

SUMMARY ACTION MINUTES

SPECIAL MEETING FIRST 5 ORANGE COUNTY, CHILDREN & FAMILIES COMMISSION

Wednesday, February 6, 2019, 9:00 A.M.

Las Lomas Community Center
10 Federation Way
Irvine, CA 92603

MARIA E. MINON, MD
Chair

VACANT
Vice Chair

DEBRA BAETZ
Commissioner

DOUG CHAFFEE
Commissioner

SANDRA PIERCE
Commissioner

SANDRA BARRY
Chair Pro Tem

RAMIN BASCHSHI, MD
Commissioner

PEGGY HUANG
Commissioner

RICHARD SANCHEZ
Commissioner

ATTENDANCE: Commissioners: Baetz, Barry, Baschshi, Chaffee, Minon, Pierce and Sanchez

EXCUSED: Commissioner Huang

PRESENT: EXECUTIVE OFFICER
COMMISSION COUNSEL
CLERK OF THE COMMISSION

Kimberly Goll
Cassie Trapesonian
Maria Lopez, Deputy

PLEDGE OF ALLEGIANCE

Pledge of Allegiance led by Commission Counsel Cassie Trapesonian

PRESENTATIONS: (None)

CONSENT CALENDAR (Item 1)

72134568 **APPROVED AS RECOMMENDED**

XX X

1. Receive the Fiscal Year 2018/19 Business Plan Second Quarter Report

SUMMARY ACTION MINUTES

REGULAR ITEMS: (Item 2)

2. Conduct annual planning meeting

C.O. WORKSHOP HELD

EXECUTIVE OFFICER REPORT: (None)

PUBLIC & COMMISSION COMMENTS & ADJOURNMENT:

At this time members of the public may address the Commission on any matter not on the agenda but within the jurisdiction of the Commission. The Commission or Chair may limit the length of time each individual may have to address the Commission.

PUBLIC COMMENTS: None

COMMISSION COMMENTS:

Commissioner Chaffee - Oral re: Introduced himself; participated in the homeless point in time count; importance of early childhood funding; member of Census Committee; discussed importance of accurate census count in order to receive funding; schools should be used to help with the census count to reach more people.

Commissioner Minon - Oral re: Next meeting will be at our regular location in Orange

ADJOURNED: 10:29 A.M.

*** KEY ***

Left Margin Notes

- 1 Debra Baetz
- 2 Sandra Barry
- 3 Ramin Baschshi, MD
- 4 Doug Chaffee
- 5 Peggy Huang
- 6 Maria E. Minon, MD
- 7 Sandra Pierce
- 8 Richard Sanchez
- 9 Vacant

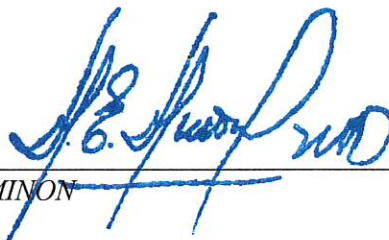
A = Abstained
X = Excused
N = No
C.O. = Commission Order

Reso = Resolution
Ord = Ordinance

(1st number = Moved by; 2nd number = Seconded by)



Maria Lopez, Deputy
Clerk of the Commission



MARIA MINON
Chair

**Agenda Item 1
February 6, 2019****DATE:** January 23, 2019**TO:** Children and Families Commission of Orange County**FROM:** Kimberly Goll, Executive Director**ACTION:** Receive the Fiscal Year 2018/2019 Business Plan Second Quarter Report

SUMMARY:

First 5 Orange County Children and Families Commission approved an annual business plan to govern the organization's operations. The business plan identifies planned work for the fiscal year including activities stipulated in the Proposition 10 legislation that established First 5 commissions in 1998, and subsequent statutory requirements. This report provides the second quarter report on the Fiscal Year 2018/2019 Business Plan accomplishments covering the period of October 1, 2018 through December 31, 2018.

DISCUSSION:

The Fiscal Year 2018/2019 Business Plan was approved at the June 2018 meeting and defines operational objectives for the fiscal year concluding June 30, 2019. The Business Plan was developed by setting priorities in five strategic areas that focus on the changing environment of children and young families and the decline in Proposition 10 tobacco tax revenue. Status reports are provided at the end of each quarter.

1. Organizational Efficiency
2. Strengthening Systems Outcomes
3. Leverage and Expand Strategic Data Partnerships
4. Advancement of Knowledge
5. Develop a Communications Platform

Second Quarter Report (October 1, 2018 – December 31, 2018)

Specific objectives were developed for each of the strategic intent focus areas. Strategic intent teams were established to accomplish the tasks. All staff members and selected consultants participate on one or more strategic intent teams and meet periodically to continue the forward momentum. The teams are accountable for the progress on the tasks. The following are highlights of accomplishments in the second quarter for the period of October 1, 2018 through December 31, 2018.

1. Organizational Efficiency

Staff and consultants are meeting regularly to receive updates on key initiatives and establish consistent messaging, which aligns with the strategic intent to improve organizational efficiency. Regular meetings have been established to learn and better understand the cross sectorial work that is being done in health, early education and family support programs. The meetings were initially scheduled to occur each quarter, but at the first meeting in September the staff and consultants agreed to meet more frequently. The second meeting was held this quarter in

October and are scheduled monthly through the end of the fiscal year. To date, program presentations have included the Early Development Index, Early Childhood Mental Health, Early Learning and the Neighborhood Resources Network. Other topics discussed included legislation, the strategic plan development process, and a new intranet site that was requested by the consultants to access materials and resources to support their work.

2. Strengthening Systems Outcomes

In an effort to create a more equitable formula for distributing state funding, to provide greater flexibility to local school districts, and to support a student-centered, performance-focused environment, the State of California enacted the Local Control Funding Formula (LCFF). Through the LCFF, the state is providing new decision-making power to local districts and their school boards, in collaboration with parents and other local stakeholders, to act based on their students' needs. Local control, local flexibility, and local accountability are key components of the LCFF. First 5 Orange County is participating in the Local Control Funding meetings hosted Orange County Department of Education to learn about the process on how districts collect input from the community and stakeholders and how the Early Development Index can be utilized in the Local Control Accountability Plan (LCAP). Follow up meetings have been held with Anaheim Elementary School District, Santa Ana Unified School District and La Habra School District to discuss the opportunity to partner and build an Early Development Index factsheet for school districts to use next year when writing their LCAP.

3. Leverage and Expand Strategic Data Partnerships

Exploratory meetings have been held this quarter with various social impact and evaluation experts. The purpose of these exploratory meetings have been to determine how to link developmental screening data with age of entry into early intervention services as well as estimate the return on investment (ROI) in periodic screening, facilitated referral, and early linkage to services. There are a variety of approaches to assessing ROI of developmental screening and early linkage, and it is important to explore options before moving forward with a particular one. These conversations have been very informative. The intention is that this process will result in a partnership that looks at the ROI in Orange County across sectors, and ultimately provides much-needed data to support policy, advocacy, and systems champions for development screening.

4. Advancement of Knowledge

First 5 Orange County has completed, or is in the process of completing research, data analysis and/or evaluations for several of its initiatives including the Bridges Maternal Child Health Network, Early Learning Specialists (ELS) and School Readiness Nurse (SRN) programs, and homeless prevention. As these efforts unfold, convenings are conducted to share data, findings and best practices that emerge. A series of convenings is scheduled for February 2019 with Bridges Network providers and other organizations (health care, social services, and education) to discuss challenges and opportunities within and among the systems that serve families with young children prenatal to three years old. Similar convenings are planned to share the findings of the ELS, SRN and homeless prevention evaluations. An initial meeting is scheduled for late February with the lead consultants for the ELSs and SRNs, after which convenings with system stakeholders will be scheduled.

5. Develop a Communications Platform

The First 5 Orange County communications plan was approved in August 2018. The plan was developed based on recommendations from a communications assessment with a focus on

elevating children's issues, enhancing the Commission's position as experts in early childhood development, and a convener of leaders and policy makers on an early childhood agenda. This quarter, the brand and name was updated to First 5 Orange County Children and Families Commission. The updated name aligns with the network of First 5 Children and Families Commissions throughout the state, underscoring the Commission's key role in addressing young children's health and developmental needs. The updated name has been incorporated into communications, social media and collateral materials. Additional accomplishments this quarter are the completion of the Annual Report Summary, updating the website with the 2018 Early Development Index data, developing a consultant intranet site, and completing the fourth installment of the Success Story series on the Early Childhood Mental Health and Wellness program that provides mental health coaching, resources and support to early care and education teachers in Orange County.

STRATEGIC PLAN & FISCAL SUMMARY:

The recommended action has been reviewed in relation to the Strategic Plan and is consistent with all goal areas. There is no funding action proposed for this item.

PRIOR COMMISSION ACTIONS:

- October 2018 - Received the Fiscal Year 2018/2019 Business Plan First Quarter Report
- June 2018 - Approved Fiscal Year 2018/2019 Business Plan

RECOMMENDED ACTION:

Receive the Fiscal Year 2018/2019 Business Plan Second Quarter Report

ATTACHMENTS:

None

Contact: Kelly Pijl

**Agenda Item 2**
February 6, 2019**DATE:** January 22, 2019**TO:** First 5 Orange County Children and Families Commission**FROM:** Kimberly Goll, Executive Director**ACTION:** Conduct annual planning meeting

SUMMARY:

First 5 Orange County Children and Families Commission moved the annual planning meeting from June to February beginning in 2019. The 2019 planning meeting is the final review of the new Strategic Plan prior to approval in April. This item includes all materials and attachments to conduct the annual planning meeting.

DISCUSSION:

Proposition 10 Statute requires that all California county Children and Families Commissions approve their strategic plan and budget annually in a public hearing. Orange County complies with the statute and approves the strategic plan and budget each April. Conducting the annual planning meeting in February provides the opportunity to discuss and identify the course of action for the new fiscal year with a focus on refining current programs in the climate of declining revenue. The strategic plan and budget are presented annually each April, as required, and reflect the program decisions developed at the planning meeting.

First 5 Orange County Strategic Planning Process

Each First 5 Commission is required to comply with the Proposition 10 Strategic Plan Guidelines and review its strategic plan annually and revise the plan as necessary and appropriate. Orange County's Strategic Plan was initially adopted in the year 2000 and has been reviewed annually moderately updated. In August 2018, the process to develop a new, updated five-year strategic plan commenced. The strategic planning process took into account the early childhood infrastructure that has been developed over the past 20 years since Proposition 10 was passed by the voters in California. It also acknowledged the shift of priorities from the creation of new services to better integration and coordination of agencies that support young children and families.

The steps in the strategic planning process began with targeted community outreach and public study sessions that included one-on-one meeting with key stakeholders and Commission members to develop measurable objectives in the three goal areas: Resilient Families, Quality Early Learning, and Comprehensive Health and Development. The new Strategic Plan concepts were presented in an open house format in November at the Delhi Center in Santa Ana. More than 150 people attended representing community organizations, elected leaders, school districts, businesses, non-profit organizations, universities and philanthropic foundations. Updates on the Strategic Planning Process and opportunities for public comment were provided at the Commission meetings in August, October and December. The 2019 planning meeting has been dedicated for the final review of the draft Strategic Plan. The plan will be officially adopted at a public hearing scheduled for April 3, 2019.

2019 Annual Planning Meeting

First 5 Orange County's Strategic Plan provides the framework to guide investments and resources to meet the vision that all children reach their full potential. The 2019-2024 Strategic Plan is the focus for the annual planning meeting on February 6, 2019. The planning team was comprised of the Commission staff and expert consultants that have broad knowledge of the First 5 Orange County's organization and operations. The consultant team are Parsons Consulting and Burke Consulting. Kari Parsons lead the planning process and worked with the Commission, consultants and community to draft the new Strategic Plan. Kari will present the outcome of the process and key elements of the new plan. Lisa Burke will provide examples of Commission funded programs through the lens of the new Strategic Plan, as well as facilitate discussion of the new plan and opportunities to champion support for early childhood.

Parsons Consulting, Inc.

Kari Parsons is the sole proprietor of Parsons Consulting, Inc., specializing in research, analysis, and participatory development of cross sector indicators of Community wellbeing and how these link to programs, policy and performance in the public sector. Core competencies include project management, facilitation, program evaluation implementation, performance measurement design, and strategic planning. Experienced in quantitative and qualitative data collection and analysis in multiple domains including education, employment, poverty, housing and health. Ms. Parsons routinely works with a long-standing network of expert colleagues. She has provided consultant services to the Commission for over 10 years in the areas of homeless prevention and developmental screening; and research and development for the Orange County Community Indicators Report and the Conditions of Children Report. Ms. Parsons received her graduate degree in Urban and Regional Planning from the University of California, Irvine. She received her undergraduate degree in Philosophy from Whitman College, Washington.

Burke Consulting

Lisa Burke has 30 years of experience working in both public and private sectors in Orange County, including 20 years as sole proprietor of Burke Consulting that specializes in communications, strategic analysis and performance measurement, and facilitation. Ms. Burke is the project manager of the Orange County Community Indicators Report and the Conditions of Children Report. She has provided many services to the Commission including health and early education program management, meeting facilitation, strategic planning, and special event management. She received her graduate degree in Civil Engineering/Infrastructure Planning and Management and her undergraduate degree in Economics from Stanford University.

STRATEGIC PLAN & FISCAL SUMMARY:

The recommended actions have been reviewed in relation to the Strategic Plan and are consistent with all goal areas. There is no funding action proposed for this item.

PRIOR COMMISSION ACTIONS:

- December 2018 – Received progress report on the Strategic Plan Development Project
- October 2018 - Received progress report on the Strategic Plan Development Project

- August 2018 - Received progress report on the Strategic Plan Development Project and authorize the Strategic Planning Process team to convene public study sessions and implement the process as defined in this report
- April 2018 – Adopted resolution confirming the Children and Families Commission’s annual review and adoption of the Strategic Plan

RECOMMENDED ACTION:

Conduct annual planning meeting, receive presentations and provide direction.

