



BUSINESS PLAN
FISCAL YEAR 2018/2019

June 6, 2018

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I. Executive Summary

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

The Fiscal Year 2018/2019 Business Plan represents the second year in a three year planning cycle. Commission staff and key consultants participated in the planning process to set priorities for the three year plan based on the changing environment of children and young families and the decline in Proposition 10 revenue. The business plan builds off the themes that were presented in the 2016 strategic assessment from the The Bridgespan Group and the February 2017 Report on Pivoting from Direct Services to Systems Level Impacts prepared by the Commission executive director.

The 2018/2019 Business Plan presents an ambitious plan focused on key growth areas including the communications platform, strengthening partnerships, and increasing knowledge. The Business Plan was developed as a three-year plan with the intent that annual updates would be presented to the Commission in parallel with consideration of the annual budget. The Business Plan is focused on building the organization, resources and partnerships to sustain, support and expand services for young children in Orange County. The Fiscal Year 2018/2019 Business Plan focuses on five strategic areas.

Strategic Intent 1: Focus on Organizational Efficiency

Strategic Intent 2: Focus on Strengthening Systems Outcomes

Strategic Intent 3: Leverage and Expand Strategic Data Partnerships

Strategic Intent 4: Focus on Advancement of Knowledge

Strategic Intent 5: Implement a Communications Plan

Each of these Strategic Intent statements is expanded in Section III, including specific objectives and target dates for completion. Action plans will also be developed that will define staff responsibilities, milestone dates, and annual measures of progress.

II. Introduction

Strategic Plan and Annual Business Plan

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

- Strategic Plan
- Long Term Financial Plan
- Business Plan

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

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

Two supporting documents include:

- *Annual Budget* – The Annual Budget is integral to the successful implementation of the Business Plan. Although developed consistent with the Business Plan, it is approved as a separate document.
- *Evaluation Work Plan* – The Evaluation Work Plan is developed annually in furtherance of the Strategic Plan and operational Business Plan. Priority evaluation-related items for fiscal year 2018/2019 are presented in the appendix.

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

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

III. Fiscal Year 2018/2019 Business Plan Priorities

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

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

This Business Plan defines how those core functions will be executed and addresses the strategic intents. Staff engaged in business planning process which included; establishing project teams around objectives, and leads to ensure successful implementation, quarterly reporting at Commission meetings, and management team meetings.

The 2018/2019 business plan builds on the guidance provided by The Bridgespan Group's 2016 report and the supplemental discussion that reinforced these recommendations. The Bridgespan report outlined the following six focus areas for the work going forward:

- Using the Early Developmental Index as a summative indicator of progress.
- Sustaining the catalytic orientation to investment.
- Accelerating the transition from funding programs to building sustainable services.
- Continuing to bring supplemental financial resources to bear.
- Leveraging the Commission's reputation and non-financial assets.
- Using the Early developmental Index to guide the allocation of the Commission's own resources.

While a portfolio of funded projects is maintained that are core to the strategic plan, the business plan targets staff resources towards strengthening the ability of those strategic investment to impact the larger early childhood systems. The strategic intent objectives include targeted outcomes such as:

- Building a communication platform that disseminates knowledge and learnings on the issues that affect early childhood.
- Strengthening evaluation work to better assess systems impact and return on investment.
- Growing and realigning the internal capacity to meet the increasing needs of communication, policy, and evaluation work.

The following table summarizes the fiscal year 2018/2019 strategic intents and related objectives. Over the course of the fiscal year updates will be provided that monitor the progress made on each objective. The business plan and objectives are updated annually documenting revisions to existing objectives, additional objectives, or removal of completed objectives.

Summary of Operational Objectives

Strategic Intent #1: Focus on Organizational Efficiency

Improve internal administrative processes and investing in internal resources (e.g. staff, infrastructure, workplace environment, etc.)

1. By December 2018, capture policies and procedures related to Health Insurance Portability and Accountability Act (HIPAA) Family Educational Rights and Privacy Act (FERPA), and other data-sharing arrangements, revise health consent forms and research protocols accordingly, and conduct trainings on handling sensitive data.
2. By June 2019, conduct quarterly staff and consultant trainings to provide updates on key initiatives and community engagement plans, and training on consistent messaging.
3. By March 2019, review the long term financial plan to address increased staffing levels and/or consultant support for expanded communications and community engagement efforts while staying in compliance with the administrative cap policy.

