



2009-2011 Strategic Plan

February 2010
Previous Approval: April 2009



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Mission

Promoting the development and well-being of children 0 through 5



Vision

All of Stanislaus County's children will thrive in supportive, safe, nurturing, and loving environments; are healthy, eager, and ready learners; and become productive well-adjusted members of society.



The Critical First 5 Years



The first 5 years of a child's life are critical because early experiences shape how a child's brain grows and develops. Research shows that a child's brain develops more rapidly during those first 5 years than at any other time. The environment in which a child lives, plays, and learns has an enormous effect on the rest of his or her life.

The Stanislaus County Children and Families Commission is dedicated to promoting children's development and well-being by supporting programs that make a difference in the emotional, physical, and intellectual experiences in a child's first 5 years. Every year, the Commission invests millions of dollars in vital services for children 0 through 5 and their families. In fiscal year 2007-2008, the Commission devoted more than \$10 million to fund services in the areas of health, safety, family support, and child development.

The Commission's strategic plan is a road map that illustrates where the Commission is going (goals and objectives) and how it will get there (strategies and funding criteria). The Commission's mission and vision together serve as a compass to keep decision-making and actions on course. The Stanislaus County Children

and Families Commission recognizes the importance of providing children 0 through 5 with the best learning and growth experiences possible, and is committed to the journey of *promoting the development and well-being of children 0 through 5*.



About the Funding

Proposition 10 – California’s Children and Families Act

Based on early childhood development research, California voters passed Proposition 10, an initiative popularly known as the California Children and Families Act, in November 1998. The initiative’s goal is simple: to help ensure that our youngest children, from prenatal through five years of age, get the best possible start in life. The ballot measure added a tax of 50 cents per pack on all cigarettes purchased in the state and a comparable tax on other tobacco products. The revenues collected are used to create and supplement education, health, and childcare programs that promote early childhood development.

The purpose, intent, and duties of the Commission (which were codified as Sections 130100 through 130155 of the State of California Health and Safety Code) are as follows:

- ↳ Facilitate the creation and implementation of an integrated, comprehensive, and collaborative system of information and services to enhance optimal early childhood development and to ensure children are ready to enter school
- ↳ Provide greater local flexibility in designing delivery systems and to eliminate duplicate administrative systems
- ↳ Use outcome-based accountability systems to determine future expenditures



Revenues generated by the Proposition 10 tax are deposited into the California Children and Families Trust Fund. It is estimated that \$500 million will be collected in 2009-2010, and Stanislaus County’s share of the collections will be approximately \$6,000,000 (exclusive of the impact new Federal taxes may have on revenue collections).

Fiscal projections for the state of California indicate that the State budget is currently experiencing a drastic downturn in its anticipated revenues – a situation that is expected to last as long as five years. In response, the Governor and the Legislature have placed on a special May 19th ballot, a number of measures needing voter approval to divert income streams to the State general fund. One of the proposals, Proposition 1D, would amend the California Children and Families Act to temporarily allow Proposition 10 revenues to be used to fund other state health and human services programs for children through age five. In effect, these Proposition 10 revenues would be used to offset existing state General Fund costs, thereby achieving savings to help address the state’s current budgetary problem.

The measure achieves state General Fund savings in two ways:

- ↳ By redirecting up to \$340 million of available unspent reserves held by the State Commission
- ↳ By temporarily redirecting a portion of future Proposition 10 revenues (specifically, from 2009-10 through 2013-14, this measure would annually divert \$268 million in Proposition 10 funds)



Estimates prepared by the staff of the Stanislaus County Children and Families Commission predict that local revenues may fall to \$3,000,000 or less in 2009-2010 if Proposition 1D passes on May 19, 2009. Revenues through 2013-2014 are expected to further decrease as a result of decreased tobacco usage and decreased interest income (due to a smaller reserve). These issues create a situation where the Commission is currently faced with uncertain impacts on local revenues that would affect funding decisions.