ATTACHMENTS:

1. Strategic Plan Development Presentation Slides
2. 2019-2024 Draft Strategic Plan

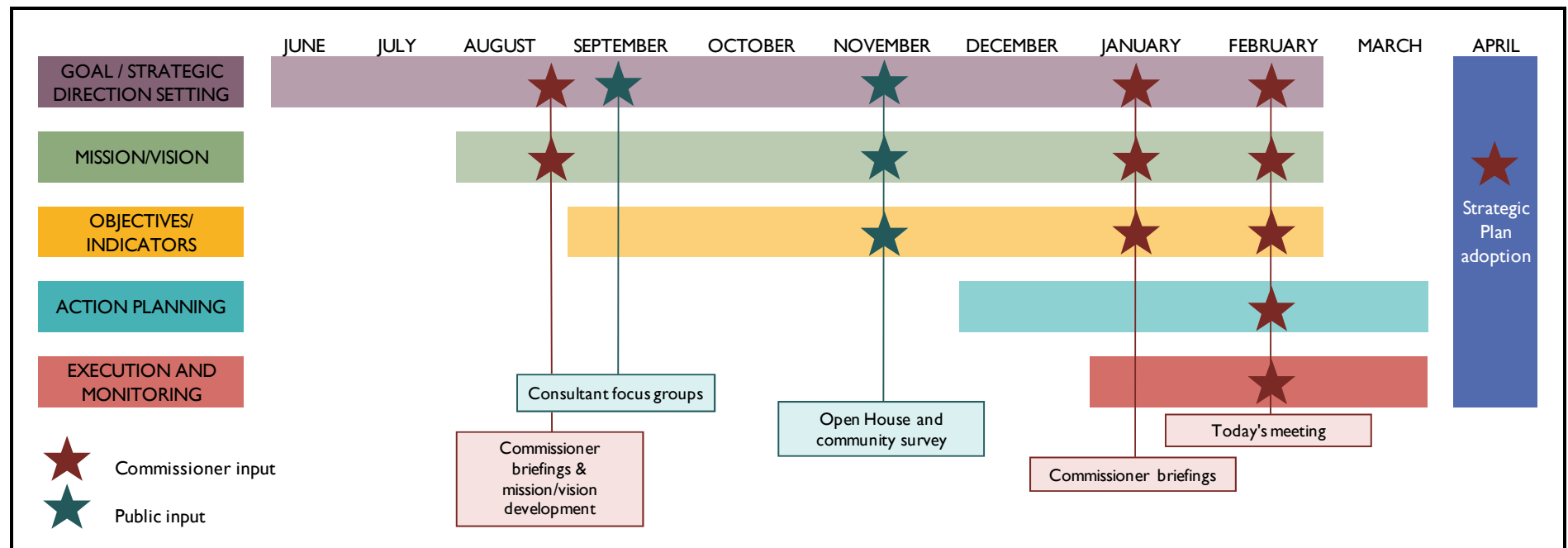
Contact: Kim Goll



Strategic Plan Development



Process and Input



Strategic Plan and Implementation Timelines

- Strategic Plan: 5-years (2019-2024)
 - Objectives' targets: 3-years (2022)
 - Implementation plan: 2-years (2019-2021)
-
- Annual review of Strategic Plan objectives and targets
 - Annual review of Implementation actions

Mission and Vision

Vision

All children reach their
full potential



A picture of our
preferred future.

Mission

We optimize the health and development of
young children by promoting the importance of
early childhood, encouraging innovation, and
investing in systems of care.



Definition of overall
purpose of the
organization, stating
what we do, for
whom do we do it,
and the benefit.

Goals and Headline Objectives

Resilient Families

Cultivate parenting skills, promote economic stability, and enhance access to services

Increase the rate of mothers receiving mental health services.

Increase the proportion of families receiving family support services when needed.

Reduce the number of children living unsheltered.

Quality Early Learning

Ensure children have access to quality early learning experiences and environments

Increase the percentage of children ready for kindergarten in focus communities.

Increase early child care and education programs participating in quality assistance programs.

Increase alignment of child care supply and demand.

Comprehensive Health and Development

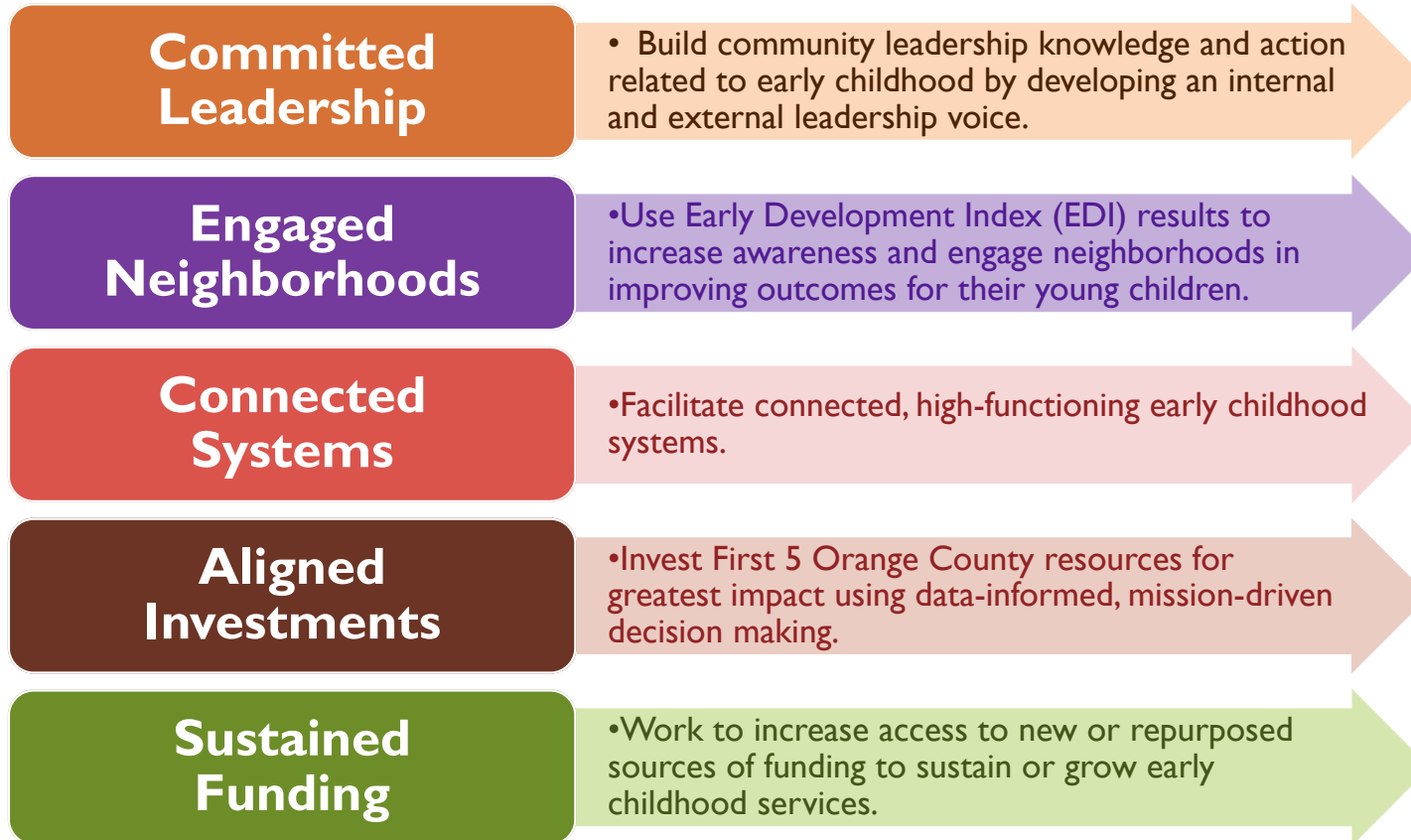
Promote the overall physical, social, emotional, and intellectual health of young children

Lower the age of early identification of children with developmental, social, emotional, behavioral, and other special needs.

Reduce disparities in rates of overweight or obesity among children.

Increase the percentage of young children receiving dental care.

Strategic Directions



Implementation Objectives

Committed Leadership

- Increase the F5OC voice and presence in the community to promote early childhood priorities.
- Increase the number of traditional and non-traditional champions that advocate for and support early childhood.
- Increase the number of local policies that support early childhood.

Actions

Committed Leadership

First 6 Months		Year 1	Year 2
Build relationships with countywide leaders (current and future) to increase representation of early childhood advocates in countywide leadership positions (e.g. Business Council, ACC-OC).	Create countywide communications materials (by F5OC and with partners) to broadcast consistent messages to leaders, as well as targeted messages in language that is relevant to a sector's priorities.		Build relationships with local leaders (current and future) to increase representation of early childhood advocates in local leadership positions (e.g. chambers, city councils, and school districts).

Using the New Strategic Plan Direction: Committed Leadership

- First 5 Orange County Staff
 - Leverage memberships and other platforms to advance a 0 – 5 policy agenda
- First 5 Orange County Initiatives
 - Example: School Readiness
 - ELSs make presentations to District leadership on the importance of early childhood and EDI results
 - ELSs advocate for creation of departments of early learning in every district
- Commissioners
 - Are there opportunities in your spheres of influence?

Implementation Objectives

Engaged Neighborhoods

- Increase family and community knowledge about child development, early intervention, and EDI.
- Increase the number of communities that have or are working toward shared, measurable goals for early childhood based on EDI and other data.
- Increase alignment of F5OC resources to identified neighborhood needs.

Actions

Engaged Neighborhoods

First 6 Months		Year 1			Year 2
Align F5OC resources (financial, technical assistance, staffing) with identified neighborhood needs through renewal process (ongoing).					
Create community identification rubric that considers data, assets, gaps, and readiness.	Identify communities using rubric.	Develop staff capacity to conduct community outreach and elevate community leaders.	Create community engagement communications (EDI, data, importance of Early Childhood).	Engage in outreach with parents and community organizations (e.g. Santa Ana Early Learning initiative).	Create community-specific communications based on the community's priorities.

Using the New Strategic Plan Direction: Engaged Neighborhoods

- Think “Santa Ana Early Learning Initiative”
- Leverage Early Development Index Data
- Identify communities
- Engage systems, organizations within communities
- Provide technical support, collaborative support

Implementation Objectives

Connected Systems

- Increase our understanding of coordination gaps and assets within the Orange County sectors that impact early childhood outcomes.
- Improve referrals and connections within and across early childhood systems of care.
- Increase the number of agencies serving young children that align or share data and measurements.

Actions

Connected Systems

First 6 Months		Year 1		Year 2
Research system assessment options	Identify system stakeholders and conduct outreach to engage in system assessment and quality improvement work.	Conduct system coordination assessment	Convene system stakeholders to formulate a shared agenda for system improvements based on assessment results.	Research and deploy a data alignment and sharing pilot and bring to scale.

Using the New Strategic Plan Direction: Connected Systems

- Emerging Work
 - Developmental Screening Initiative with CHOC Children's and AAP-OC
 - Anaheim Elementary School District, Registry, and Help Me Grow
- Future Opportunities
 - Improved Access to Economic Supports for Children and Families
 - Other ideas?

Implementation Objectives

Aligned Investments

- Have a funding model that uses data and is aligned with strategic plan objectives and system-building priorities.
- Achieve alignment of F5OC agreements and performance measurement system with strategic directions and headline objectives.
- Have a new process to invest in system-building work in our community.

Actions

Aligned Investments

First 6 Months	Year 1	Year 2
Create funding model that aligns investments with data, evaluation results, and strategic priorities.	Align F5OC investments with funding model through renewal processes.	
Revise performance measurement system to align with the strategic plan.	Revise all agreements to be aligned with new performance measurement metrics.	
Develop process for investment in system-building work	Deploy process for investment in system-building work.	

Using the New Strategic Direction: Aligned Investments

- Contract Renewals
 - Process
 - Commissioner panels
- Unallocated “system-building” funds

Implementation Objectives

Sustained Funding

- Increase prioritization of early childhood among state and federal funders to focus on primary prevention.
- Increase proportion of existing funding that is dedicated to early childhood by local agencies not directly affiliated with First 5 Orange County.
- Increase fiscal independence among First 5 Orange County-funded partners through leveraged or alternative funding sources.

Actions

Sustained Funding

First 6 Months	Year 1	Year 2
Develop home visiting funding leveraging plan to identify dollars, assess availability, and work to obtain it	Develop strategies to increase entitled benefits in existing programs.	
Develop infant/toddler child care funding leveraging plan to identify dollars, assess availability, and work to obtain it.		

Using the New Strategic Plan Direction: Sustained Funding

- Maximize state's early childhood focus
- Continue to seek state and federal dollars (e.g., IGT, CalWorks, leverage Medi-Cal funds)
- Identify new potential local partners
 - Provide technical assistance to school districts to access alternative funding (e.g., LCAP, Early Head Start)

Next Steps

- Execution activities:
 - Assessing current activities
 - Identifying activities to start, stop or change.
 - Identifying skills sets needed
 - Developing teams, implementation steps, and milestones
- Monitoring and accountability process:
 - Regular progress report outs at staff meetings
 - Quarterly reports tracking status on strategic plan objectives
 - Annual reports summarizing accomplishments
- Finalize strategic plan, including implementation plan
- Adopt Strategic Plan at April Commission meeting.