Strategic Intent #2: Focus on Strengthening Systems Outcomes

Work collectively with partners to strengthen systems-level impact, including modifying investments based on outcomes and impacts.

1. By June 2020, at least 50% of school districts with the highest proportion of vulnerable kindergartners will include the Early Developmental Index (EDI) as a metric in their Local Control Accountability Plan (LCAP).
2. By June 2020, work with Dental Transformation Initiative contractors and county partners to increase the number of Denti-Cal dental providers who accept and provide care for new patients age six years and younger to 15% above 2017 baseline number [data pending].

Strategic Intent #3: Leverage and Expand Strategic Data Partnerships

Develop and expand strategic partnerships to share and receive data in order to promote collaboration and build capacity to improve outcomes for young children.

1. By June 2020, develop the information infrastructure needed countywide to (1) link developmental screening data with age of entry into early intervention services and (2) estimate the return on investment in periodic screening, facilitated referral, and early linkage to services.
2. By December 2018, collaborate with at least one school district to determine the feasibility of linking educational and health data at an individual child level.

Strategic Intent #4: Focus on Advancement of Knowledge

Serve as a catalyst for development, exchange, and the strategic dissemination of data, findings policies and best practices that promote positive outcomes for children.

1. By September 30, 2019, convene a series of meetings/community forums to present research and outcome data emphasizing the impact of Commission investment on Orange County children; and facilitate a discussion on opportunities for investment in the systems that effect outcomes for children.
2. By June 30, 2019, plan and host a Learners Today, Leaders Tomorrow Early Development Index event.

Strategic Intent #5: Develop a Communications Platform

Develop a communications platform to elevate children’s issues and champion child development and early education systems.

1. By August 2018, develop a communications plan based on the recommendations from the 2017/2018 communications assessment.
2. By June 2019, implement the communications tasks as defined in the 2018/2019 Communications Plan.

IV. Operating Model and Administrative Budget

Operating Model

A collaborative, dynamic model is employed to execute the policy direction provided by the Commission. Public and private agencies work collaboratively with staff to accomplish the Strategic Plan and regularly participate in planning and evaluation efforts. This process ensures that the strategies are informed by robust evaluation, lessons are learned from partners in the community, and there is an awareness of emerging knowledge around child development. The collaborative model allows the Commission to keep abreast of local, statewide, and national issues and trends, as well as proactively addressing long-term sustainability challenges for programs and grantees.

Innovative Sustainability Strategies

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

- Transitioning an increasing portion of funding portfolio from sustaining to catalytic investments.
- Pursuing federal and state leveraging opportunities such as Medi-Cal Administrative Activities (MAA), Targeted Case Management (TCM), Early and Periodic Screening, Diagnosis and Treatment (EPSDT), Dental Transformation Initiative (DTI), Intergovernmental Transfer (IGT) and AmeriCorps programs. Since inception, for example, the Commission and funded programs have increased local budgets by over \$48 million through the leverage of Commission dollars with federal programs.
- Ensuring that the organizations that receive Commission funding are fiscally and administratively sound. Fund development, business planning, and sustainability efforts are supported through technical assistance offered to funded organizations.

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

Partnerships & Funding Collaboratives

Bringing together public and private philanthropy to support the health and development of young children has been a strategic focus area. A major focus of the Fiscal Year 2018/2019 Business Plan continues to be the development and implementation of sustainability strategies to support the Commission's investments.

Partnerships have been successfully developed with Think Together, the Orange County Department of Education, the OC STEM Initiative, Samueli Foundation and PBS SoCal to support early STEM professional development. The Early Childhood STEM Symposium annually attracts over 400 early educators and administrators for panel presentations and workshops to support STEM early education. The HomeAid Essentials Diaper Drive brings together corporate sponsors to support the donation and delivery of diapers and other essential items for mothers with babies to homeless shelters in Orange County. The sponsors have

include the Automobile Club of Southern California, Bank of America, CHOC Children's, Cox Communications, NBC4, St. Joseph Health Systems, Time Warner Cable, UPS and the YMCA of Orange County. The Orange County Sheriff serves as honorary chair of the annual diaper drive.