About the Commission

Following voter approval of Proposition 10 in November 1998, the Stanislaus County Children and Families Commission was established by the Stanislaus County Board of Supervisors on December 8, 1998, pursuant to Ordinance #687. The ordinance provides that the Commission operate as an independent “County agency.” The governing board of the Commission, which is appointed by the Board of Supervisors, is comprised as follows:



- ✎ 1 Member of the Commission shall be a member of the Board of Supervisors
- ✎ 1 Member of the Commission shall be a County Health Officer
- ✎ 2 Members of the Commission shall be two of the following County Department Heads: Health Services Agency Director, Behavioral Health and Recovery Services Director, Community Services Agency Director
- ✎ 1 Member shall be a representative of a local school district
- ✎ 4 Members shall be community representatives

The Commission, which meets on the 4th Tuesday of the month, adopts a strategic plan, establishes policy direction, and exercises general oversight of the programs and contracts funded with Proposition 10 funds. It relies on its appointed Executive Director to conduct day-to-day operations and supervise Commission staff. At least annually, the Commission reviews its:

- ✎ Strategic plan and makes adjustments to reflect changing conditions
- ✎ Priorities, goals, and objectives
- ✎ Internal Evaluator’s report on the progress the Stanislaus programs have made towards attaining the mission and vision of the Commission as expressed through the strategic plan

Commission Membership as of February, 2010

<u>Name</u>	<u>Position</u>	<u>Date of Original Appt.</u>	<u>Current Term Expires</u>
Vicki Bauman	School Representative	June 2005	August 2010
Vito Chiesa	Board of Supervisors	January 2009	December 2010
David Cooper, Chair	Community Representative	September 2006	August 2012
Denise Hunt	Behavioral Health & Recovery Services	March 2006	Permanent
Mary Ann Lee, Vice-Chair	Health Services Agency	November 2007	Permanent
Nelly Paredes-Walsborn	Community Representative	September 2004	August 2010
George Skol	Community Representative	June 2002	August 2011
Dan Souza	Community Representative	July 2005	August 2011
John Walker, MD	Public Health Officer	November 2000	Permanent



About Stanislaus County and its Young Children



An effective strategic plan takes into account the environmental factors that inevitably affect the implementation of the strategic plan and the progress towards countywide goals. The Commission recognizes that Stanislaus County and its population are unique, and the plan reflects the distinctive qualities and challenges of our county.

Stanislaus County is located in the heart of Central California in the San Joaquin Valley. There are diverse geographic and cultural areas within the county, ranging from urban to rural and metropolitan to isolated. The communities vary in population size from under 1,000 to more than 200,000 people.¹ The county's rich soil and mild climate make it ideal for agricultural production, an industry with a value of over \$2.4 billion in 2007.² Agribusiness is a large component of the County's economy, and includes those businesses that are connected to agricultural production (e.g., food packing and shipping). Stanislaus

County also employs a large percentage of people in education and social services, and the increasingly developing health care industry.

The county is home to over 525,000 people of diverse race/ethnicities. It is expected that the Hispanic population will continue to increase in our county. By 2015, the percentage of Whites is projected to decrease to 43% of the population from 50% while the percentage of Hispanics will increase to 46% from 40%. Asian (5%), Black (2%), American Indian (1%), Pacific Islander (.3%), and Multi-Race (2%) populations are expected to remain fairly consistent.³



¹ State of California, Dept. of Finance, E-1 Population Estimates for Cities, Counties, and the State – January 1, 2007 and 2008: Sacramento, CA, May 2008; <http://www.City-Data.com>, 2009

² The Stanislaus County Agricultural Crop Report 2005, 2006, & 2007. www.stanag.org/crop-reports.shtm

³ State of California, Department of Finance, *2000-2050 Race/Ethnic Population with Age and Sex Detail*. Sacramento, CA 2008.



There are 54,694 children ages 0 through 5 in Stanislaus County, comprising 10.3% of the population.⁴ These children are affected by multiple countywide challenges, some of which are identified below.