2019-2024 STRATEGIC PLAN

DRAFT

2/6/2019

CONTENTS

Message from Executive Director	3
Acknowledgements	3
About First 5 Orange County.....	4
Current Realities and Long-Term Trends.....	6
Goals and Headline Objectives.....	10
Strategic Directions and Implementation Objectives.....	15
Strategic Plan Implementation	22
Appendix A: Strategic Planning Community Input	27
Appendix B: Key County Trends.....	28
Appendix C: Strategic Approach (Detailed)	35
Appendix D: References.....	36

MESSAGE FROM EXECUTIVE DIRECTOR

[Forthcoming]

ACKNOWLEDGEMENTS

First 5 Orange County would like to express our deep appreciation to the following champions for young children who invested their time and shared their expertise and experience to inform our work and this plan:

- Parents and caregivers for sharing their experiences.
- Community partners for providing valuable insights and recommendations.
- Staff for engaging so thoughtfully over many hours.
- First 5 Orange County Commissioners for their guidance and support.

Strategic plan facilitation and development services were provided by Parsons Consulting, Inc. (www.parsons-consulting.com)

ABOUT FIRST 5 ORANGE COUNTY

First 5 Orange County, which is also known as the Children and Families Commission of Orange County, is a public agency that was created by the passage of Proposition 10 in 1998, which added a 50-cent tax on tobacco products sold in California in order to fund programs and services expressly for children from birth through age five and their families. Since our inception 20 years ago, First 5 Orange County has become a leading convener, collaborator, and evaluator, as well as a valued capacity builder and funder of best practices. In these roles, we offer the community deep expertise on the importance of early childhood in human development and the conditions that children and families need to thrive. We cultivate strong relationships with our community partners and support innovative, research-based services that have been shown to improve outcomes. We are beginning to engage with communities to offer them the information and tools they need to become advocates for their young children. And finally, we promote a “system-level perspective” that recognizes the importance of seamless cross-agency coordination to improve the family experience and child outcomes.

OUR VISION

All children reach their full potential.

OUR MISSION

We optimize the health and development of young children by promoting the importance of early childhood, encouraging innovation, and investing in systems of care.

WORKING TOGETHER TO IMPROVE THE EARLY CHILDHOOD SYSTEM

First 5 Orange County is one organization among many comprising Orange County’s robust early childhood system. An early childhood system is the partnership among health, social service, family support and early childhood education agencies within a region that is working to develop a seamless network of care for children from birth to kindergarten entry.¹ The graphic to the right illustrates a common conceptualization of the early childhood system, showing three overlapping sectors – early learning and development, health, and family leadership and support – which collectively support thriving children and families.

A well-functioning early childhood system has been described as a system that reaches families with the help they need, coordinates services and supports, promotes a climate of support for early childhood, and increases parent engagement and equity.² First

FIGURE 1: ILLUSTRATION OF EARLY CHILDHOOD SYSTEM

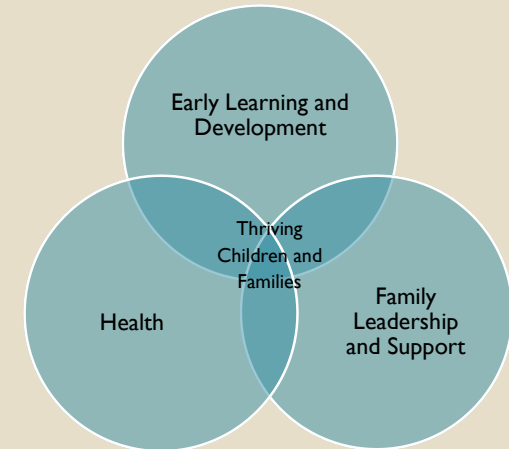
Results that a Comprehensive Early Childhood System Should Deliver:

EARLY LEARNING AND DEVELOPMENT: Nurturing relationships, environments, and enriching experiences that foster learning and development.

HEALTH: Comprehensive services that promote children’s physical, developmental, and mental health.

FAMILY LEADERSHIP AND SUPPORT: Resources, experiences, and relationships that strengthen families, engage them as leaders, and enhance their capacity to support children’s well-being.

Source: Build Initiative, *The Early Childhood Systems Working Group* (www.buildinitiative.org)



¹ Health Resources and Services Administration (HRSA), Early Childhood Comprehensive Systems (<https://mchb.hrsa.gov/earlychildhoodcomprehensivesystems>)

² Center for the Study of Social Policy, EC-LINC System Performance Assessment Toolkit (forthcoming)

First 5 Orange County partners with many influencing organizations to improve the ability of the early childhood system to function well. This work to improve system functioning is often referred to as “systems change,” and it is a strategic priority for First 5 Orange County as a key means of maximizing the impact of our investments. Approaches to improving system functioning vary, but they are universally a collaborative effort among the various sectors within the system. For example, an early childhood system that is committed to universal developmental screening at recommended intervals may collaboratively take any of the following actions: evaluate service paths to identify gaps or issues; initiate a public awareness campaign related to the importance of developmental screening; advocate for increased reimbursement rates so pediatricians are incentivized to conduct and report validated screens; create a centralized developmental screening database where there isn’t one; develop data sharing agreements between doctor’s offices and agencies that provide early intervention to improve referrals and tracking; invest in program expansion; or many other possible interventions.

To improve system functioning and reach, First 5 Orange County looks forward to strengthening existing partnerships in the early childhood system and forging new ones with organizations that have not traditionally viewed early childhood as a part of their core mission. Working together, we can build, improve, and sustain an early childhood system that optimizes outcomes for all Orange County young children and their families.

HOW WE DO OUR WORK

First 5 Orange County has identified five core values and a set of operating principles to help us fulfill our vision and mission.

CORE VALUES

Integrity: We ensure public trust through transparency in decision-making and commitment to the voters’ intent.

Excellence: We are responsible for achieving positive outcomes for young children and consistently set high standards to advance our impact.

Collaboration: We work with community partners, sharing knowledge and striving for high-functioning, results-oriented systems.

Innovation: We continually challenge ourselves and our partners to advance creative solutions to benefit young children and their families.

Knowledge: We are committed to increasing public awareness about the importance of early childhood.

OPERATING PRINCIPLES

The following principles illustrate how we conduct our work:

- We develop common goals that focus on outcomes and results.
- We use best practices and data to inform our conversations.
- We examine all interpretations of the data and multiple options for resolving issues.
- We are thoughtful questioners and value all perspectives.
- We seek consensus whenever possible and support the implementation of that consensus.
- We assess fidelity to our values and operating principles regularly.

First 5 Orange County employs an organizational structure that uses resources efficiently and maximizes performance. First 5 Orange County is led by a small staff of experienced and dedicated personnel, which enables us to be flexible and responsive to issues and challenges as they arise and change overtime. To cost-effectively expand capacity, First 5 Orange County hires consultants to provide specialized technical expertise and assist with implementation of certain programs. Further, First 5 Orange County uses County of Orange administrative supports, such as human resources, risk management, purchasing, information technology, and fiscal services as needed.

CURRENT REALITIES AND LONG-TERM TRENDS

The future direction of First 5 Orange County is influenced by many current realities and long-term trends, which are detailed and sourced in Appendix A: Key County Trends. We are also influenced by ongoing research, best practices, and innovation within the field of early childhood, as well as by feedback from our community partners and stakeholders. The key influencing factors can be summarized as follows:

- **Declining revenue:** Tobacco tax revenues are declining statewide, which translates to declining revenue for all First 5s in California, including First 5 Orange County. This is placing pressure on First 5s statewide to consider a range of responses, including leveraging investments, targeting services, seeking policy changes to sustain critical services, transitioning F5 programs to other agencies, or discontinuing programs.
- **Persistent disparities:** Overall, kindergarten readiness is improving steadily; however, the data by neighborhood make it clear that all children do not have the same access to supports within their family or in their community. Consequently, not all Orange County children are entering school ready to achieve their full potential.
- **System coordination needs:** A growing body of research and practice shows that an early childhood system will produce optimal results when universally needed services (e.g., developmental screening and well child checks) and identified services (e.g., early intervention and/or medical treatment) are both available and coordinated. Like many regional early childhood systems, Orange County's system has opportunities to improve coordination.
- **Evolving roles:** Our community sees our engagement in multiple sectors of the county's early childhood system as a natural platform to promote the wellbeing of young children and their families *across* the system. This has not been an area that First 5 Orange County has fully developed in the past.

Additional notable countywide trends:

- **Fewer young children:** Demographic projections point to fewer children ages 0-5, largely as a function of a declining birth rate. In 2019, there were an estimated 225,840 children ages 0-5; by 2045, there will be an estimated 193,560.
- **Continuing diversity:** Over the past 20 years, Orange County has witnessed increasing diversity among young children; however, projections to 2045 anticipate similar racial and ethnic distributions as today, with 43 percent of young children identifying as Hispanic, 33 percent White, 16 percent Asian, six percent multi-racial, and two percent African American.

FIGURE 2: TOBACCO TAX REVENUE PROJECTION FOR FIRST 5 ORANGE COUNTY

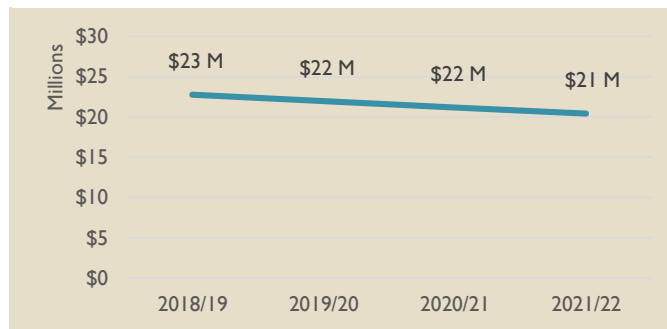
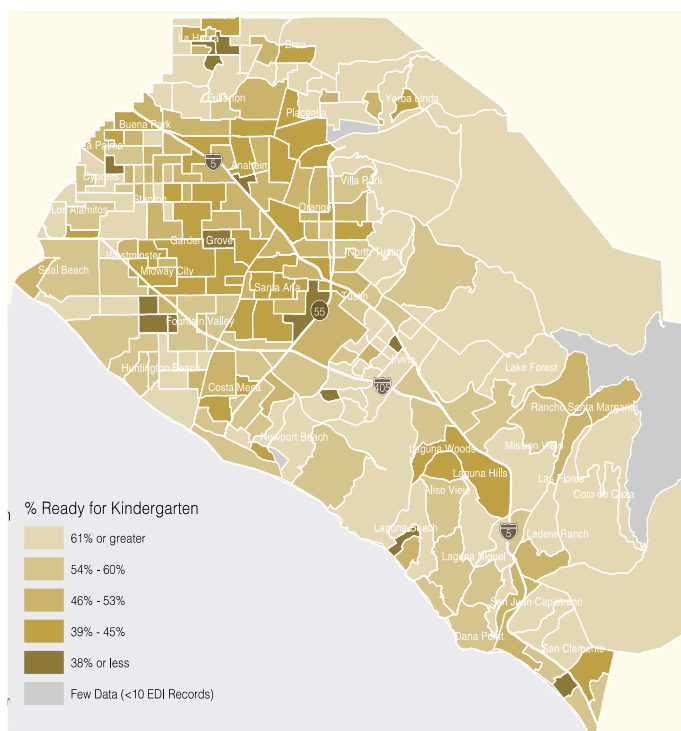


FIGURE 3: CHILDREN READY FOR KINDERGARTEN BY NEIGHBORHOOD IN ORANGE COUNTY, 2018



- **Insufficient supply of early care:** The supply of subsidized care for children 0-2 years falls significantly short, with 36,044 infants and toddlers unserved relative to those eligible. In addition, 19,580 preschool children remain unserved compared to the need for subsidized care.
- **Family poverty:** Among families with at least one child under age six, 18 percent are living in poverty, rising to 47 percent in families led by a single parent.
- **Family homelessness:** On average, each month between 40 or 50 families enter the Coordinated Entry System, a database that homeless service providers use to help homeless individuals and families find housing.

STRATEGIC POSITIONING IN RESPONSE TO CURRENT REALITIES AND LONG-TERM TRENDS

The strategic plan concretely identifies how First 5 Orange County will position itself to effectively respond to these trends and current realities. While we have identified some challenges, rather than focusing on what is being lost, we are embracing an intentional asset orientation, which enables us to consider how we can best invest our human and financial resources to have the greatest impact. First 5 Orange County is committed to continue to fund mission-driven direct services that help all Orange County children reach their full potential. However, to achieve greater impact in an era of declining revenue, First 5 Orange County recognizes that some children and families need more support than others to be successful. We also recognize that we must increasingly see ourselves as a catalyst, capacity builder, and strategic investor, deemphasizing direct service provision and more strongly embracing system-level impact.

These strategic positions can be summarized by the following broad, foundational position statements:

- **Strategic:** We will maximize our impact by investing strategically in programs and services that build and support a thriving early childhood system.
- **Collaborative:** We will develop and leverage community partnerships to drive change.
- **Efficient:** We will increasingly invest in strategies and partnerships that help the early childhood system work more effectively and efficiently.
- **Focused:** We will continue to improve outcomes for all children while focusing on children that need additional support to reach their full potential.
- **Catalytic:** We will support efforts to leverage other public resources and build capacity to sustain or expand the reach of critical programs and services.
- **Leaders:** We will embrace and enhance our role as a convener, resource, and leader in early childhood.

These foundational positions undergird all of the strategic plan goals and objectives, strategic directions, and implementation activities.

FIRST 5 ORANGE COUNTY STRATEGIC APPROACH

First 5 Orange County has a commitment and mandate to improve outcomes for Orange County’s children prenatal through age five. To respond to that mandate and to remain accountable to the community, we have developed a strategic approach that identifies what we want to achieve, how we will achieve it, and how we will measure our progress. Specifically, the strategic framework contains:

- three broad, long-term **goals** (the outcomes we want to see in the community),
- nine population-level **headline objectives** (how we will measure progress on our goals and remain accountable to the community),
- five **strategic directions** (what we will do to achieve our goals), and
- fifteen agency- or system-level **implementation objectives** (how we will measure our successful implementation of our strategies).