Participating with other grant makers, several local and regional efforts have been launched to develop joint matching fund opportunities and sharing of best practices. Participation in several local planning and evaluation groups include the OC Funders Roundtable, Health Funders Partnership, and the OC STEM Initiative. Participating as one of many public and community agencies, the Orange County Children's Partnership (OCCP) focuses on common goals related to improving the conditions of Orange County's children.

Participation in National Networks Related to Innovative Programs

Successful programs developed and implemented in Orange County serve as models that can be brought to scale at the state and/or national level. Participation in these national networks benefits both funding strategies and the broader national landscape of funders working to improve child outcomes. One example has been the participation in the leadership team for the national Early Childhood Learning and Innovation Network for Communities (EC-LINC) in partnership with the Center for the Study of Social Policy and other national early childhood experts. EC-LINC is dedicated to improving results for young children by accelerating the development of community-based integrated early childhood systems including: tackling shared challenges, building and disseminating knowledge of strategies used, and developing opportunities for local leaders and state and federal policy makers to work together to accelerate deployment of strategies.

The Commission has also been an active partner in supporting the spread and scale of the Help Me Grow program across the state and nation. Help Me Grow is a national effort that connects children at risk for developmental and behavioral issues by providing a comprehensive, statewide, coordinated system for early identification and referral to services. The HMG system building activities include the cultivation of affiliates along with providing support for the collection and analysis of program data. A joint policy statement, released by the U.S. Departments of Education and Health and Human Services, included a recommendation for states to adopt a centralized intake, screening and referral process, specifically naming the *Help Me Grow*® as an effective system model. *Help Me Grow* Orange County was established in 2005 through a funding partnership with the Commission, CHOC Children's and the University of California Irvine Medical Center to connect families to developmental services. Orange County was the first site in the nation to replicate the *Help Me Grow* model that was originally established in Hartford, Connecticut in 1998.

Strategic Communications

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

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

include informational briefings and site visits to Commission funded programs and briefings with city and school district leaders. The objective is to protect local funding and decision making to Proposition 10 investments.

Reliance on Evaluation Results

Proposition 10 requires each county commission to have a plan that describes the goals and objectives to be achieved; the programs, services and projects to be provided; and how measurable outcomes of programs, services, and projects will be determined using appropriate and reliable indicators. To address this mandate, the Commission's Evaluation Team measures progress toward achievement of the goals and objectives in the Commission's Strategic Plan. Each year, the Evaluation Team provides an update of its accomplishments (page 16) and recommends priority evaluation items for the coming year (Appendix C).

The Evaluation Priority Area is organized in sections related to the four goal areas and other high priority topics such as the Early Development Index and Overall Evaluation which, aligns with the goal areas and provides more information on the project, planned evaluation activities and funding sources.

The Evaluation Priority Areas have been developed to support the priorities in Strategic Intent 2: Focus on Strengthening Systems Outcomes; and, Strategic Intent 4: Focus on Advancement of Knowledge. Resources to support these evaluation-related projects are reflected in the Fiscal Year 2018/2019 Budget. Planned resources include staff, and on-call evaluation consultant resources.

Organizational Approach

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

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

Other County staff resources are utilized, as needed, on a fee-for-service basis to supplement workload peaks and balance the availability of the core internal staff. The Orange County Human Resources Department continues to assist in the recruitment and hiring processes, and complex or technical matters.

Administrative Budget and Operations

The proposed staffing plan for Fiscal Year 2018/2019 includes 11 regular staff positions. Currently, one position is vacant. Recruitment for the additional position will be initiated following further analysis of programmatic needs and the Long Term Financial Plan. The Evaluation Manager is a loaned position from the Orange County Health Care Agency. Extra help and limited term positions can be used to support core staff and address peaks in workload requirements, as needed.

