



Children & Families
Commission of Orange County

Strategic Plan

Presented to the Children & Families Commission of Orange County
July 6, 2005 – Annual Review May 4, 2011

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I. Introduction

A. Proposition 10

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

B. Children and Families Commission of Orange County

Before Orange County could receive Proposition 10 tobacco tax revenues, the Board of Supervisors had to establish a County Children and Families Commission. The Orange County Board of Supervisors adopted ordinance #98-18 on December 15, 1998 establishing the Children and Families Commission of Orange County Trust Fund and Commission. The Children and Families Commission of Orange County took their oath of office and conducted their first meeting on September 15, 1999.

C. First Strategic Plan Adoption

The Commission approved a process and budget for the development of the original Strategic Plan on November 3, 1999. A public hearing on the proposed Strategic Plan was held on February 2, 2000 and the first Strategic Plan was adopted by the Children and Families Commission of Orange County on February 16, 2000. Deemed an adequate and complete Strategic Plan for the support and improvement of early childhood education within the county, the Strategic Plan was submitted to the California Children and Families Commission in February 2000. Annually from 2001 through 2005, the Children and Families Commission of Orange County reviewed and re-approved the first Strategic Plan as current and consistent with their goals and objectives and those of the California Children and Families Act of 1998.

D. Annual Strategic Plan Review

The Plan has been annually reviewed by the Commission pursuant to the Proposition 10 initiative requirements. This Strategic Plan is consistent with and in furtherance of the purposes of the California Children and Families Act of 1998 and subsequent amendments. It is in compliance with Act-related sections of the California Health and Safety Code, amended as of January 1, 2004.

II. Strategic Plan Overview

A. Purpose

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

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

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

B. Link to Other Planning Efforts

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

1. Community Outreach and Education Programs

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

2. Program Plans

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

3. Ten Year Financial Planning Document

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

4. Annual Budget and Business Plan

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

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

5. Performance Outcome Measurement System (POMS)

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

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

Children and Families Commission of Orange County Strategic Planning Process

VISION

All Children are Healthy and Ready to Succeed



C. Reliance on Community Data

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

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

1. [Annual Report on the Conditions of Children in Orange County](#)

This detailed compilation of key indicators of the wellbeing of children is sponsored by the Commission and the County of Orange Children's Services Coordination Committee. www.ochealthinfo.com/cscc/report

2. [Orange County Health Needs Assessment](#)

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

3. [Orange County Community Indicators Project](#)

This annual report provides a comprehensive set of indicators that measure the quality of life in Orange County. The indicators provide comparison with neighboring and "peer" regions (areas with similar demographics and economies) and track trends over time. www.oc.ca.gov/ceocommunity.asp

III. Vision, Mission and Goals

The following section describes the Commission’s vision, mission and goals for Orange County children. For each of the four strategic goal areas, programmatic initiatives critical to the achievement of the Commission’s goals are presented. Also discussed are common strategies used across all goal areas and an overall framework, *Pathways to School Readiness*, which charts a course for the Commission to follow in achieving its goals. This section also includes discussion of the communications strategy, Grow Up Great, used to convey to the public the Commission’s vision, mission and goals. This is followed by a presentation of the Commission’s guiding principles for all funding decisions. Finally, this section details the specific objectives the Commission will pursue to achieve its vision and goals and how these programs and services relating to early childhood development within the county will be integrated into a consumer-oriented and easily accessible system.

A. Vision

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

All children are healthy and ready to succeed

B. Mission

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

Provide leadership, funding and support for programs that achieve the vision that all children are healthy and ready to succeed when they enter school.