The **three goals** depicted in the graphic on the following page capture the long-term vision of First 5 Orange County: Resilient Families, Quality Early Learning, and Comprehensive Health and Development. The goals also intentionally align with the Orange County Early Childhood Policy Framework (ECPF). The ECPF collaborative – known as Early Childhood OC – is a coalition of public, private, and nonprofit agencies and individuals that work on children’s health, early learning, and family support. The collaborative developed the ECPF to leverage the work that its members are already doing to benefit young children by aligning policies and goals across all sectors, improving communication and coordination, identifying strengths, and addressing gaps. In aligning goals with the ECPF, First 5 Orange County signals its support for the collaborative’s goal for the ECPF to be embedded in the policies, strategies, and activities of organizations across Orange County, such that every sector in Orange County will be an advocate for young children.

DEFINITIONS OF LEVELS OF ACCOUNTABILITY

Population-level: Measure of wellbeing for the whole population of young children, or their caregivers, or young children within a particular sub-area, such as all young children with special needs.

System-level: Measure of performance or achievement among sectors within the early childhood system.

Agency-level: Measure of First 5 Orange County performance or achievement.

The **headline objectives** selected for each goal (see next page) enable transparent tracking and reporting of population-level impact. The nine selected objectives (three for each goal) serve as proxies for measuring progress on the goal. They were selected because they represent important drivers for improving outcomes; they are relevant to priority initiatives for First 5 Orange County, as well as with actors across the early childhood system, and; there are data available to enable tracking progress. Alternative objectives, which were in some cases preferred, were identified during the planning process; however, these objectives were not selected due to a lack of data for measurement. Instead, these objectives populate our Data Agenda and are listed in a sidebar in their relevant goal area

The **strategic directions** provide the strategies through which we will make progress on each goal. The five strategic directions, and their attendant **implementation objectives**, build and expand upon our foundational positions. Together, the First 5 Orange County foundational positions and strategic approach represent our theory of change, or how we believe we can best make an impact with the resources we have. Driven by our long-term goals of resilient families, quality early learning, and comprehensive health and development, we have identified strategies that we believe will help us achieve those goals. In adopting this new strategic approach, we recognize that making progress on our goals and headline objectives will require the concerted action of many different actors in addition to First 5 Orange County. We look forward to working within and across sectors to drive change.

FIGURE 4: ILLUSTRATION OF FIRST 5 ORANGE COUNTY STRATEGIC APPROACH

OUR GOALS AND SELECTED HEADLINE OBJECTIVES

Outcomes we want to achieve and the domains we will measure to hold ourselves accountable.



OUR STRATEGIC DIRECTIONS

Strategies that guide how we will work toward achieving our goals and headline objectives.



GOALS AND HEADLINE OBJECTIVES

As noted in the introduction to the strategic approach, First 5 Orange County's three goals reflect our long-term vision and align with the Early Childhood Policy Framework. They also align with the traditional domains of the early childhood system: family support, early learning, and health. Going forward, First 5 Orange County will continue to build cross-sector connections within the early childhood system, as well as engage with organizations outside of the traditional early childhood arena in pursuit of our core vision that all Orange County children reach their full potential.

RESILIENT FAMILIES

Cultivate parenting skills, promote economic stability, and enhance access to services.

The value of nurturing environments for young children to prevent many mental, behavioral, and emotional disorders has been well documented in the literature.ⁱ Schools and the community are important nurturing environments, but a child's family is its first and most influential nurturing environment. The early childhood system works to provide access to quality services and supports for families to increase parental knowledge, improve parenting practices, and prevent harm. This kind of support can take many forms. First 5 Orange County will measure progress on our goal for family resilience in the domains of maternal mental health, family support services, and family homelessness.

QUALITY EARLY LEARNING

Ensure children have access to quality early learning experiences and environments.

Research studying long-term outcomes finds that children from low-income families who attend quality preschool are more likely than their peers who did not attend preschool or who attended low quality preschool to have, as adults, higher educational attainment and income, lower involvement with drugs or the criminal justice system, and better mental and physical health.ⁱⁱ When looking at cost-benefits, quality early childhood education (ECE) programs for low-income children ages 0-5 have been documented to produce a substantial return on investment.ⁱⁱⁱ We will measure progress on this goal area by focusing on kindergarten readiness, ECE program quality, and early care availability.

COMPREHENSIVE HEALTH AND DEVELOPMENT

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

Decades of research support the benefits of early intervention for children with identified health, developmental, social, emotional, behavioral, speech, vision, and other special needs, yet some children are "missed" and enter kindergarten not having had their special need identified or treated.^{iv} Developmental screening at recommended intervals with a validated tool is the gateway to critical early intervention services when needed.^v Physical health, including maintaining a healthy weight, is important for a child's long-term health and well-being.^{vi} Obesity is associated with many negative health conditions, including Type II diabetes, heart disease, and depression. And we are learning that prevention is critical given the difficulty of lasting weight loss.^{vii} Furthermore, dental decay is the most common childhood disease and it is preventable.^{viii} Therefore, we will measure our progress on children's health and development by tracking early identification and intervention, obesity, and dental health.



In the following pages we describe in more detail the population-level objectives for each goal, provide available baseline data, if available, and state our three-year target. As noted above, the headline objectives were selected because they are important drivers for improving outcomes, they are relevant to priority initiatives across the early childhood system, and data are available for tracking progress. The objectives are not intended to be exclusive or comprehensive; there are many additional drivers and alternative ways to measure progress on a goal. In some cases, lack of data prevented the selection of a preferred objective and indicator. Those metrics, which form our Data Agenda, are listed in side bars within their relevant goal area. We will work to develop these data over the five-year strategic planning period.

RESILIENT FAMILIES (RF)

RF 1: Increase the rate of mothers receiving mental health services when needed.

To be measured by: Percentage of mothers indicating they went to see a doctor or mental health professional for emotional or mental health counseling or treatment when they felt they needed help according to the California Maternal and Infant Health Assessment (MIHA).

Baseline: Data forthcoming from MIHA

3-year Target: To be determined

Value of measure: Maternal depression has demonstrated negative impacts on the mother, child, and family overall.^{ix} Addressing common barriers to care – including not getting screened, insufficient availability of providers, cost or lack of insurance coverage, and stigma around mental health – is a critical need for parents of young children. In selecting this metric, the intent is not to exclude paternal mental health; rather, the intent is to align the measure to available data and existing practices, which are typically focused on maternal depression due to the strong link to child outcomes.

RF 2: Increase the proportion of families receiving family support services.

To be measured by: Count of maternal and infant home visiting slots (RF2a) or family support services (RF2b) available countywide (First 5 Orange County and non-First 5 Orange County funded) compared to the number of potentially eligible families, as determined by the May 2018 Pritzker Children's Initiative Profile (numerator) and forthcoming California Smart Start Index (denominator).

Baseline: RF2a: families provided HV [forthcoming]
RF2b: families provided family support services [forthcoming]

3-year Target: 5% increase
5% increase

Value of measure: The ability to identify and support families in need is a key contribution an early childhood system can provide. High-quality home visiting services have been demonstrated to reduce incidences of child abuse and neglect, improve birth outcomes, improve school readiness for children, and have a high level of return on investment.^x Since not all eligible families agree to home visiting services, this metric also measures access to other family support services, such as family specialist support within the pediatric primary care setting.

RF 3: Reduce the number of young children experiencing homelessness and increase the percentage of families that find permanent housing.

To be measured by: RF 3a: Count of families with at least one child age 0-5 experiencing homelessness (e.g., sheltered, unsheltered, or living in a motel) according to the Homeless Management Information System (HMIS). RF3b: Percentage of families experiencing homelessness that find permanent housing according to HMIS.

Baseline: RF3a: 514 families (August 2017-2018)
RF3b: [data forthcoming]

3-year Target: 488 or less (5% decrease)
[forthcoming]

Value of measure: Homelessness has documented negative impacts on children, including mental health, physical health, developmental status, and academic achievement.^{xi} Stable housing for families with young children is a primary need for family resiliency.

Data Agenda

RF 4: Increase the percentage of pregnant and post-natal women who receive mental health screening and are linked to services when indicated.

RF 5: Reduce the percentage of children with adverse childhood experiences (ACE).

RF 6: Reduce gap of families eligible for subsidy programs and are not enrolled, including CalFresh, CalWORKs, health insurance, utility programs, and subsidized child care programs, as provided through Early Head Start, Children's Home Society, Orange County Department of Education, and CalWorks.

QUALITY EARLY LEARNING (QEL)

QEL 1: Increase the percentage of children ready for kindergarten in focus communities.

To be measured by: Percentage of children ready for kindergarten in lowest performing neighborhoods, as measured by neighborhood-level EDI sub-scores and overall scores.

Baseline: varies by neighborhood

3-year Target: 5% increase in selected neighborhoods

Value of measure: Kindergarten readiness is correlated with short- and long-term health, education, and economic outcomes.^{xii} The Early Development Index is a survey tool that Kindergarten teachers complete on each student in their class. The results reveal at the neighborhood level what proportion of children were ready for kindergarten in five developmental areas and 16 sub-areas. The EDI is a powerful tool for engaging with communities and collaboratively identifying place-based strategies to improve readiness.

QEL 2: Increase ECE programs participating in quality assistance programs.

To be measured by: Percentage of early care and education programs participating in Quality Start OC.

Baseline: 390/4,407, or 9% (2018)

3-year Target: 12% rated overall

Value of measure: Research finds that children from low-income families who attend quality preschool are more likely than their peers who did not attend preschool or who attended low quality preschool to have higher educational attainment and income, lower involvement with drugs or the criminal justice system, and better mental and physical health.^{xiii} Increasing quality among existing programs through participation in quality assistance programs can have lasting impact on children's long-term potential.

QEL 3: Increase alignment of child care supply and demand.

To be measured by: Change in gap between the number of income eligible young children and the number of subsidized family child care home and center-based slots for young children according to Orange County Child Care and Development Planning Council data. (QEL3a: infants/toddlers; QEL3b: preschoolers)

Baseline: QEL3a: 37,741 eligible infants/toddlers without slot (2018) **3-year Target:** 10% reduction in gap (0-2)
QEL3b: 19,580 eligible preschoolers without slot (2018) 5% reduction in gap (3-5)

Value of measure: The high cost of child care can press working families to choose care that they would not otherwise, including care that may be of lower quality. Increasing the availability of low-cost or subsidized care provides more, and potentially higher-quality, options for families.

Data Agenda

QEL 4: Reduce the percentage of children expelled from preschool for behavioral issues. (Baseline data available only.)

COMPREHENSIVE HEALTH AND DEVELOPMENT (CHD)

CHD 1: Lower the age of early identification of children with developmental, social, emotional, behavioral, speech, vision, and other special needs.

To be measured by: CHD 1a: Percentage of kindergartners whose teacher believes the child had a developmental delay or special need, but the child did not have an IEP (Individualized Education Program) and is not receiving special education services.³ CHD 1b: Percentage of Orange County children with Medi-Cal coverage who received six or more well-child visits in the first 15 months of life.

Baseline: CHD 1a: 33.3% (EDI, 2018)
CHD 1b: 48.1% (CalOptima, 2018)

3-year Target: CHD 1a: 25.0%
CHD 1b: 62.1% (National Medicaid 50th percentile)

Value of measure: This measure provides insight into how well the service system identifies and responds to children's developmental needs. Children's developmental delays can be addressed best when they are discovered early.^{xiv} Identifying and addressing developmental needs prior to school entry leads to children being more likely to enter school ready to learn and succeed. Since teachers are not necessarily able to identify health needs, such as poor vision, the HEDIS measure regarding well-child checks serves as a proxy for health screening.

CHD 2: Reduce disparities in rates of obesity among children.

To be measured by: Percentage of fifth grade students who have obesity, by race/ethnicity, according to California Department of Education

Baseline: 27% Hispanic, 10% Asian, 9% White, 7% Multi (2017)

3-year Target: 2 percentage point reduction for Hispanic students

Value of measure: Access to healthy food, safe parks, and walkable neighborhoods can improve diet and activity levels, but not all children in Orange County have equal access to these amenities, which contributes to disparities. Given the link between obesity and many chronic diseases, prevention can improve children's overall mental and physical health as they grow into adulthood. (Data are unstable for several racial groups and therefore not included in baseline or targets.)

CHD 3: Increase the percentage of young children who have seen a dentist.

To be measured by: Percentage of Medi-Cal eligible children ages 3-5 years who had a dental visit in the past year, according to the Orange County Oral Health Needs Assessment.

Baseline: 56.2% (2016)

3-year Target: 60%

Value of measure: Building good oral health habits, including regularly visiting the dentist, can help prevent caries, the most common disease in children.

Data Agenda

CHD 4: Reduce the number of infants prenatally exposed to alcohol and other drugs.

CHD 5: All children receive developmental screens using a validated tool at intervals recommended by Bright Futures/American Academy of Pediatrics.

³ These data, sourced to the Early Development Index, reflect a teacher's impression of the child and not a formal assessment.

STRATEGIC DIRECTIONS AND IMPLEMENTATION OBJECTIVES

While our goals reflect the traditional domains of the early childhood system, our strategies to achieve them are intentionally cross-sector; we will deploy the strategies broadly to support all three goals. The strategies focus on systemic, ecological change versus direct service provision. First 5 Orange County funds many direct services and will continue to do so to achieve the impact we are seeking, but we embrace the pivot to systems-change as a promising strategy to improve the functioning and efficiency of services, and to increase resource allocation to the early childhood system. Our hypothesis is that by employing this approach we can help the system serve more families and with higher quality, and in the process build family resiliency, quality early learning, and comprehensive health and development.

Below we offer the value of each of the five strategic directions and why we selected these strategies.

