 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, and legislative and policy advocacy.

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.

University Based Research Partnerships

The Commission has successfully collaborated with several local and regional universities to leverage knowledge and resources to advance the evaluation efforts of Commission-funded programs. For example, the Commission is partnering with researchers to assist in evaluating the effectiveness of the Bridges Maternal Child Health Network and provide continuous quality improvement recommendations. In addition, the Commission is partnering with several universities to examine the predictive reliability of the Early Development Index and overlaying of EDI data with other community data such as child maltreatment and poverty rates.

Commission Organization

The Children and Families Commission of Orange County is comprised of nine member board representing 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.

Committees provide expert input and 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.

An efficient and knowledgeable core staff carry out the Commission's directives. Independent consultants or firms are also under contract for projects that require specialized skills or expertise.

An annual business plan sets forth organizational and operational strategies for the upcoming fiscal year. The business plan is considered 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.

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 initial community outreach process solicited feedback on the priorities to implement the strategic plan. Meetings were held with school districts, business leaders, nonprofit health and family support organizations, and Orange County legislative representatives to discuss the challenges of Proposition 10 as a declining source of revenue. The discussions focused on the future challenges to sustain systems for young children both in funding and as a priority to policymakers.

Funded organizations have also provided feedback on the Strategic Plan as program work plans and program evaluation programs are developed. Commission representatives and technical experts contribute new knowledge related to outcomes evaluation as standards are developed in specialized areas. Input is also received from Commission, committee and community members that have refined priorities through the development of program specific strategic plans. The Strategic Plan is updated and posted annually to the website for public review.

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.

Fiscal Leveraging

The Commission works within the existing landscape to leverage services and resources. 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
- Foundation Grants
- Intergovernmental Transfer
- Pay for Success Funding Model

List of Appendices

Appendix A: Pathways to School Readiness: Measuring Progress

Appendix B: The Evaluation Framework

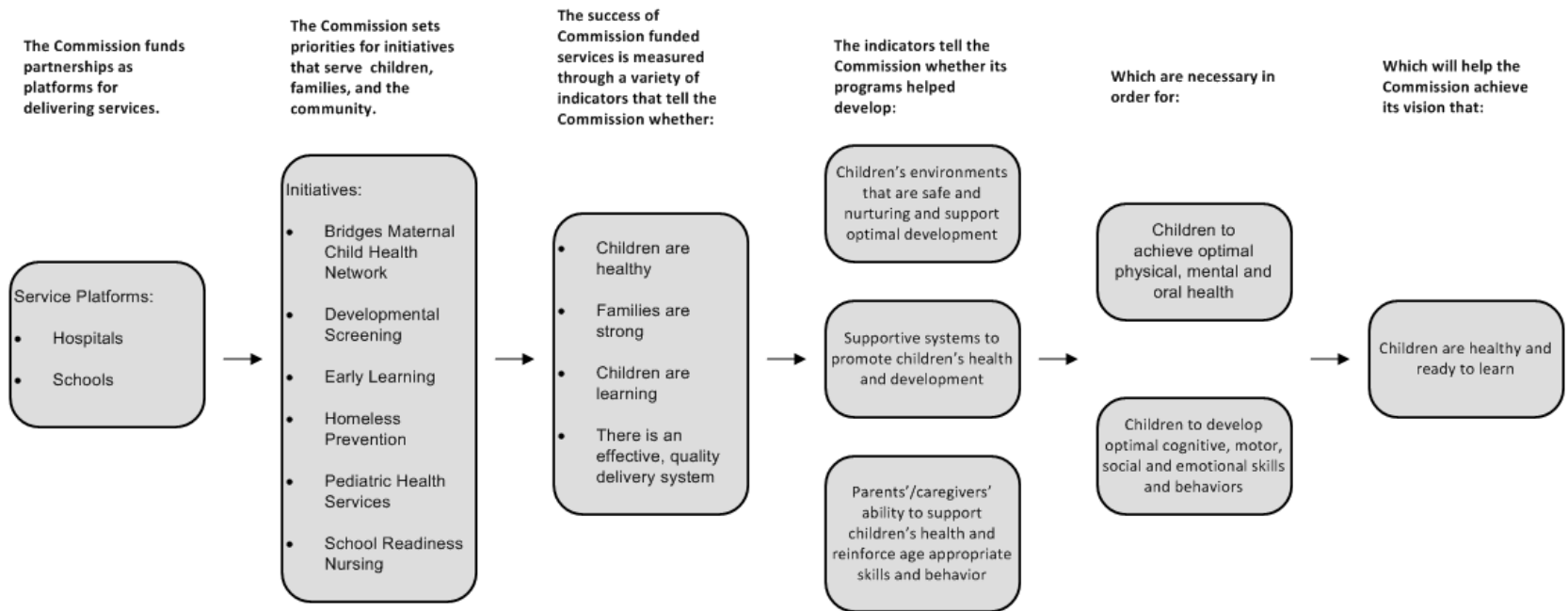
Appendix A



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
Reviewed – April 2017**

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 Health
	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 Health • Early Learning Programs • Family Support Services • 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 Health • 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 Health • 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 appropriate intervals	<ul style="list-style-type: none"> • Community Health

**Appendix B-Children and Families Commission of Orange County
Strategic Plan Goals, Outcomes, Indicators, Objectives
Reviewed – April 2017**

Outcome	Indicator	Objective	Commission Initiatives
	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 Health • 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 Health • 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"> • Community Health

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 Health • 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 Health • Early Learning Program • Family Support Services • Homelessness Prevention • 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	<p>Increase to 95% the proportion of parents who read to their child regularly (3+ times a week)</p> <p>Increase to 100% the proportion of families with 10+ books in the home</p>	<ul style="list-style-type: none"> • Community Health • Early Learning Programs • Early Learning Specialists • Homelessness Prevention
	Literacy Proficiency	75% of typically developing children are effective learners in literacy	<ul style="list-style-type: none"> • Early Learning Programs
	Math Proficiency	80% of typically developing children are effective learners in math	<ul style="list-style-type: none"> • Early Learning Programs • Early Learning Specialists

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	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 Health • Early Learning Programs • Early Learning Specialists • Family Support Services • Homelessness Prevention • Pediatric Health Services

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Outcome	Indicator	Objective	Commission Initiatives
	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 Health
	Collaboration and Networking	Improve service delivery through collaboration and networking	<ul style="list-style-type: none"> • Community Health • Early Learning Programs • Early Learning Specialists • 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 Health • Early Learning Specialists • Pediatric Health Services
	Technical Assistance	Provide technical assistance	<ul style="list-style-type: none"> • Community Health • 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 Health • Early Learning Specialists • VISTA
	Program Evaluation	Develop high-quality program evaluations and reporting	<ul style="list-style-type: none"> • Bridges Maternal Child Health Network • Community Health • Early Learning Programs

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Outcome	Indicator	Objective	Commission Initiatives
			<ul style="list-style-type: none"> • Early Learning Specialists • Family Support Services • 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

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