C. Goals

1. Goals and Initiatives

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

Healthy Children

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

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

a. Early Intervention

Each child should have a healthcare home where they receive regular, quality, preventative care and the foundation needed for optimal development. Early detection of health conditions or developmental delays is achieved through partnerships with health care and service providers that identify children at-risk and link caregivers to a network of family support services. Health access strategies that encourage maintenance of health coverage and promote appropriate utilization of pediatric care are essential to this strategic goal area. The Commission furthers its goals in these ways by educating parents of newborns about early childhood development.

b. Child Health and Safety

Through partnerships among physicians, public health professionals, and service providers, the Commission provides leadership to reduce deaths and disabilities due to preventable causes. Examples include: injury prevention and safety training; respite care, counseling, and therapy for families with disabled children; improved child passenger safety; and integrated approaches to prevent intentional and unintentional injuries.

c. Fitness and Nutrition

Programs that implement strategies specific to the prevention of obesity in children zero through five can improve children's long term health and well being.

d. Dental Health

Physical health includes dental health and the Commission plays a role in the reduction of oral health disease in children through support of education, prevention, access, and treatment services.

e. Pediatric Primary and Specialty Care

The Commission fosters a strong children's health care delivery system in Orange County. Programs targeted at assessing and treating conditions of increasing prevalence, such as asthma and autism, are an important component of the overall system of pediatric care.

f. Health Access

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

g. School Nurses

School nurses provide services including general health and development screenings and ensure proper immunizations prior to a child's first day of school. They also can provide parent education to increase awareness about child health issues, access to health care and other available community resources. The Commission views funding and supporting school-based nurses for young children an essential element of this goal area.

Strong Families

Support and strengthen families in ways that promote good parenting for the optimal development of young children.
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Within this goal area, the Commission considers the following programmatic initiatives in reaching the goal:

a. Community Partnerships

The Commission leverages existing community resources by working with community organizations to use facilities during non-peak, school hours to offer child health and development programs to young children and their families.

b. Community Outreach and Education

The Commission partners with the media to provide child development information through the *Help Me Grow* community outreach programs to support and strengthen families.

c. Homeless Prevention

Children learn and succeed better when they have a strong, stable, nurturing environment – in other words, a home. The Commission works with local agencies to fund transitional shelters and support services for families with young children.

Ready to Learn

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

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

a. Early Literacy and Language Development

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

b. School Readiness

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

Local School Readiness Program

School readiness coordinators improve the transition to kindergarten by educating the community on best practices for early care; informing and training parents to prepare their children for entering school; promoting community collaboration; and coordinating the distribution of resource information and materials between the districts and local community agencies.

State and County School Readiness Partnership

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

Quality Services

Promote an effective delivery system for child and family services.

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

a. Leveraging Strategies and National/State Foundation Programs

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

b. Commission Operations/Infrastructure

Infrastructure includes expenditure requirements for general operations including staffing, professional and technical services, public outreach and communication, and fiscal and program oversight. The Commission operates with a small core staff and uses outside contractors to support the programs and grants as needed. Professional and technical services are contracted out for services including: legal counsel, auditors, financial consultants and other professional support. Public outreach and communication includes promoting early child development and strategies in the community.

c. Technical Assistance

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

d. Capacity Building Grants

The Commission competitive grants are for existing or new organizations to deploy new services to children through age five and their families.

e. Performance Outcomes Measurement System (POMS)

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

f. Program Grants

The Commission allocates funding for a wide range of programs including local community groups and service organizations, social services partners, school districts, government organizations, faith-based groups, local hospitals and health clinics, family shelters, and neighborhood organizations to ensure that young children in Orange County are healthy and ready to succeed.

2. Common Strategies Across Goals

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

a. **Outcomes Based Funding**

Programs are funded based on outcomes and results are tracked.

b. **Unique Partnerships**

The Commission has stimulated new partnerships to promote and address the needs of young children.

c. **Creating Multiple Ways to Access Care**

Programs include an access to care element among multiple service platforms such as schools, family resource centers, and community agencies.

d. **Family-based Services**

Services are geared at enriching the child within the context of the whole family, incorporating parents, other caregivers, and siblings in the service design.