COMMITTED LEADERSHIP

Build community leadership knowledge and action related to early childhood by developing an internal and external leadership voice.

One of the markers of a well-functioning early childhood system is that leaders throughout the community understand the importance of early childhood and are engaged in efforts to make the community more supportive of young children and their families. This support can translate directly into improved outcomes. Thus, cultivating this support is a key strategy for First 5 Orange County that builds on our foundational positions to strategically leverage community strengths and resources to the benefit of young children and their families.

ENGAGED NEIGHBORHOODS

Use Early Development Index (EDI) results to increase awareness and engage neighborhoods in improving outcomes for their young children.

An early childhood system can make an important contribution to ensuring that all young children and their families have what they need to be successful, recognizing that not everyone starts in the same place, has the same experiences, or has the same needs. A system can also improve services and outcomes when they engage parents in the early childhood system of care and better understand the needs and assets of the individuals they serve. This strategy uses a powerful tool – the Early Development Index (EDI) – to give communities information on how their young children are faring and couples it with cultivating community leaders and empowering them to act on behalf of their young children.

CONNECTED SYSTEMS

Facilitate connected, high-functioning early childhood systems.

This strategy recognizes the additional value a system provides over and above the contributions of a particular agency within a system. We seek to optimize Orange County's early childhood system by improving its ability to reach children and families with the services and supports they need and to coordinate to provide seamless services, improve quality, and avoid duplication.

ALIGNED INVESTMENTS

Invest First 5 Orange County resources for greatest impact using data-informed, mission-driven decision making

As the First 5 Orange County budget declines, the organization must invest strategically. The objectives identified within this strategic direction aim to: use data to drive specific investments that will have the most impact on our goals and headline objectives; align direct service agreements with a systems-focused funding model and a new performance measurement system that is aligned with the strategic plan; and identify new ways to distribute system-building dollars.

SUSTAINED FUNDING

Work to increase access to new or repurposed sources of funding to sustain or grow early childhood services.

Statewide today we face declining First 5 revenues while simultaneously there is growing recognition of the value of investing in early childhood. This challenging reality requires creative strategies to maintain or grow critical early childhood services using alternative funding sources. The Sustained Funding strategy focuses First 5 Orange County preemptively on the challenge of declining revenue in advance of actual shortfalls expressly to avoid service gaps to every extent possible. This strategic direction is focused on revenue generation through a variety of alternative sources.



NAVIGATING THE STRATEGIC DIRECTIONS AND IMPLEMENTATION OBJECTIVES

In the following pages we describe in more detail the system- or agency-level objectives for each strategic direction, how we intend to measure the objective (i.e., the indicator), and the baseline data and our three-year target, if available. Unlike the population-level, or headline, objectives and indicators associated with the goal areas, these objectives are more focused on an internal level of accountability rather than an external level of accountability. However, like the population-level objectives and indicators, whenever possible, we have selected indicators that measure outcomes rather than outputs (e.g., the number of people changing behavior based on a presentation vs. the number of presentations given). The challenge is that system- or agency-level outcome data are often difficult or impossible to obtain. As a result, in some cases, we have selected output measures with the knowledge that these are proxies for more robust outcome measures and that the implementation activities will remain focused on changing outcomes, regardless of the limitations of the data.

When data are not currently available but can be developed, we have indicated that the baseline data and/or targets require data development during the first year of implementation and a target will be set after that baseline is determined. When baseline data are not possible to collect (e.g., the survey instrument is new and results are not available yet, or First 5 Orange County was not tracking these data to date), we have indicated “not available” for the baseline and either “to be determined” for the target, or we have set a target that assumes tracking begins July 2019.

COMMITTED LEADERSHIP (CL)

CL 1: Increase the First 5 Orange County voice and presence in the community to promote early childhood priorities.

To be measured by: Count of First 5 Orange County staff/consultant presentations on early childhood issues, including the Early Childhood Policy Framework, to non-First 5 Orange County-funded agencies and other critical institutional stakeholders in Orange County.

Baseline: Not available

3-year Target: 30 presentations

Value of the measure: This objective and indicator embodies our foundational position to amplify our leadership voice on behalf of young children and families in Orange County as a critical first step to achieving the policy changes and broad support for early childhood that we seek.

CL 2: Increase the number of traditional and non-traditional champions that advocate for and support early childhood.

To be measured by: Number of traditional and non-traditional organizations using Early Childhood Policy Framework in ways identified in the ECPF 2018-2019 Business Plan: Appendix G, or otherwise. (Note: *Traditional* organizations are those that provide services to young children or otherwise work within the early childhood system as a core part of their mission. *Non-traditional* organizations are those for which early childhood is not typically or historically considered a core part of their mission.)

Baseline: 3

3-year Target: 15 organizations

Value of the measure: Creating a child- and family-friendly community requires the investment of non-traditional actors into early childhood policies, in addition to the investments of traditional actors. The Early Childhood Policy Framework Business Plan lists promising individuals or organizations for outreach and possible pro-child or pro-family policies they could implement.

CL 3: Increase the number of local or statewide policies that support early childhood.

To be measured by: Number of organizations of any type (traditional or non-traditional, public or private, state or local) that have enacted policies that support early childhood, including laws, ordinances, internal policies, funding opportunities or others.

Baseline: Not available

3-year Target: 10 policies

Value of the measure: The true measure of success for our efforts to engage with non-traditional stakeholders and promote the importance of early childhood is whether diverse stakeholders take specific and concrete action on behalf of young children and their families through policy changes, new services and supports, or funding.

ENGAGED NEIGHBORHOODS (EN)

EN 1: Increase family and community knowledge about child development, early intervention, and Early Development Index.

To be measured by: Number of presentations or workshops conducted about child development, early intervention, and the Early Development Index (EDI) to community collaboratives or agencies.

Baseline: 70 presentations (2018)

3-year Target: 210 presentations over 3-year period

Value of the measure: Raising awareness about critical child development milestones, the importance of early intervention when needed, and how a community's young children are faring can change behavior. For example, research around parent knowledge of positive parenting practices and child development demonstrates the link between knowledge and behavior; parents with more knowledge are more likely to engage in positive parenting practices, whereas those with limited knowledge are at greater risk of negative parenting behaviors.^{xv}

EN 2: Increase the number of communities that have or are working toward shared, measurable goals for early childhood based on Early Development Index and other data.

To be measured by: Number of collaboratives or agencies that have or are working toward plans that target improved kindergarten readiness through the alignment of resources to support early childhood.

Baseline: 3 (First 5 Orange County funded)
4 (First 5 Orange County technical assistance provided)

3-year Target: 12 communities

Value of the measure: First 5 Orange County seeks to turn the awareness of the importance of early childhood into concrete actions by building the capacity of communities that are motivated to improve outcomes for their young children. This measure enables First 5 Orange County to track whether our efforts are resulting in actionable plans to improve kindergarten readiness.

EN 1: Increase alignment of First 5 Orange County resources (funding, technical assistance, participation in collaboratives, or other) to identified neighborhood needs.

To be measured by: Assessment of neighborhood need based on community-level data and a neighborhood's self-identification of need compared to First 5 Orange County formal or informal resources or services dedicated to that neighborhood.

Baseline: Not available

3-year Target: 10 neighborhoods assessed/aligned

Value of the measure: This measure tracks whether First 5 Orange County is responding to local needs by aligning its resources accordingly.

CONNECTED SYSTEMS (CS)

CS 1: Increase our understanding of coordination gaps and assets within the Orange County systems that impact early childhood outcomes.

To be measured by: Completion of a self-assessment tool that measures the extent to which the system helps families get to the right place(s) where their needs can be met, and the extent to which the system works together when multiple service providers are involved with the same family.

Baseline: No assessment completed

3-year Target: Assessment completed

Value of the measure: To appropriately focus our system improvement efforts, First 5 Orange County must first understand the strengths and weaknesses of Orange County's early childhood system. This measure will enable First 5 Orange County to establish, in collaboration with system stakeholders, a baseline level of system performance overall and for specific sectors within the system. The self-assessment will also allow system stakeholders to set targets for improvement and identify specific system improvements to help reach those targets.

CS 2: Improve referrals and connections within and across early childhood systems of care.

To be measured by: Improvement in system coordination based on system reassessment three years after initial assessment (CS 1).

Baseline: To be determined by CS 1

3-year Target: To be set after baseline determined

Value of the measures: Since there are many different networks and pathways in the early childhood system, this objective uses a selection of measures to track performance on how well we are improving referrals and connections across several sectors. The self-assessment process to achieve objective CS 1 may identify additional indicators to track CS 2 performance.

CS 3: Increase the number of agencies serving young children that align or share data and measurements.

To be measured by: CS 3a – Total number of clients served by active interagency data-sharing agreements. CS 3b – Count of agencies that have aligned client data collection variables, such as uniform intake and referral forms.

Baseline: CS 3a – Not available
CS 3b – Not available

3-year Target: CS 3a – To be set after baseline determined
CS 3b – To be set after baseline determined

Value of the measures: The ability to share client data within and across systems, with appropriate safeguards to protect confidential information, facilitates the system's ability to be better informed about a family's full range of strengths and needs, help families get to the right places to have their needs met, and work together more seamlessly.

ALIGNED INVESTMENTS (AI)

AI 1: Employ a funding model that uses data and is aligned with strategic plan objectives and system-building priorities.

To be measured by: Creation of a funding model that takes into account EDI, evaluation results, and strategic plan priorities.

Baseline: No new funding model exists

3-year Target: Funding model exists, and data are available to evaluate investments

Value of the measure: Consistent and informed investment requires a standardized process by which all investments can be examined. The development of a funding model that takes into account data, evaluation results, and strategic priorities will support an objective, strategic approach to funding allocation.

AI 2: Achieve alignment of First 5 Orange County agreements and performance measurement system with strategic plan.

To be measured by: Revision of performance management system to align with strategic plan and application of new performance management metrics to all new agreements.

Baseline: N/A

3-year Target: New performance measurement system deployed

Value of the measure: Critical to program accountability is having a performance measurement system aligned with strategic plan priorities. Doing so focuses the activities of funded partners on the outcomes and strategies that will help First 5 Orange County achieve its objectives.

AI 3: Increase system-building work through First 5 Orange County investments.

To be measured by: Development and deployment of a process that most effectively invests First 5 Orange County dollars in system-building work.

Baseline: No new process exists

3-year Target: New process exists and is deployed.

Value of the measure: Investing in system-building activities can have a multiplier effect by improving the ability of the early childhood system to work more effectively for more families. First 5 Orange County will develop a process that will help us invest our capacity-building dollars in a way that provides the greatest return on investment.

SUSTAINED FUNDING (SF)

SF 1: Increase prioritization of early childhood among state and federal funders to focus on primary prevention.

To be measured by: Change in state funding of home visiting (SF1a) and change in child care slots allocated to infants and toddlers (SF1b).

Baseline: SF1a: \$2.25 million (CalWORKs Home Visiting Initiative)
SF1b: Not available

3-year Target: SF1a: 25% increase overall
SF1b: To be determined

Value of the measure: Investing in early childhood supports protective factors and prevents negative factors, as demonstrated in studies of return on investment for early care and education, home visiting, and early childhood services overall.^{xvi} Through this measure, First 5 Orange County will document increased commitments to a protective and preventative model across sectors of health, education, and family support.

SF 2: Increase proportion of existing funding that is dedicated to early childhood by local agencies not directly affiliated with First 5 Orange County.

To be measured by: SF2a: Tally of school district discretionary dollars dedicated to early childhood. SF2b: Tally of Mental Health Services Act dollars dedicated to early childhood.

Baseline: Not available

3-year Target: Increase in redirected funds as of July 2019

Value of the measure: This measure will specifically track funding reallocations among local agencies and foundations to support a protective and prevention model.

SF 3: Increase fiscal independence among First 5 Orange County-funded partners through leveraged or alternative funding sources.

To be measured by: Change in leveraged dollars and/or non-First 5 Orange County funding for specific First 5 Orange County supported initiatives.

Baseline: To be determined during renewal process

3-year Target: To be determined during renewal process

Value of the measure: The sustainability of high-value First 5 Orange County funded programs is critically important to maintaining and improving our impact in the community. In light of declining revenue, this measure will enable us to track our success leveraging dollars or securing alternative funding sources, whether public or private, for identified high-value investments.

STRATEGIC PLAN IMPLEMENTATION

This section identifies the actions First 5 Orange County will take in the first two years of the five-year strategic plan to implement the strategic directions. The figure below provides an overview of the actions and the approximate timing for each. Additional detail follows the figure.

FIGURE 5: TIMELINE OF IMPLEMENTATION ACTIONS, JULY 2018-JUNE 2021

Strategic Direction	First 6 months (July-December 2019)		Year 1 (January-June 2020)			Year 2 (July 2020-June 2021)		
Committed Leadership	Build relationships with countywide leaders (current and future) to increase representation of early childhood advocates in countywide leadership positions (e.g., Business Council, ACC-OC).		Create countywide communications materials (by First 5 Orange County and with partners) to broadcast consistent messages to leaders, as well as targeted messages in language that is relevant to a sector's priorities.			Build relationships with local leaders (current and future) to increase representation of early childhood advocates in local leadership positions (e.g., chambers, city councils, and school districts).		
Engaged Neighborhoods	Align First 5 Orange County resources (financial, technical assistance, staffing) with identified neighborhood needs through renewal process (ongoing).							
	Create community identification rubric that considers data, assets, gaps, and readiness.		Identify communities using rubric.	Develop staff capacity to conduct community outreach and elevate community leaders.	Create community engagement communications (EDI, data, importance of EC).	Engage in outreach with parents and community organizations (e.g., SAEL initiative).	Create community-specific communications based on the community's priorities.	
Connected Systems	Research system assessment options	Identify system stakeholders and conduct outreach to engage in system assessment and quality improvement work.		Conduct system coordination assessment		Convene system stakeholders to formulate a shared agenda for system improvements based on assessment results.		Research and deploy data alignment and sharing pilot and bring to scale.
Aligned Investment	Create funding model that aligns investments with data, evaluation results, and strategic priorities.		Align First 5 Orange County investments with funding model through renewal processes.					
	Revise performance measurement system to align with strategic plan.		Revise all agreements to be aligned with new performance measurement metrics.					
	Develop process for investment in system-building work		Deploy process for investment in system-building work.					
Sustained Funding				Develop a state home visiting funding leveraging plan to identify dollars, assess availability, and work to obtain it.		Develop strategies to increase use of entitled benefits in existing programs.		
				Develop federal child care funding leveraging plan to identify dollars, assess availability, and work to obtain it.				
Data Agenda	Take advantage of ready opportunities to develop data as they arise within this planning period, while commencing dedicated data development activities in the subsequent 2-year implementation planning cycle.							