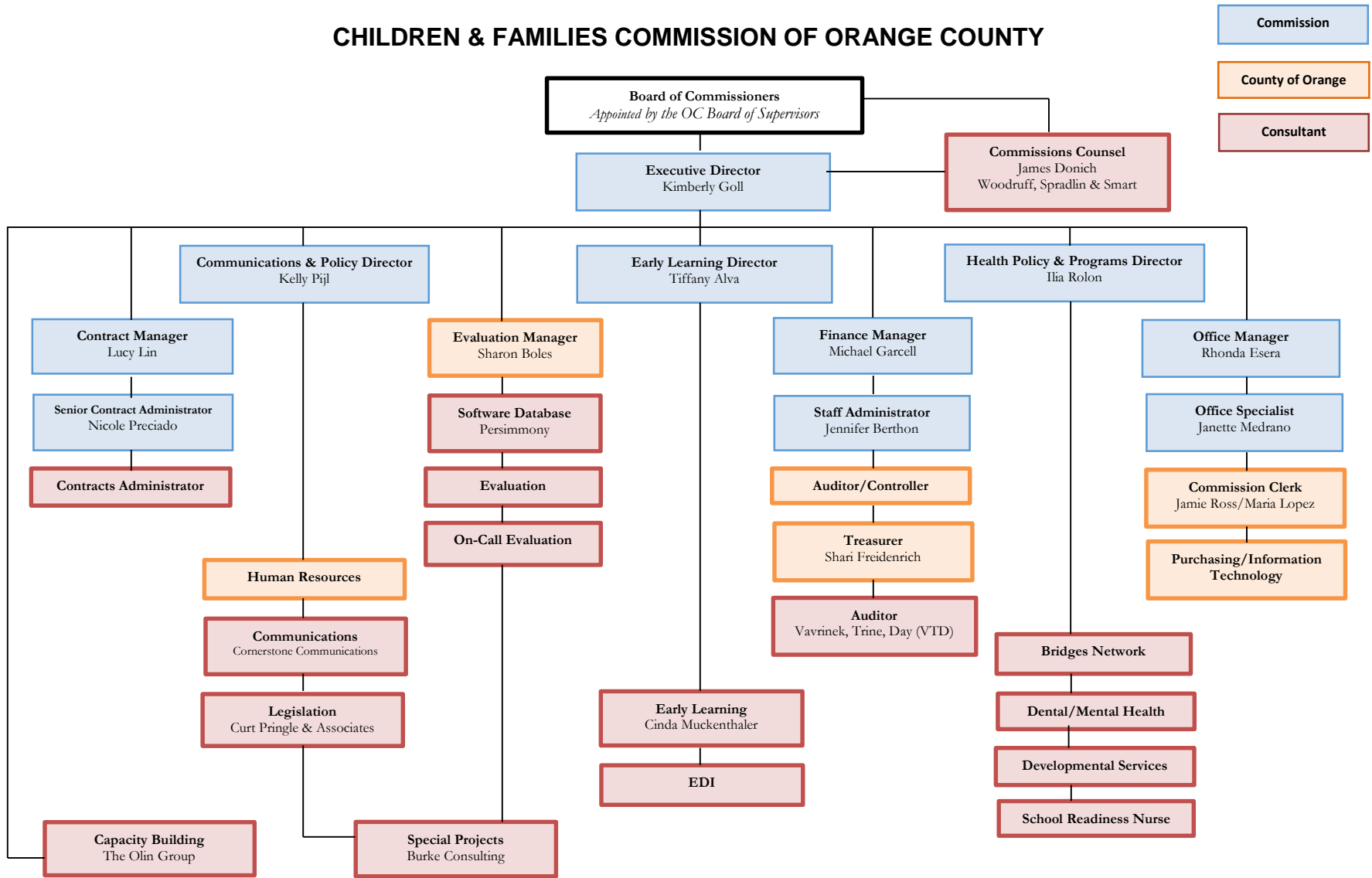
The Fiscal Year 2018/2019 budget proposal represents the second year of the three-year funding actions approved in February 2017. The proposed base program budget for Fiscal Year 2018/2019 is \$19.8 million and is consistent with the Long-Term Financial Plan assumptions.