<p>↳ Families are experiencing high unemployment rates</p>	<p><i>Unemployment Rates</i>⁵ January 2009 – 16% January 2008 – 10.7% January 2007 – 9%</p>
<p>↳ Children 0-5 do not have health insurance</p>	<p>Of the 1,141 respondents of a community survey with children 0-5, 22% indicated that their children do not have insurance⁶</p>
<p>↳ Low birth weights and high infant mortality rates continue to be concerns</p>	<p>In 2007, almost 7% of all live births were born at low birth weight⁷ In 2006, the infant mortality rate per 1,000 live births was 7.4, the highest since 2002⁸</p>
<p>↳ Families with children are going without basic needs</p>	<p>Of the 1,149 respondents of a community survey with children 0-5, 51% went without basic needs during the past 12 months⁹</p>
<p>↳ Children do not attend preschool regularly</p>	<p>Only 13% of children 0-5 attended a preschool program at least 10 hours per week¹⁰</p>
<p>↳ Children 0-5 are living in poverty</p>	<p>42.9% of children 0-5 fall below 200% of the federal poverty level¹¹</p>

⁴ State of California, Department of Finance, *2000-2050 Race/Ethnic Population with Age and Sex Detail*. Sacramento, CA, July 2007.
⁵ Employment Development Department, *Historical Data for Unemployment Rate and Labor Force (not seasonally adjusted) in Stanislaus County*, March 2009
⁶ Applied Survey Research, *Stanislaus County Community Health Assessment*, 2008
⁷ Applied Survey Research, *Stanislaus County Community Health Assessment*, 2008
⁸ State of California, Department of Health Services, *Death and Birth Records*, 2008
⁹ Applied Survey Research, *Stanislaus County Community Health Assessment*, 2008
¹⁰ UCLA Center for Health Policy Research, *California Health Interview Survey*, 2007
¹¹ UCLA Center for Health Policy Research, *California Health Interview Survey*, 2007

About the Commission's Work

From 2005 through 2008, the Commission has invested over \$31.4 million in a wide variety of essential services for children 0-5 and their families.¹² The Commission adjusted its funding strategies into four result areas in the 2006-2008 Strategic Plan, and was successful in providing a multitude of programs and services in each area:

Improved Family Functioning

- ✓ Families of children ages 0-5 received assistance with support and services through resources, referrals, and case management
- ✓ Parents increased positive parenting knowledge
- ✓ Participants in an innovative relationship-based mental health program reported improvement in their relationship with their children, and clinical staff reported reduction in abuse and neglect factors
- ✓ Parents received the "Kit for New Parents"
- ✓ Families obtained sober living environments, and mothers strengthened their relationships with their children in programs with intensive support services
- ✓ Families implemented appropriate literacy based interactions with their children and children showed improved literacy skills
- ✓ Children participating in a respite care program have been kept safe from abuse

Improved Child Development

- ✓ Children received developmental screenings
- ✓ Children and their families received school readiness services in the areas of health (e.g., nutrition, safety, physical checks), family support (e.g., parenting classes, family counseling), and early childhood education (e.g., Kindergarten/summer transition, pre-literacy programs)
- ✓ Early learning providers were trained to better care for Stanislaus County children
- ✓ ECE (early childhood education) providers received education stipends
- ✓ ECE and childcare providers were educated about young children and asthma

Improved Health

- ✓ Children remembered bicycle and pedestrian safety messages 3-6 months after an interactive presentation with a robotic car
- ✓ New parents were educated about Shaken Baby Syndrome
- ✓ Children received medical treatment who previously did not have access to a health care provider, and children were assisted in converting to other health insurance coverage
- ✓ Pregnant women receiving support services had full term births and births that were not low birth weight
- ✓ Well child exams were performed for children 0-5
- ✓ Prenatal Care offices distributed breastfeeding information, and "Baby Friendly Awards" were given to businesses

Improved Systems of Care

- ✓ Children 0-5 in Stanislaus County were entered in the immunization data registry as a result of provider training and support
- ✓ Teachers, students, childcare providers, administrators, and health educators attended an Annual ECE/Provider Conference and gained increased awareness, networking opportunities, and knowledge in the areas of childhood obesity, challenging behavior, and healthy eating
- ✓ SCOE's support and management of Healthy Start sites are beneficial and useful in serving children