IMPLEMENTATION, MONITORING, AND ACCOUNTABILITY PLAN [TO BE COMPLETED IN FEBRUARY]

The table below describes the overarching actions and specific work plan implementation steps that staff, consultants, and community partners will take to implement the strategic directions. For task accountability, the plan identifies the timeframe for the work, milestone reporting dates, and a final reporting date. Weekly staff meetings provide additional opportunities for progress reporting.

For objectives accountability, quarterly strategic plan progress report-outs, supported by a streamlined online performance management system (see objective AI 2), will enable regular tracking of progress on headline and implementation objectives. Additionally, First 5 Orange County will produce an annual report that summarizes key accomplishments towards the strategic plan objective. In compliance with Proposition 10 – The Children and Families Act of 1998 (H & S Code 130140), the strategic plan, including the implementation plan, will be reviewed annually and modified as needed to respond to current circumstances.

FIGURE 6: IMPLEMENTATION PLAN, JULY 2018-JUNE 2021

Strategic Direction: Committed Leadership Build community leadership knowledge and action related to early childhood by developing an internal and external leadership voice.		Work plan milestones Reporting Date
1. Starting in July 2019 and by October 2019, build relationships with countywide leaders (current and future) to increase representation of early childhood advocates in countywide leadership positions (e.g., Business Council, ACC-OC) a. [work plan implementation steps]		
2. Starting in October 2019 and by March 2020, create countywide communications materials (by First 5 Orange County and with partners) to broadcast consistent messages to leaders, as well as targeted messages in language that is relevant to a sector's priorities. a. [work plan implementation steps]		
3. Starting in January 2021 and by December 2021, build relationships with local leaders (current and future) to increase representation of early childhood advocates in local leadership positions (e.g., chambers, city councils, and school districts). a. [work plan implementation steps]		

Strategic Direction: Engaged Neighborhoods Use Early Development Index (EDI) results to increase awareness and engage neighborhoods in improving outcomes for their young children.	Work plan milestones Reporting Date
1. Starting immediately and ongoing through December 2021, align First 5 Orange County resources (financial, technical assistance, staffing) with identified neighborhood needs through renewal process. a. [work plan implementation steps]	
2. Starting in July 2019 and by October 2019, create community identification rubric that considers data, assets, gaps, and readiness. a. [work plan implementation steps]	
3. By December 2019, identify communities using rubric a. [work plan implementation steps]	
4. By April 2020, develop staff capacity to conduct community outreach and elevate community leaders. a. [work plan implementation steps]	
5. By July 2020, create community engagement communications (EDI data, importance of EC). a. [work plan implementation steps]	
6. By December 2020, engage in outreach with parents and community organizations (e.g., SAEL initiative). a. [work plan implementation steps]	
7. Starting in January 2021 and completed by January 2021, create community-specific communications based on the community's priorities. a. [work plan implementation steps]	

Strategic Direction: Connected Systems Facilitate connected, high-functioning early childhood systems.	Work plan milestones Reporting Date
1. By October 2019, research system assessment options. a. [work plan implementation steps]	
2. By December 2019, identify system stakeholders and conduct outreach to engage in system assessment and quality improvement work. a. [work plan implementation steps]	
3. By April 2020, conduct system coordination assessment. a. [work plan implementation steps]	
4. By September 2021, convene system stakeholders to formulate a shared agenda for system improvements based on assessment results. a. [work plan implementation steps]	
5. By June 2021, research and deploy data alignment and sharing pilot; bring to scale. a. [work plan implementation steps]	
Strategic Direction: Aligned Investments Invest First 5 Orange County resources for greatest impact using data-informed, mission-driven decision making	Work plan milestones Reporting Date
1. Starting in July 2019 and completed by September 2019, create funding model that aligns investments with data, evaluation results, and strategic priorities. a. [work plan implementation steps]	
2. Starting in July 2019 and completed by September 2019, revise performance measurement system to align with strategic plan. a. [work plan implementation steps]	
3. Starting in July 2019 and completed by September 2019, develop process for investment in system-building work. a. [work plan implementation steps]	

4. By October 2019 and ongoing, begin to align First 5 Orange County investments with funding model through renewal processes. a. [work plan implementation steps]	
5. By October 2019, begin to revise all agreements to be aligned with new performance measurement metrics. a. [work plan implementation steps]	
6. By October 2019, deploy process for investment in system-building work. a. [work plan implementation steps]	
Strategic Direction: Sustained Funding Work to increase access to new or repurposed sources of funding to sustain or grow early childhood services.	Work plan milestones Reporting Date
1. By March 2020, develop state home visiting funding leveraging plan to identify dollars, assess availability, and work to obtain it. a. [work plan implementation steps]	
2. By March 2020, develop federal child care funding leveraging plan to identify dollars, assess availability, and work to obtain it. a. [work plan implementation steps]	
3. By August 2020, develop strategies to increase entitled benefits in existing programs. a. [work plan implementation steps]	
Data Agenda	Work plan milestones Reporting Date
1. Take advantage of ready opportunities to develop data as they arise within this planning period, while commencing dedicated data development activities in the subsequent 2-year implementation planning cycle.	

APPENDIX A: STRATEGIC PLANNING COMMUNITY INPUT

As a public agency, First 5 Orange County strives for transparency, responsiveness, and quality improvement by engaging with and listening to our community partners and the families we serve. The strategic planning process involved extensive community input:

- An open house with over 150 attendees, representing government, funders, non-profit organizations, academic researchers, and other stakeholders
- Two focus groups with key First 5 Orange County consultant partners
- A bilingual (English/Spanish) community-wide survey with 124 respondents, including non-profit staff and board members, government representatives, business leaders, academics, and parents and residents

KEY FINDINGS

Just under half (42 percent) of survey respondents said they were either “not at all” and “somewhat” familiar with First 5 Orange County, demonstrating the survey reached people outside of the immediate orbit of First 5 Orange County. However, 73 percent said First 5 Orange County’s work was “very” or “extremely” relevant to their life and work.

Those that know about First 5 Orange County’s work are very appreciative and laudatory of it, and almost everyone who viewed initial outlines of the strategic plan was positive about it.

The strategic approach of the plan received general validation from all groups. Open house attendees and survey respondents agreed that the goals and strategic directions were important, relevant for First 5 Orange County, and that First 5 Orange County was well positioned to address them. Most saw a place for their organization to partner on the plan, which was also a key theme that emerged from the open house. In addition to offering to start or continue partnering with First 5 Orange County, attendees identified new, less traditional partnerships worth exploring, including faith-based organizations, small and large businesses, individual child care centers, and Family Resource Centers. Many also suggested First 5 Orange County should start working more directly with families and residents, building on the work described in the “Engaged Neighborhood” strategic direction.

Safety was a frequent topic of feedback from the open house, with attendees pointing out that “sheltered” children were not always “safe” from domestic violence and crime in their neighborhoods and that school, preschool, and before and after care programs are often the places where children are the safest. First 5 Orange County’s work to increase home visiting and family support services, as well as work engaging with neighborhood collaboratives, will help address these important considerations around child safety at home and in the neighborhood.

Feedback from the open house and survey demonstrated some disagreement about how First 5 Orange County resources should be distributed within the county. Some felt that services should be prioritized to focus on communities that have the greatest need, perhaps as indicated by EDI scores, or toward the most diverse communities. Others indicated that First 5 Orange County should not focus on any specific communities and should work countywide. In recognition of this debate, this plan lays out strategies that will allow First 5 Orange County to work across the county and on population-wide metrics while also recognizing that some communities may benefit greatly from a more focused and intensive approach in order to achieve the vision that all children reach their full potential.

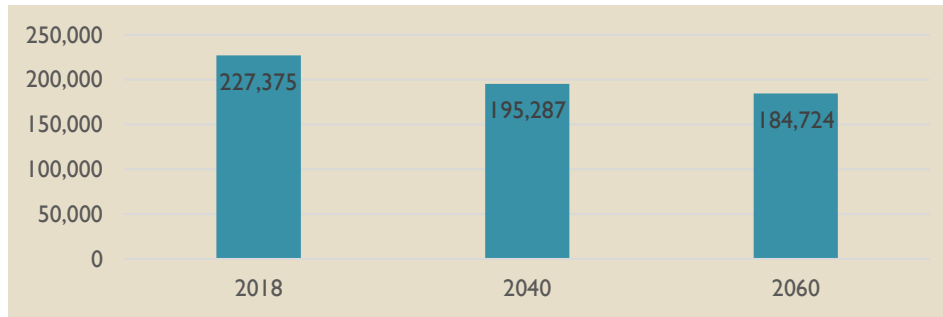
Feedback on potential mission and vision concepts has been incorporated in the final vision and mission statements. Finally, some people thought certain terms and phrases in the initial draft documents were unclear. Where possible, such feedback has been taken into consideration in this plan and language has been clarified.

APPENDIX B: KEY COUNTY TRENDS

DEMOGRAPHICS

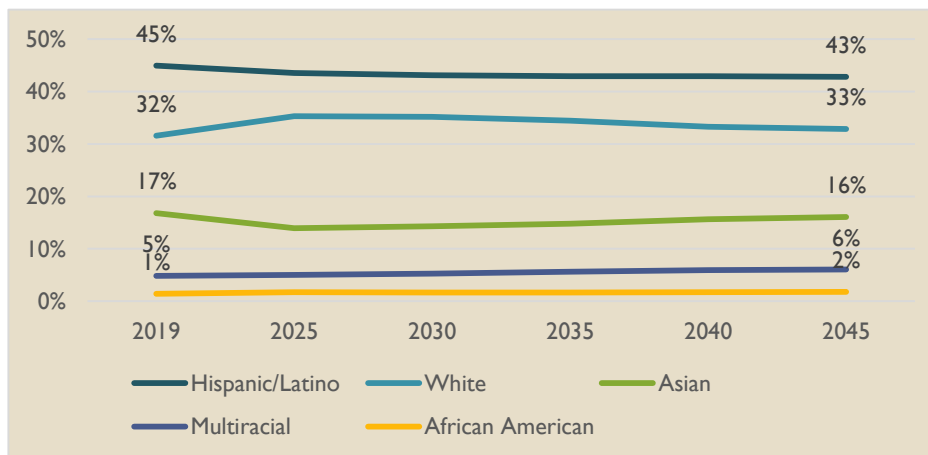
POPULATION

FIGURE 7: PROJECTION OF NUMBER OF CHILDREN AGES 0-5 IN ORANGE COUNTY, 2018, 2040 AND 2060



Source: California Department of Finance, Table P-2

FIGURE 8: PROJECTIONS OF RACE/ETHNIC PROPORTIONS OF 0-5 POPULATION IN ORANGE COUNTY FROM 2019 TO 2045

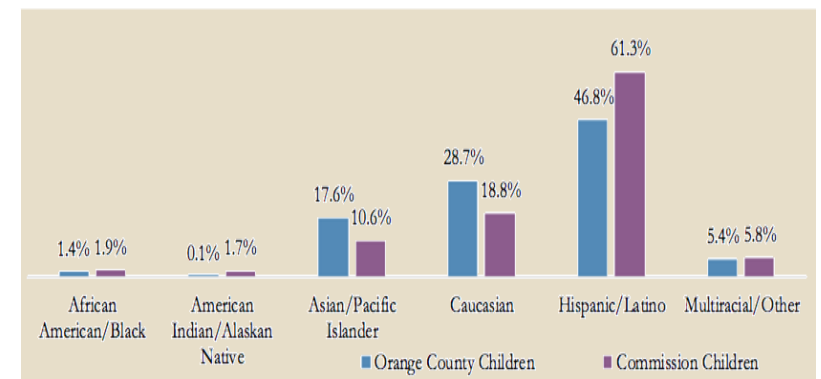


Source: California Department of Finance, Table P-3

The overall population of children ages 0-5 is projected to decline in Orange County, falling 19 percent between 2018 and 2060. Meanwhile, the historic increase in racial and ethnic diversity is projected to stabilize. Latino children comprise the largest proportion of children from birth through age five (47 percent), followed by White, Non-Hispanic children (19 percent) and Asian/Pacific Islander children (11 percent). Six percent of children are multi-racial or some other race or ethnicity, while two percent of children birth through age five are African American/Black and two percent are Native American. These proportions are similar to projected proportions in 2045.

In comparison to Orange County's population of children ages 0-5 years, First 5 Orange County serves disproportionately more Latino children and fewer Asian/Pacific Islander and Caucasian children. For example, 61 percent of the children ages 0-5 years served by First 5 Orange County were Latino compared to a county population of 47 percent.