Tobacco tax revenue is projected by First 5 California to experience an increase for Fiscal Year 2018/19 following a large decline in 2017/2018. The decline was a result of the timing of Proposition 56 backfill calculations and take into account the prior year of actual revenue lost attributable to the increased sales tax. The final actual decline in Fiscal Year 2017/2018 is projected by First 5 California to be as high as 19.65% followed by an increase of 16.20% in 2018/2019. After a highly volatile two years, the ongoing annual decline is expected to stabilize at 2.9%, just under the Commission long-term assumption of 3.5% decline.

The recommendation for Fiscal Year 2018/2019 is to initially budget for a 16.20% increase in tobacco tax revenue following First 5 California's lead. Budgeted revenue can be revisited at a later date and after more experience under the new legislation has been gained and new information becomes available.

The Commission administrative budget and Long-Term Financial Plan adheres to the strict limit of 10-percent limit of administrative costs to the operating budget. The Commission complies with the administrative cost definitions as defined by the First 5 Association Financial Management Guide (Appendix A).

CHILDREN & FAMILIES COMMISSION OF ORANGE COUNTY



V. Fiscal Year 2017/2018 Accomplishments

The Fiscal Year 2017/18 Business Plan implementation was marked by continuing progress towards the strategic intent objects and efforts to sustain programs and strengthen program evaluation. Progress and completion of the plan objectives are regularly monitored and reviewed against the plan. Regular progress reports are presented each quarter on the status of the business plan and each objective against the proposed timeline. All Commission staff are involved in the accomplishments of the objectives, functioning either as a team member or a team lead. All team members provide input on each other's performance on the business plan team as a component of the annual review process. As strategic plan objectives are completed specific plans to transition or operationalize each objective are developed to ensure that the work continues, as appropriate. Fiscal year 2017/2018 was marked by the following accomplishments:

Strategic Intent 1 – Organizational Efficiency

- Paying off the Commission's unfunded pension liability was unanimously approved at the October 2017 meeting. The Unfunded Actuarial Accrued Liability (UAAL) is the difference between the actuarial values of pension plan assets and the actuarial accrued liabilities of the defined pension plan administered by the Orange County Employees Retirement System (OCERS). By taking this action more than \$1.2 million was immediately saved in interest, and a minimum reduction of \$160,000 will be realized in the annual budget in benefit costs. The one-time payment of nearly \$1.8 million for the UAAL was funded from reserves held for long-term sustainability commitments. The more than \$13 million reserve balance remains well above the required 25 percent of the annual budget that was established to ease the financial impact to programs as tobacco tax revenue declines. This action will allow the Commission to maintain leadership in funding programs for young children's health and development.
- An automated performance evaluation system was finalized for the upcoming performance review process. The new system was modeled after the County of Orange's process and adapted for the Commission. The automated performance evaluation reviews progress on annual performance goals, self and supervisor ratings in five core competency areas, team reviews, and goal setting for the next year. The performance review form includes important feedback prompts to help the reviewer provide effective comments. Other organizational efficiency activities continue with concerted efforts to systemize shared computer files, develop onboarding practices for new employees, and create a process and flow for commission meeting agenda items. Opportunities to improve and refine organizational operations continue for optimal efficiencies. The automated system will be completed for use in the upcoming performance evaluation process at the end of the year and will have the capacity to include performance bonuses and staff development.

Strategic Intent 2 – Strengthening Systems Outcomes

- An evaluation plan was developed for two projects: the capacity building and catalytic programs; and the School Readiness Nursing and Early Learning programs. Harder+Company Community Research and NP Strategies were selected to evaluate if capacity building and catalytic programs will determine the level of investments to achieve systems sustainability impact and provide a recommendation as to what funding strategy yields the highest impact and most sustainable investments. Harder+Company was also selected for the School Readiness Nursing and Early Learning program evaluation.
- The process to standardize methods for assessing systems impact in the four goal areas began. Early childhood mental health (ECMH) was the first area of focus. Schemas were developed for how the Commission is currently funding ECMH activities; how the Commission could, or does, act as a

convener, catalyst or partner for ECMH in the County; and an ideal systems impact orientation for ECMH. These schemas will be tested out with other initiatives such as oral health. Focusing on systems-level impact will allow engagement in valuable community relationships that can serve as a platform for developing innovative system structures and pathways to measure big change; leverage other funding sources and resources to gain synergy; and, advocate for the integration of research and evidence-based practices into program and system design.