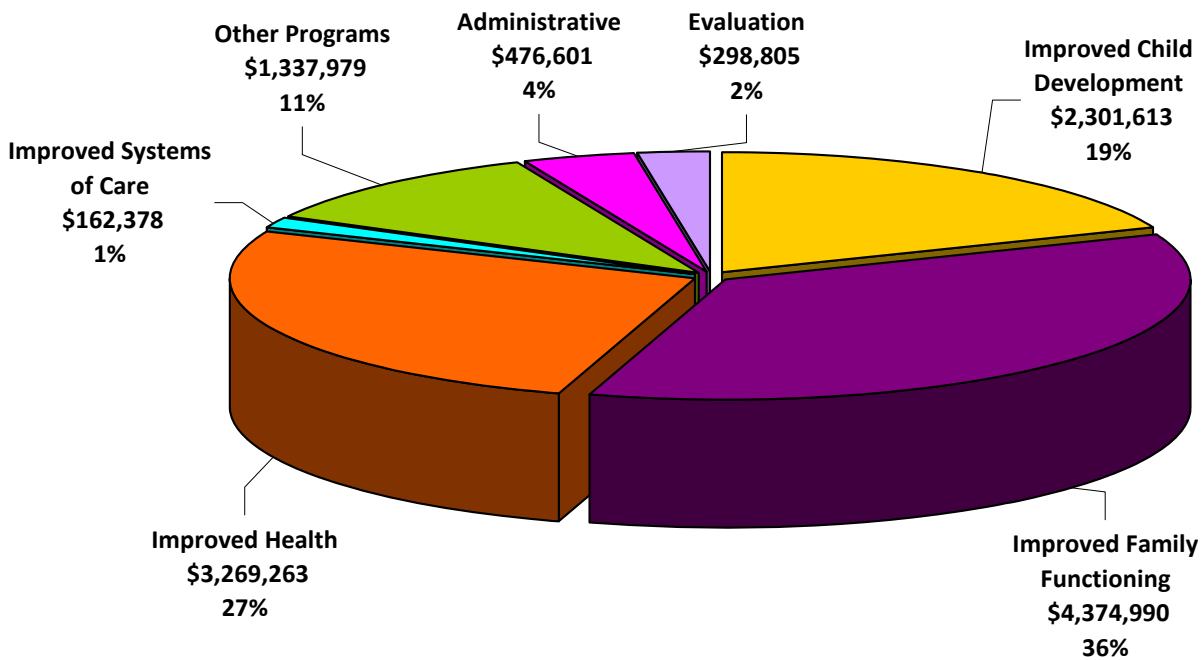
¹² Total contract budgets from fiscal year '05-'06, '06-'07, and '07-'08