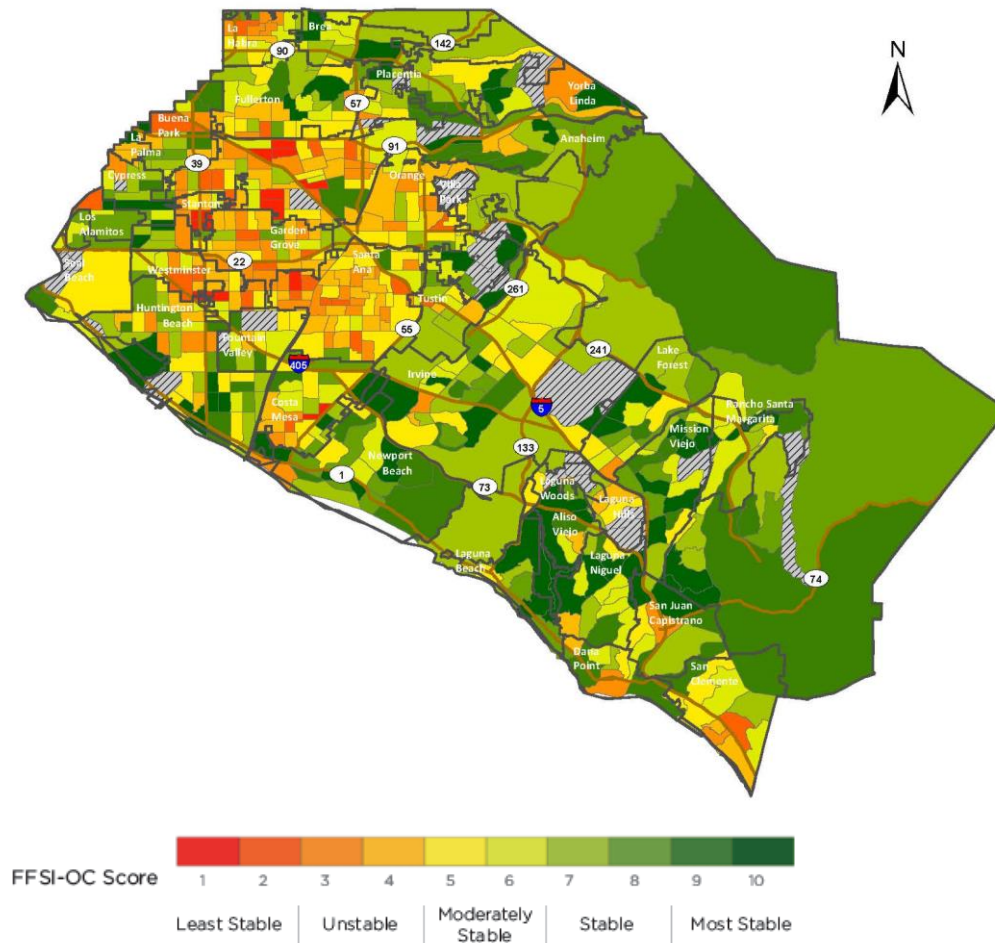
FIGURE 9: PERCENT OF CHILDREN AGES 0-5 IN ORANGE COUNTY BY RACE/ETHNICITY, 2017



FAMILY ECONOMIC AND HOUSING STABILITY

FAMILY FINANCIAL STABILITY INDEX

FIGURE 10: FAMILY FINANCIAL STABILITY INDEX – ORANGE COUNTY: 2016 NEIGHBORHOOD-LEVEL RESULTS

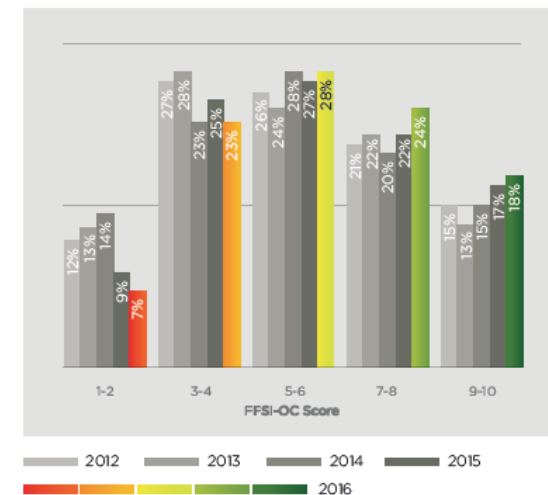


Source: Parsons Consulting, Inc. for Orange County United Way

In 2016, Family Financial Stability Index for Orange County (FFSI-OC) reveals that 30% of neighborhoods had low levels of family financial stability (scores of 1, 2, 3, and 4). The FFSI-OC measures the financial stability of families with children under 18 by Orange County neighborhood and is a composite of three metrics: family income, employment status, and amount of household income spent on rent. The 2016 FFSI-OC score of 30% is an improvement since tracking began in 2012, when 39% of neighborhoods were unstable, compared to 41% in 2013, 37% in 2014, and 34% in 2015. The improvement in financial stability is driven by increasing employment among families, while the FFSI-OC sub-scores in income and rent burden have not shown any lasting improvement over the past five years.

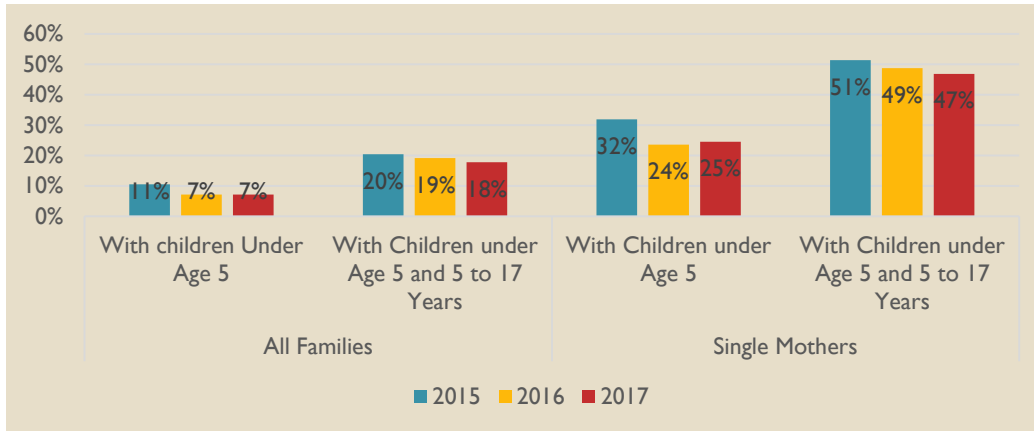
FEWER NEIGHBORHOODS SCORE 1 OR 2, THE LEAST STABLE CONDITION

Percent of Orange County Neighborhoods by FFSI-OC Score, 2012-2016



POVERTY

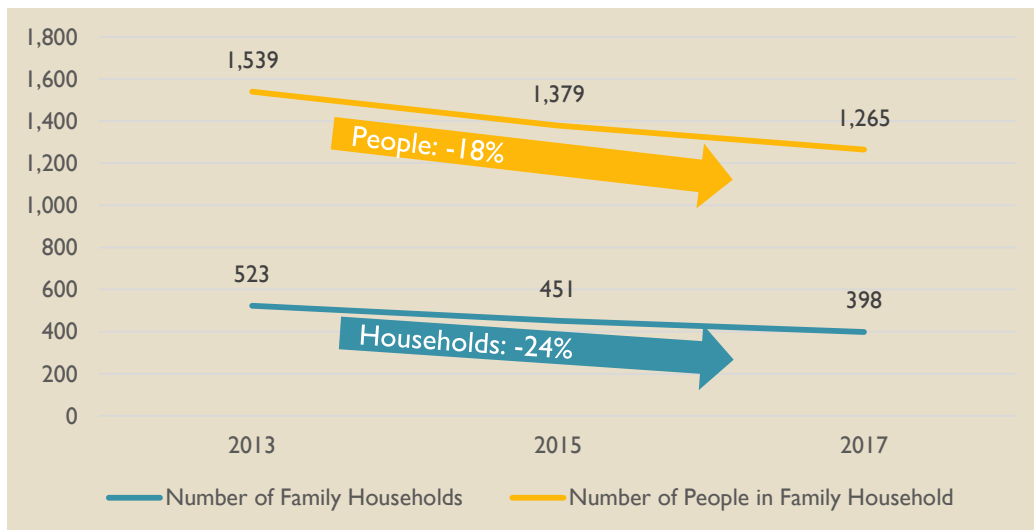
FIGURE 11: PERCENTAGE OF FAMILIES WITH CHILDREN IN POVERTY IN ORANGE COUNTY, 2015-2017



Source: U.S. Census Bureau, American Community Survey, 1-Year Estimates

HOMELESSNESS

FIGURE 12: NUMBER OF HOMELESS FAMILIES WITH CHILDREN IN ORANGE COUNTY AND NUMBER OF PEOPLE IN HOMELESS FAMILIES WITH CHILDREN IN ORANGE COUNTY, 2013-2017



Source: Orange County Continuum of Care, 2017 Homeless Count and Survey

In Orange County, seven (7) percent of families with children under age five were in poverty and 18 percent of families with children under age five and children ages five to 17. The poverty rate for young families jumps up to 25 percent for households lead by a female with no husband present. For single mother-headed families with older children as well, the rate nearly doubles, to 47 percent. For context, the Federal Poverty Level for a family of four in 2018 was approximately \$25,100.

Family homelessness is difficult to track. Unsheltered homeless families typically do not congregate with other homeless populations, their homelessness is often episodic and cyclical, and they may actively hide from counts because of an unwarranted fear that their children will be taken away. However, the Homeless Families Count conducted over a three-day period in 2017 by a consortium of public and private Orange County agencies, helped 131 homeless families connect with housing and helped another 36 families at-risk of homelessness prevent homelessness. The Family Solutions Collaborative reports that, on average, between 40

Average number of homeless families entering the Coordinated Entry System each month:

40-50

Source: Family Solutions Collaborative

and 50 new families enter the Coordinated Entry System each month.

K-12 students living unsheltered in 2017/18:
357

Source: OC Dept of Education

CHILD OUTCOMES

KINDERGARTEN READINESS

FIGURE 13: CHILDREN READY FOR KINDERGARTEN BY NEIGHBORHOOD IN ORANGE COUNTY, 2018

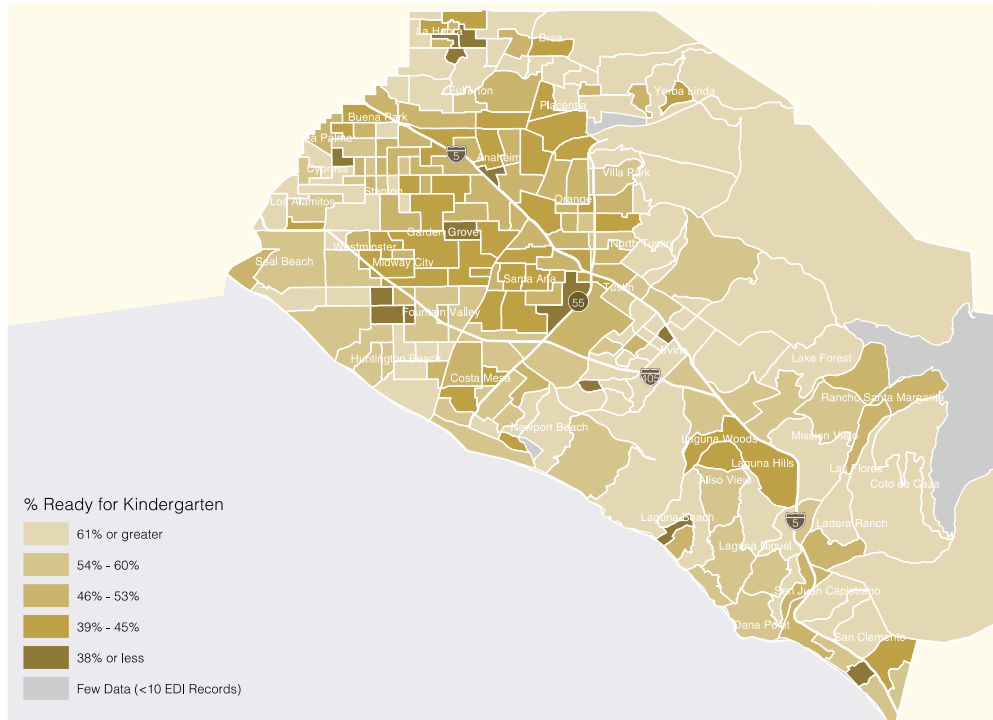
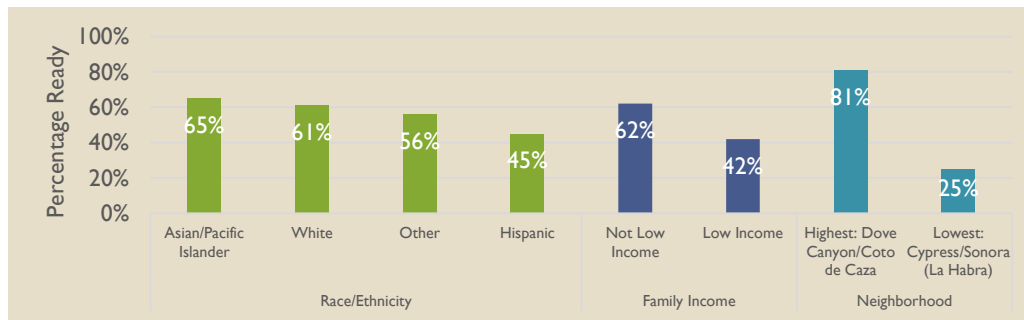


FIGURE 14: EARLY DEVELOPMENT INDEX (EDI) DISPARITIES IN KINDERGARTEN READINESS BY RACE/ETHNICITY, FAMILY INCOME, AND NEIGHBORHOOD IN ORANGE COUNTY, 2018



Overall, 53.2 percent of Orange County children entered kindergarten in 2018 developmentally ready to learn. This marks an increase from 2015, when 51.9 percent of children were ready.