- An internal work group was convened to identify indicators of return on investment (ROI) for some of the Commission's largest programs. The goal is to be able to present data that quantifies the ways in which programs result in improved health and educational outcomes for children, and the extent to which better outcomes may result in cost savings for public programs. The work group outlined several next steps, beginning with an assessment of program investments, with an emphasis on high-intensity interventions, to identify indicators that most lend themselves to calculation of ROI. A literature search is underway to determine if this work can be guided by other studies.

Strategic Intent 3– Leverage and Expand Strategic Data Partnerships

- The Children's Data Network was selected to link multiple administrative data sets to provide a complete characterization of births in the county. The purpose is to determine the prevalence of risk factors correlated with later child maltreatment at birth, the proportion of children receiving services at, or shortly after birth based on maltreatment stratifications, and the cumulative incidence of child maltreatment before age five. The project will determine how the Bridges Network families compare to non-Bridges Network, and their prevalence of maltreatment. The goal is to generate new knowledge about the Bridges Network and to support data-driven program and policy development. An Ad-hoc Subcommittee evaluated the risks and benefits of a data sharing partnership with the Children's Data Network research project led by Dr. Emily Putnam-Hornstein at the USC School of Social Work. The partnership was approved with specific direction to meet with the 10 hospitals that participate in the Bridges program to explain the project and obtain approval.
- The data collected for the Early Development Index (EDI) has been presented to almost 650 people at 15 different organizations that include school districts, cities, community colleges, Boys and Girls Clubs, and family resource centers. Requests for presentations about the population-based measure of early child development and school readiness continue at a rapid rate as interest in EDI data increases. Since 2015, in partnership with the county's 24 elementary school districts with kindergarten teachers, data has been collected in all of the public schools that have a kindergarten population. Collecting EDI data tells how children are doing when entering kindergarten and where to deploy additional resources in the community. The EDI data helps policy makers, nonprofit groups, educators and child advocates to quantify the success of programs and policies, uncover pockets of need and collaborate to ensure necessary support reaches all children.

Strategic Intent 4 – Advancement of Knowledge

- A task force of professionals in early childhood development drafted a countywide policy framework to optimize the systems that impact children's outcomes. The policy borrows heavily from the Early Childhood Colorado model that mirrored the expectations for an Orange County framework. The intended outcome of the Policy Framework is to increase access, quality and equity in three focus areas: Family Support and Education; Early Learning and Development; and Health and Well-being. The Policy Framework is expected to help Orange County stakeholders identify strengths and gaps, guide planning and decision making, and improve communication and coordination to improve the lives of young children. A community forum is scheduled for April 2018 to present the draft Early Childhood Policy Framework and the research supporting the benefits of investments in early childhood development.

- A video has been taped to highlight the use of the Early Development Index (EDI) in the Santa Ana Early Learning Initiative led by Rigo Rodriquez, Ph.D. The video includes a series of two-minute segments and is expected to be the vehicle for community groups and organizations to understand EDI and how to apply the data to improve outcomes for children. Dr. Rodriquez is featured throughout the series, which model his presentation to the Commission at the planning meeting held last June. Each segment includes a call to action and access information to the Commission’s EDI microsite. The video will be presented at the June 2018 meeting.
- Community forums featuring the Annual Report on the Conditions of Children were held throughout the year. Chairman Andrew Do held the first Community Forum in Santa Ana and Supervisor Lisa Bartlett held the second event in Mission Viejo. The final forum attracted over 200 people and was presented by Supervisor Shawn Nelson and the Orange County Children’s Partnership at California State University, Fullerton. Dr. Anne Light from the Orange County Health Care Agency provided the overview of the Conditions of Children report. The Commission led the development of the report that was released in October and tracks how children are faring in the areas of health, economic well-being, education and safety.