e. **Prevention and Early Intervention**

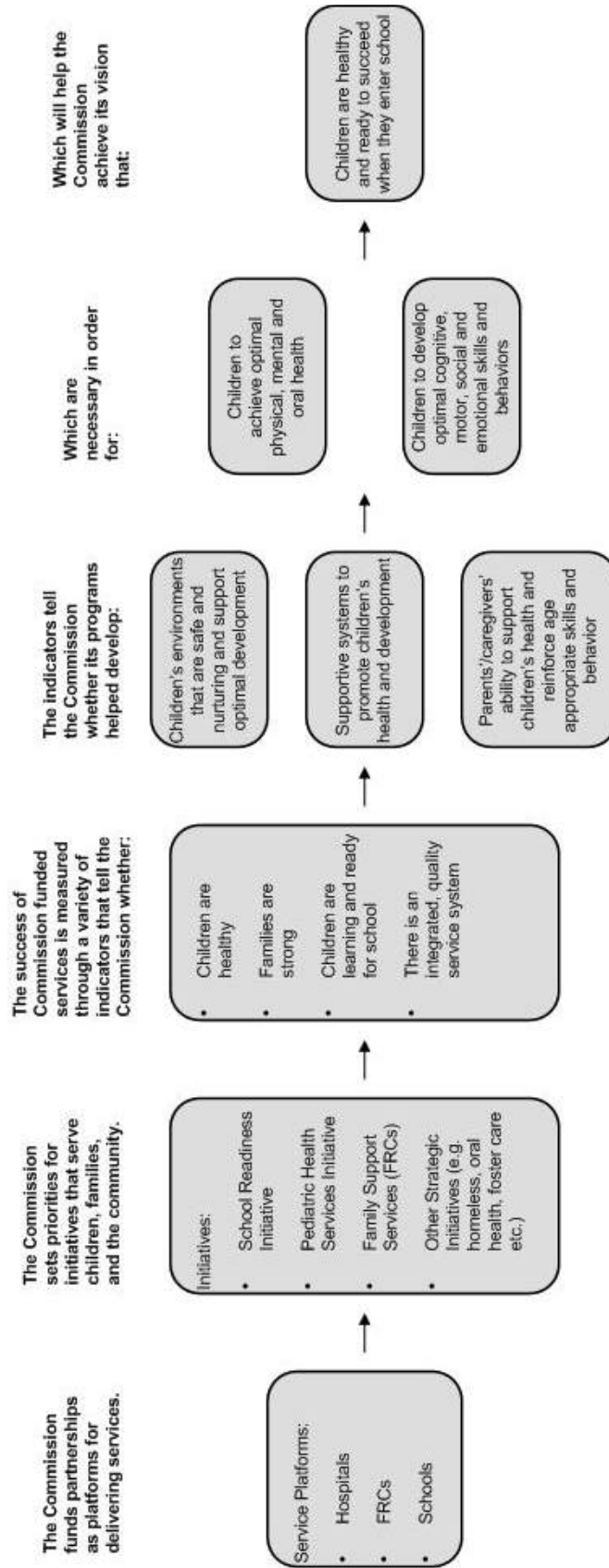
Programs emphasize addressing early identification and prevention.

3. Pathways to School Readiness: Measuring Progress

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

The graphic on the following page displays the *Pathways to School Readiness*.

Pathways to School Readiness: Measuring Progress



4. Community Outreach & Communication

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

D. Guiding Principles

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

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

IV. Implementing Strategies

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

A. Funding

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

The Ten Year Financial Planning document guides the Commission’s long-term funding strategies and included plans to develop a sustainability fund to allow for continued program funding, despite declining revenues.

Four strategies are authorized by this Strategic Plan to direct Commission funding for programs benefiting the health and early education of young children:

1. Commission Directed Initiatives

Commission directed initiatives reflect programs that community based and public agencies in partnership with the Commission use to design and implement new countywide programs to improve the outcomes for children 0-5 and their families. These may include capital projects, statewide initiatives, health and safety programs, school readiness programs, and others.

2. Program Grants

Program grants are competitive grants or grant renewals in which agencies design programs they believe will serve a specific need either in a geographic or demographic segment of the 0-5 population and their families. Agencies apply for funding to execute proven and promising interventions within a targeted geographic area or population. This competitive process is used to fund organizations that establish essential new programs or services to meet the identified needs of young children and their families. The programs and strategies funded and contained in the Commission’s budget link directly back to the stated goals contained in this Strategic Plan. Funds are distributed through grants related to the Commission goals of Healthy Children, Strong Families, Ready to Learn and Quality Services.