Results vary considerably by neighborhood. The range spans from 81 percent ready in Dove Canyon/Coto de Caza to 25 percent ready in the Cypress/Sonora neighborhood of La Habra.

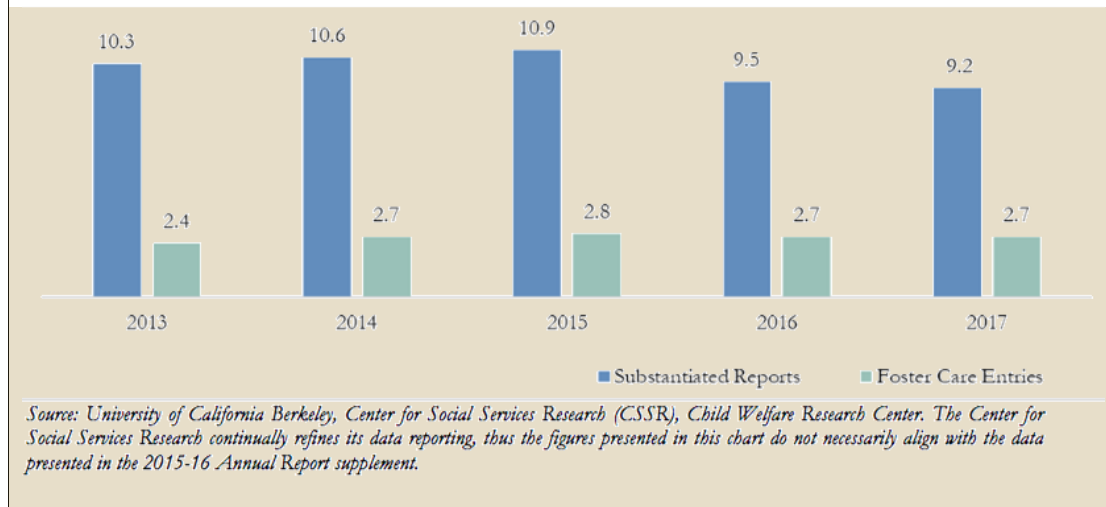
There is also variability by race or ethnicity and family income status, but less so than by neighborhood. Asian/Pacific Islander children are the most likely to enter kindergarten ready to learn (65 percent), followed by White, Non-Hispanic children (61 percent). Hispanic children were least likely to be developmentally ready for school (45 percent).

Children from low-income families (defined as families eligible for and enrolled in the Free or Reduced-Price Meals program) were less likely to be ready than their non-low-income peers (42 percent vs. 62 percent).

The EDI tracks a child's readiness in five developmental areas. Within these areas, children are most ready in gross and fine motor skills (52 percent) and overall social competence (47 percent). They are least ready in their communication skills and general knowledge (41 percent ready) and prosocial and helping behavior (42 percent ready).

ABUSE AND NEGLECT

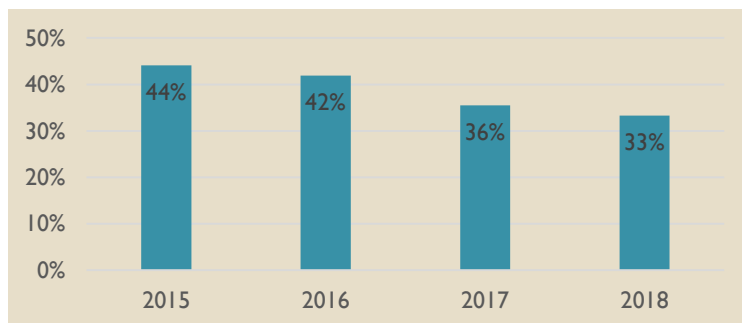
FIGURE 15: SUBSTANTIATED REPORTS AND FOSTER CARE ENTRIES (RATE PER 1,000 CHILDREN UNDER AGE SIX) IN ORANGE COUNTY, 2013-2017



Over the past five years, there has been a decrease of 10 percent in the rate of substantiated child abuse and neglect allegations among children under the age of six in Orange County. At the same time, entry to foster care among children ages 0-5 has remained steady over the past few years.

EARLY IDENTIFICATION

FIGURE 16: PERCENTAGE OF KINDERGARTNERS WITH AN PRESUMED UNIDENTIFIED DEVELOPMENTAL DELAY IN ORANGE COUNTY, 2015-2018



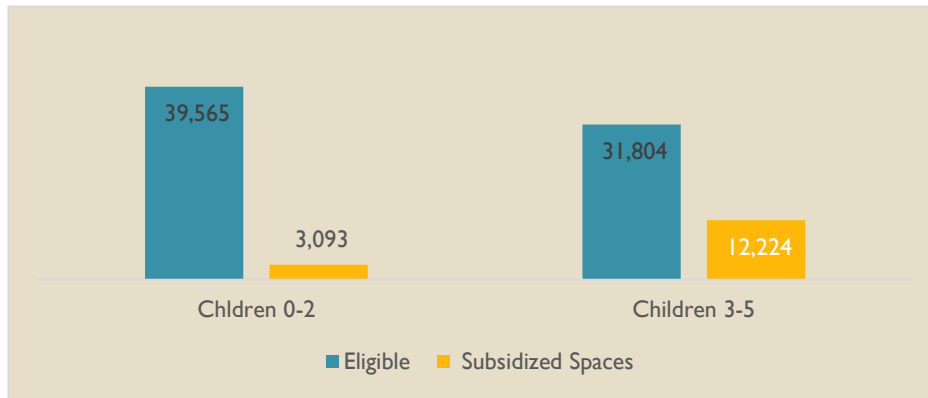
Source: California Department of Education

In 2018, an estimated 33% of kindergartners may have had an unidentified delay. The percentage reflects the proportion of kindergartners whose teacher thought the child had a developmental delay or special need, but the child did not have an IEP (was not receiving special education services). This measure allows us to assess how well we, as a county, are doing identifying children with developmental needs at an early age. The declining percentage of kindergartners with unidentified delay witnessed between 2015 and 2018, and the steady percentage of children whose teacher believes they have a special need, suggests that the Orange County early childhood system has improved its ability to identify and serve children with developmental delays.

EARLY CARE AND EDUCATION

SUPPLY AND DEMAND

FIGURE 17: DEMAND AND AVAILABILITY OF SUBSIDIZED EARLY CHILDHOOD CARE AND EDUCATION IN ORANGE COUNTY FOR CHILDREN AGES 0-5, 2018



Orange County experiences a challenge in the availability of subsidized child care vouchers and space for children ages 0-5 years. This is particularly evident for infants and toddlers ages 0-2 years. The supply of subsidized care for children 0-2 years falls significantly short, with 36,044 infants and toddlers unserved relative to those eligible. In addition, 19,580 preschool children remain unserved compared to the need for subsidized care.

QUALITY

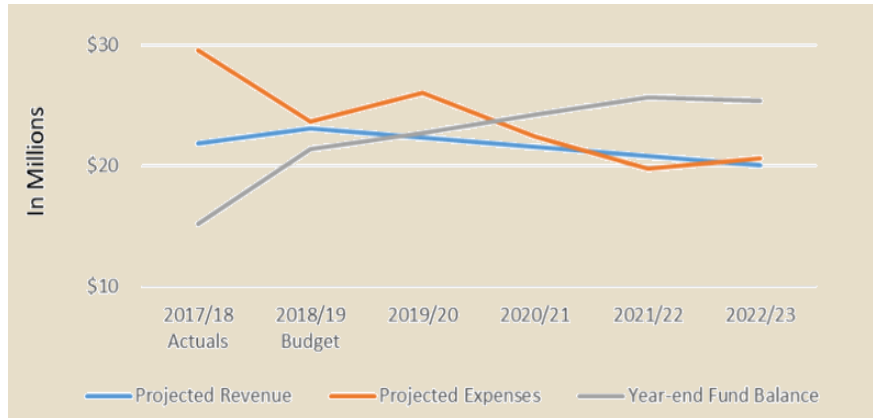
FIGURE 18: QUALITY START OC, 2016/17

	Rated High Quality	Not Rated High Quality	Not Rated
Family Child Care Homes	39	22	1,255
Child Care Centers	250	34	550

The number of Orange County ECE providers participating in Quality Start OC Quality Rating Improvement System (QRIS) is increasing; however, there are still many providers that are not participating, and therefore, not rated or receiving the professional development, training, and supports the program provides to improve quality.

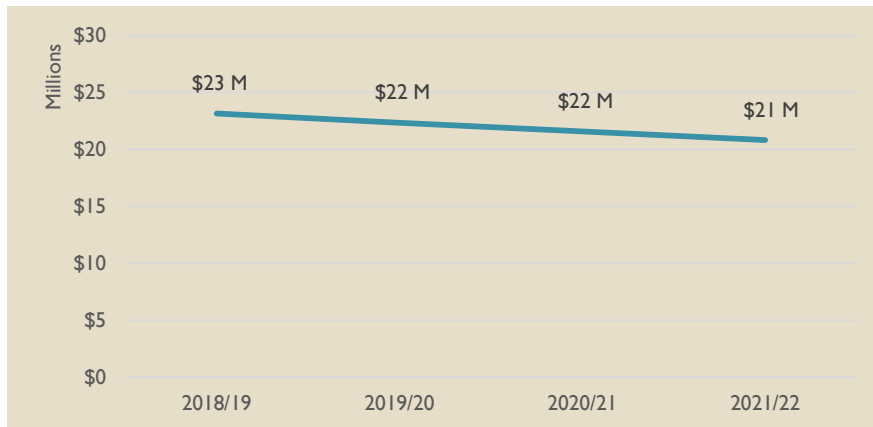
LONG TERM FINANCIAL PLAN

FIGURE 19: FIRST 5 ORANGE COUNTY LONG-TERM FINANCIAL PLAN, FY 2017/18 - 2022/23



In Fiscal Year 2017/2018, actual First 5 Orange County tobacco tax revenue decreased 11.79%. Proposition 10 tobacco tax revenue is projected to continue to decline at an average annual rate of 3.5%. First 5 Orange County supplements the decline in annual revenue through annual withdrawals from our Long-Term Commitment account.

FIGURE 20: FIRST 5 ORANGE COUNTY REVENUE PROJECTIONS, 2018/19-2021/22



APPENDIX C: STRATEGIC APPROACH (DETAILED)

OUR GOALS AND HEADLINE OBJECTIVES

Outcomes we want to achieve and the headline objectives we will use to hold ourselves accountable.

Resilient Families

Cultivate parenting skills, promote economic stability, and enhance access to services

RF 1: Increase the rate of mothers receiving mental health services when indicated.

RF 2: Increase the proportion of families receiving family support services when needed.

RF 3: Reduce the number of children experiencing homelessness.

Quality Early Learning

Ensure children have access to quality early learning experiences and environments

QEL 1: Increase the percentage of children ready for kindergarten in focus communities.

QEL 2: Increase early childhood care and education programs participating in quality assistance programs.

QEL 3: Increase alignment of child care supply and demand.

Comprehensive Health and Development

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

CHD 1: Lower the age of early identification of children with developmental, social, emotional, behavioral, speech, vision, and other special needs.

CHD 2: Reduce disparities in rates of overweight or obesity among children.

CHD 3: Increase the percentage of young children receiving dental care.

OUR STRATEGIC DIRECTIONS

Strategies that guide how we will work toward achieving our goals and headline objectives.

Committed Leadership

Build community leadership knowledge and action related to early childhood by developing an internal and external leadership voice.

CL 1: Increase the number of traditional and non-traditional champions that advocate for and support early childhood.

CL 2: Increase First 5 Orange County's voice and presence in the community to promote early childhood priorities.

CL 3: Increase the number of local policies that support early childhood

Engaged Neighborhoods

Use Early Development Index (EDI) results to increase awareness and engage neighborhoods in improving outcomes for their young children.

EN 1: Increase family and community knowledge about child development, early intervention and Early Development Index.

EN 2: Increase the number of communities that have or are working toward shared, measurable goals for early childhood based on Early Development Index and other data.

EN 3: Increase alignment of Commission resources (funding, technical assistance, participation in collaboratives, or other) to identified neighborhood needs.

Connected Systems

Facilitate connected, high-functioning early childhood systems.

CS 1: Increase our understanding of coordination gaps and assets within the Orange County early childhood system.

CS 2: Improve referrals and connections within and across early childhood systems of care.

CS 3: Increase the number of agencies serving young children that align or share data and measurements.

Aligned Investments

Invest First 5 Orange County resources for greatest impact using data-informed, mission-driven decision making

AI 1: Employ a funding model that uses data and is aligned with strategic plan objectives and system-building priorities.

AI 2: Achieve alignment of First 5 Orange County agreements and performance measurement system with strategic plan

AI 3: Increase system-building work in our community through catalytic investment

Sustained Funding

Work to increase access to new or repurposed sources of funding to sustain or grow early childhood services.

SF 1: Increase prioritization of early childhood among local, state, and federal funders, focusing on primary prevention.

SF 2: Increase investments in early childhood through the redirection of existing funding by non-Commission agencies.

SF 3: Increase fiscal independence among Commission-funded partners through leveraged or alternative funding sources.

OUR FOUNDATIONAL POSITIONS

Broad statements about our future direction and focus that are embedded into our strategies and actions.

Strategic: We will maximize our impact by investing strategically in programs and services that yield measurable positive outcomes.

Collaborative: We will develop and leverage community partnerships to drive change.

Efficient: We will increasingly invest in strategies and partnerships that help the early childhood system work more effectively and efficiently.

Focused: We will continue to improve outcomes for all children while focusing on children that need additional support to reach their full potential.

Catalytic: We will support efforts to leverage other public resources and build capacity to sustain or expand the reach of critical programs and services.

Leaders: We will embrace and enhance our role as a convener, resource, and leader in early childhood outcomes.

APPENDIX D: REFERENCES

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