Strategic Intent 5 – Develop a Communications Platform

- A notice of Request for Qualifications (RFQ) was issued on November 1 to seek a consultant to conduct a one-time strategic communications assessment of the current communications programs and activities. S. Groner and Associates was hired in January to assess the current communications strategies and content. From the assessment, SGA will provide insight and recommendations for a communications plan that focuses on policy and advocacy issues that support the goal that all children are healthy and ready to learn when they enter school. The firm has conducted internal and external interviews to determine the level of familiarity with the Commission and outreach materials. They have conducted a scan of similar agencies communications strategies and evaluated internal evaluation metrics. The final report and recommendations are expected by mid-April 2018 and will be presented at the planning meeting in June 2018.

Fiscal Year 2017/2018 Evaluation Accomplishments

In addition to meeting the state evaluation reporting requirements, the Commission participated in several high priority evaluations-related activities that focused on assisting the Commission and its funded programs support the Operational Imperatives set forth in the Strategic Plan. Highlighted evaluation accomplishments from Fiscal Year 2017/2018 in the four goal areas include:

Healthy Children

- Hired evaluator, Abt Associates to implement two quasi-experimental design methodologies to evaluate Bridges outcomes as they relate to utilization of preventive health services and healthcare cost avoidance for a four year period. Worked with CalOptima to expand the data-sharing relationship and conduct the data transfer.
- In August 2017, an agreement was approved with the Children’s Data Network at the University of Southern California to link multiple administrative data sets to provide a more complete characterization of births in Orange County. This study will determine the prevalence of child maltreatment risk factors and the proportion of children receiving services.
- Selected by the Center for Study of Social Policy to participate in a pilot study of Project DULCE, a clinic-based intervention designed to address infant and family risks through enhanced primary care. The pilot study will compare healthcare utilization patterns and child health outcomes between Project DULCE participants and nonparticipants.
- An evaluation firm was selected to evaluate the School Readiness Nursing (SRN) initiative. This evaluation will assess the systems level impact of the SRN initiative and provide recommendations for future program enhancements.

Strong Families

- Completed an 18-month “Neighborhood Resource Network” pilot to serve families with at least one child age 0-5, which had an initial Child Abuse Report and would not receive further services from the Orange County Social Services Agency. Funding was obtained from the Arnold Foundation to conduct a randomized clinical trial of the Neighborhood Resource Network program. Preliminary finding and redesign recommendations were presented at the December 2017 meeting.

Early Learning

- An evaluation firm was selected to evaluate the Early Learning Specialist (ELS) initiatives. This evaluation will assess the systems level impact of the ELS initiative and provide recommendations for future program enhancements.
- Continued attainment of 100-percent participation in the Early Development Index (EDI) with public schools that have a kindergarten population, providing the third year of county-wide assessment of school readiness of children in Orange County. This will allow for the Commission to begin exploring trend analysis to examine changes in EDI scores over time.
- The Early Development Index (EDI) results have been presented to almost 650 people at 15 different organizations that include school districts, cities, community colleges, Boys and Girls Clubs, and family resource centers. Requests for presentations about the population-based measure of early child development and school readiness continue at a rapid rate as interest in EDI data increases.

Capacity Building

- Hired evaluator, Harder+Company, to implement an evaluation of the Commission’s Capacity Building and Catalytic funded programs. This evaluation is intended to assist in understanding the context in which each funding strategy is most effective and what level of investments are necessary to achieve systems sustainability impact. Preliminary findings were presented at the April 2018 meeting, with the final report due June 2018.
- Continued to participate in a leadership team for the Early Childhood Learning and Innovative Network for Communities. Work included development of a set of common indicators of early childhood well-being.

VI. Appendix

A. Statutory and Legislative Mandates

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

B. Definition of Costs

First 5 Association of California, Financial Management Guide, 5th Edition 2015

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

C. Fiscal Year 2018/2019 Evaluation Priority Areas

The following table contains high priority evaluation activities planned for fiscal year 2018/2019. Included is information about the project, planned activities and funding sources. High priority evaluation projects are included for each of the Goal areas: Healthy Children, Strong Families, Early Learning, and Capacity Building. In addition, high priority evaluation efforts that fall outside the Goal areas are also described below.