3. Capital Improvement Projects

The Commission has used its funding authority to fill gaps in project needs. Gaps often arise because existing funders do not have flexibility to provide the necessary resources for a program to get started. The Commission will carefully balance its funding investments. As situations warrant, the Commission will also invest, but not be limited to capital improvement projects, human resources, planning grants, and consulting services to support program success. It is the Commission's intention to utilize the flexibility within Proposition 10 to maximize the potential for fund leveraging and available matching funds.

4. Capacity Building Grants

The Commission recognizes that some of the most innovative programs for children and families start as pilot efforts and that there continues to be tremendous gaps in providers that can adequately address the needs of young children. Capacity Building Grants are designed to usually provide a one time grant to agencies or collaboratives attempting to develop the organizational or service capacity to provide services to the 0-5 population in Orange County. Agencies eligible to apply have either (1) limited resources and need assistance in developing the organizational and institutional capacity to effectively plan for services or (2) are initiating a new needed service and require assistance to plan for service deployment, develop agency partners, or refine a service deployment plan. Agencies receiving these funds are required to prepare either a service or business plan. Capacity Building grants are awarded under the budget category and goal of Quality Services.

B. Performance Outcome Measurement System: The Evaluation Framework

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

The Performance Outcome Measurement System (POMS) Evaluation Framework is presented in a matrix of the specific outcomes, indicators and measures that the Commission will track for evaluation purposes. This POMS Evaluation Framework includes (Appendix B) both Commission-wide and initiative-specific evaluations. In addition, the Commission participates in the development of community-wide indicator data. Evaluation results are communicated through reports that are presented to the Commission and posted on the Commission's website at www.occhildrenandfamilies.com.

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

1. Process Measures

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

2. Outcome Measures

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

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

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

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

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

4. Program-Specific Evaluation

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

5. State Commission Annual Report to the Legislature

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

C. Successful Partnerships

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

1. Orange County Health Care System

The Commission has partnered with birthing hospitals in Orange County as part of its Bridges for Newborn Program. This partnership allows the Commission to make initial contact with newborns and families in Orange County annually. The Commission also partners with the leading pediatric hospitals to provide pediatric and specialty care programs.

2. Orange County School Districts

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

3. Media Outlets

The Commission recognizes the importance of strong media partnership to promote community awareness and education on the importance of the first five years of life. The Commission has developed successful partnerships with Orange County media outlets. These media organizations have partnered with the Commission as part of an overall parent education effort under the “Help Me Grow” banner.

4. Business Community

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

5. Community Based Organizations

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

6. Statewide Partnerships

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

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

D. Commission Organization

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

The Commission benefits from the expertise of committees to provide input or in-depth review of specific issues as delegated by the Commission. The Technical Advisory

Committee provides input and recommendations on programs and issues as directed by the Commission.

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

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

E. Community Engagement

Review of the Strategic Plan has been an ongoing process since the Commission's adoption of the First Strategic Plan in February 2000. Input to develop recommended changes has been received over the last five years from:

- Commission grantees as they have developed their program work plans and program evaluation programs.
- Commission representatives and technical experts who have contributed new knowledge related to outcomes evaluation as standards are developed in specialized areas such as in the early care and education arena.
- Commissioners, Technical Advisory Committee, and community members who have refined priorities through the development of program specific strategic plans.

F. Leveraging Existing Community Resources and Infrastructure

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

1. Funding Mechanism for Capacity Building and New Programs
Through the funding and development of new programs, the Commission seeks to expand the scope and quality of the existing services and increase the numbers served. Capacity building grants seek to achieve similar objectives by strengthening and supporting service providers.
2. Ensure Services are Available and Accessible through Commission-Directed Initiatives
Where significant gaps are observed in the service landscape, the Commission spearheads the development of initiatives to begin filling the gaps.
3. Policy Advocate and Convener

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

4. Source of Information

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

5. Fiscal Leveraging

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

- Medi-Cal Administrative Activities (MAA)
- Targeted Case Management (TCM)
- Early and Periodic Screening, Diagnosis and Treatment
- California First 5 Commission Matching Fund Programs
- AmeriCorp/VISTA Service Corp
- California Nutrition Network Funds
- Foundation Grants

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