Funding Distribution by Budget Category

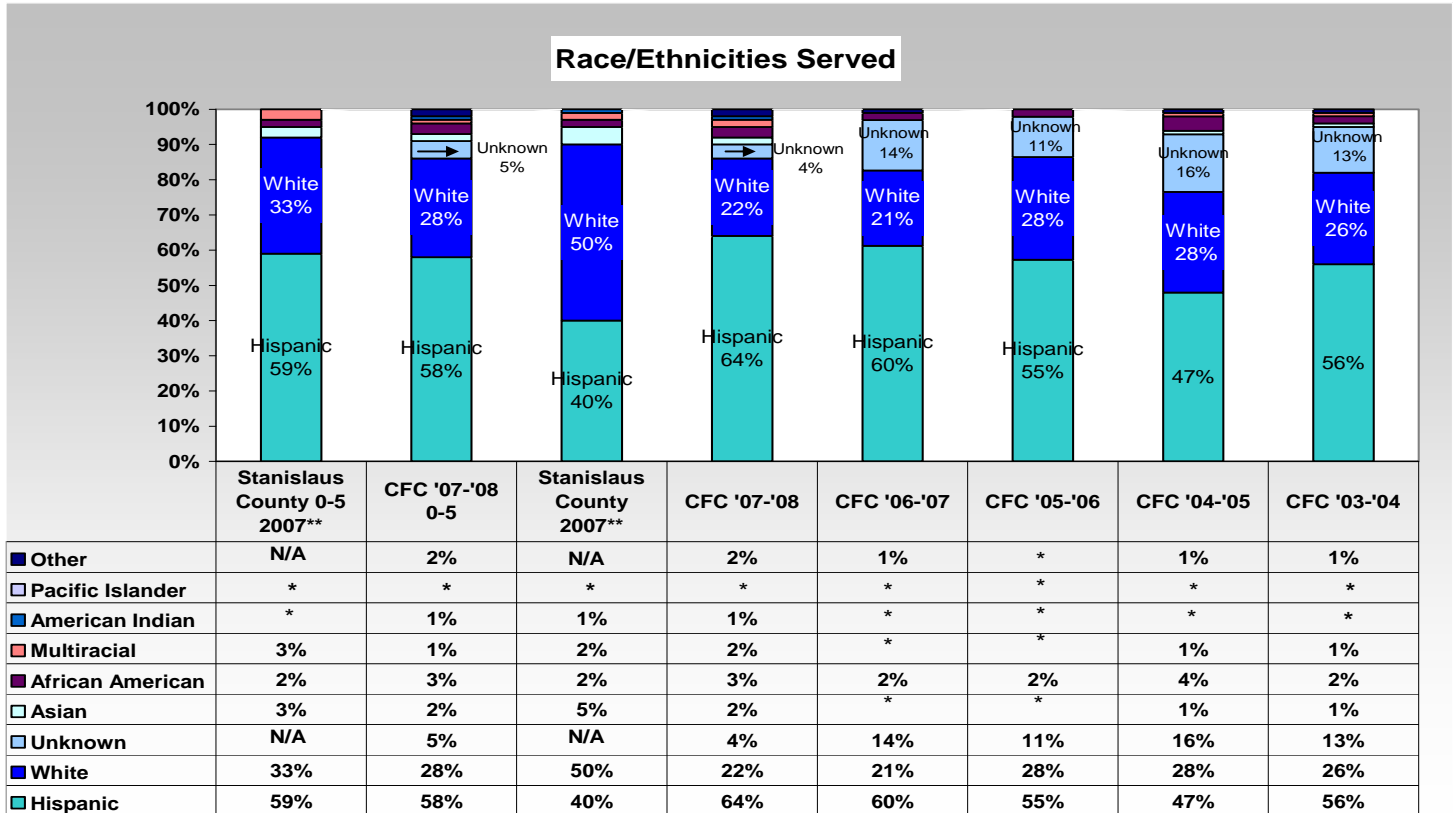
The pie chart below illustrates how the fiscal year '07-'08 budget was allocated to impact the result areas affecting children and their families.

Total: \$12,221,629



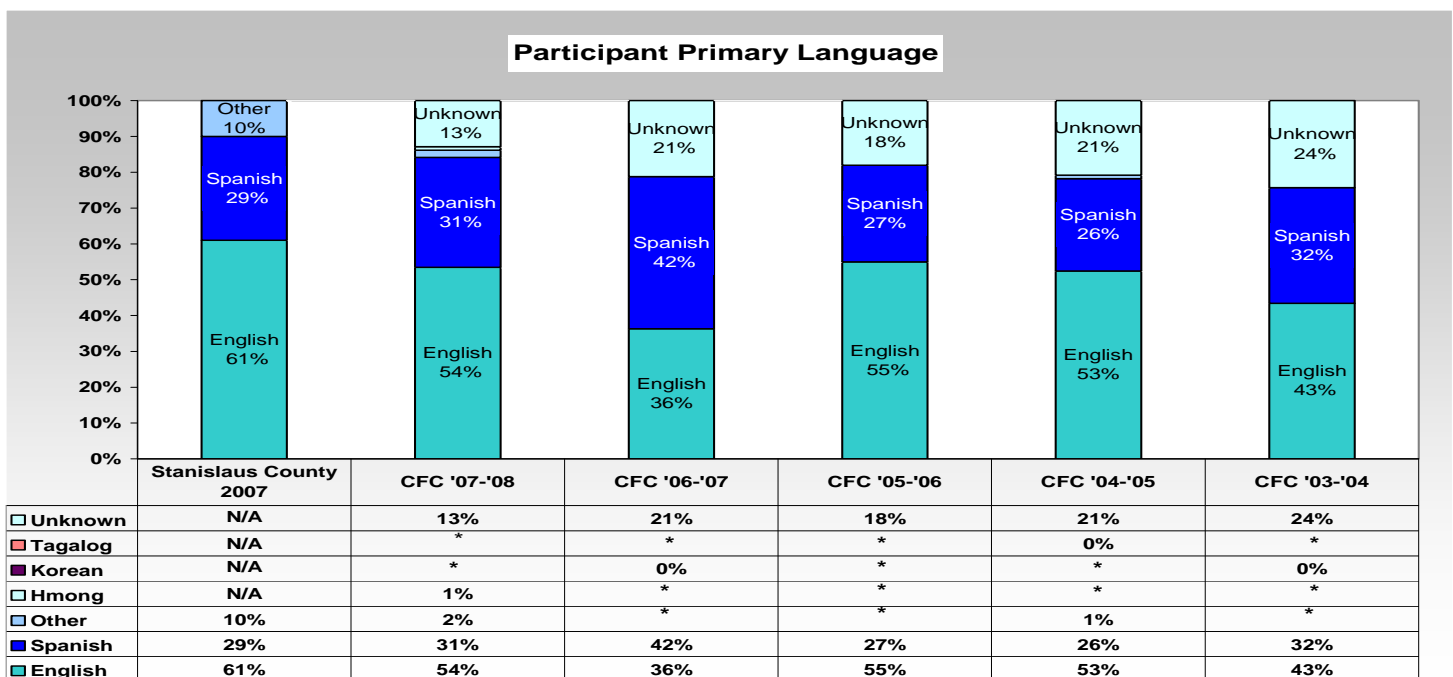
Race/Ethnicity and Language Distribution of Participants