Goal/Priority Area	Project Title	Project Description	Planned Activities	Funding Source(s)
Healthy Children	Dental Transformation Initiative	Pilot project to improve dental care for children on Medi-Cal in Orange County.	Hired analyst to collect dental services utilization data and document learnings.	Fully funded from the California Department of Health Care Services.
	Bridges Maternal Child Health Network	Study of effect of Bridges services on key maternal child health indicators.	Conduct data analysis of health care utilization rates and related cost analyses for Bridges participants and non-participants.	Funded by Commission evaluation budget; \$5,000 funded by Nonprofit Finance Fund grant.
	Children’s Data Network	Linkage of birth records to Bridges Network data, Statewide administrative data such as Child Protective Services, CalWorks data, Dental/Medical, developmental service, and parental tax and employment records.	Facilitate conduction of the study by the Children’s Data Network at the University of Southern California.	To be funded by Commission evaluation budget.
	Project DULCE	Pilot study to compare healthcare utilization patterns and child health outcomes between Project DULCE participants and nonparticipants.	Work collaboratively with the Center for Study of Social Policy to conduct the pilot study.	Fully funded by the Center for Study of Social Policy.
	School Readiness Nursing	A gap analysis and assessment of current School Readiness Nursing duties and scope of work and formulation of recommendations for future program enhancements.	Conduct partner survey of current and former School Readiness Nurses, and conduct key stakeholder interviews.	Funded by Commission evaluation budget.

Goal/Priority Area	Project Title	Project Description	Planned Activities	Funding Source(s)
Strong Families	Neighborhood Resource Network	A voluntary referral opportunity to community-based services for all Orange County families who have a child 0-5 with an initial report to the county Child Abuse Registry but who will not receive any further services.	Implement redesign recommendations resulting from the pilot project.	Fully funded by the Arnold Foundation.
Early Learning	OC Reads	Three organizations that provide services to the 0-5 population selected to implement programs and interventions to ensure that children in Orange County are reading at grade level by third grade. The school districts in the most vulnerable areas were identified using the Commission's Early Development Index (EDI) and the California Department of Education's Smarter Balance (CAASPP) test scores.	Work collaboratively with United Way evaluators to develop recommendations for an evidence-based curriculum for the FY17/18 funding cycle; develop short-term and long-term goals for the new funding cycle; monitor data collection; and provide evaluation technical assistance to sites as needed.	Co-funded by the United Way, the Commission, and the Orange County Community Foundation.
	Effective integration of early learning into Local Control and Accountability Plans (LCAPs).	Examine models across California which have effectively integrated early learning into the LCAP and successfully funded early learning through LCAP funding.	Coordinate with the Orange County Department of Education to analyze their review of all LCAPs to assess the impact of using LCAP funding to fund early learning.	Funded by the OCDE Early Learning agreement, in-kind Commission staff time and Commission evaluation budget.
	Early Learning Specialists.	A gap analysis and assessment of current Early Learning Specialist duties and scope of work and formulation of recommendations for future program enhancements.	Conduct partner survey of current and former Early Learning Specialists, and conduct key stakeholder interviews.	Funded by Commission evaluation budget.

Goal/Priority Area	Project Title	Project Description	Planned Activities	Funding Source(s)
Early Development Index (EDI)	EDI as a communication tool and planning tool.	Facilitate the expanded use of the EDI for community planning such as with the Association of California Cities, Orange County.	Commission staff to continue providing technical assistance and training on the EDI as needed. Begin conducting trend analysis of data.	Funded by in-kind Commission staff time and Commission evaluation budget.
Overall Evaluation	Annual Report on the Conditions of Children.	Develop community indicators to provide a comprehensive look at how children in Orange County are faring in terms of health, socioeconomics, education and safety.	Provide program management and evaluation leadership regarding the form and content of the Annual Report.	Funded by Orange County Social Services Agency and the Commission.
	Community Indicators Report.	Develop community indicators, which focus on pivotal issues that impact the well-being of residents in Orange County.	Provide program management and evaluation leadership regarding the form and content of the Community Indicators Report.	Co-funded by various funders in the county.
	Commission Process and Outcome Data.	The Children and Families First Act of 1998 requires First 5 Commissions to collect and analyze outcome data that “measures progress toward attaining results”, in line with approved strategic plans.	Continue collection of process and outcome measures by Commission-funded programs and grantees.	Funded by Commission evaluation budget.