The Commission has been quite successful in providing services to a population that reflects the diversity of the county. The charts below depict the race/ethnicity and language distribution of all Children and Families Commission (CFC) funded program participants compared to Stanislaus County residents.



*Indicates that the value is less than 1%

**State of California, Department of Finance, *Race/Ethnic Population with Age and Sex Detail, 2000–2050*. Sacramento, CA, July 2007.



CFC data does not include provider capacity language data

*Indicates that the value is less than 1%

**U.S. Census Bureau, *American Community Survey, 2008*



Programs Currently Funded by the Commission



- 2-1-1 (United Way)
- CARES - Comprehensive Approaches to Raising Educational Standards (YCCD)
- Children's Crisis Center
- Families in Partnership Aftercare (Community Services Agency)
- Family Support Network (Center for Human Services)
- Healthy Birth Outcomes (Health Services Agency)
- Healthy Cubs (Health Services Agency)
- Healthy Start Support (Stanislaus County Office of Education)
- Infant Safe Sleeping (Health Services Agency)
- La Familia (El Concilio)
- Laura's House (Community Housing and Shelter Services)
- MOMobile (Doctors Medical Center Foundation/Golden Valley Health Centers)

- On the Safe Side (Center for Human Services)
- RIDE - Regional Immunization Data Exchange (Health Services Agency)
- Shaken Baby Syndrome Prevention Program (Community Services Agency)
- SCCCPC - Specialized Child Care Consultation Program (Behavioral Health & Recovery Services, Sierra Vista)
- SAFE Court - Substance Abuse Family Education Court (Community Services Agency)
- The Bridge (Sierra Vista)

Family Resource Centers (in collaboration with Community Services Agency):

- Ceres Partnership for Healthy Children (Center for Human Services)
- Family Resource Connection (Parent Resource Center, Sierra Vista Drop-In Center, and Airport Neighbors United)
- Hughson Family Resource Center (Sierra Vista)
- North Modesto/Salida Family Resource Center (Sierra Vista)
- Turlock Family Resource Center (AspiraNet)
- Westside Family Resource Center - Grayson/Westley, Newman, Patterson (Center for Human Services)

School Readiness Programs (in the following school districts):

- Chatom
- Keyes
- Newman/Crows Landing (Von Renner)
- Patterson (Grayson)
- Riverbank (California Avenue and Rio Altura)
- Turlock (Wakefield, Osborn, and Cunningham)
- Waterford



About the 2009-2011 Strategic Planning Process

In past years, the Stanislaus County Children and Families Commission has prepared its strategic plan with the assistance of Stanislaus County staff trained in facilitation and planning and/or with the assistance of Commission staff. Recognizing that Stanislaus County's Proposition 10 program would likely undergo some significant changes should Proposition 1D pass in May of 2009, the Commission decided, for the first time, to employ a consulting firm to assist in the development of an updated strategic plan. Based on past positive experiences with Social Entrepreneurs, Inc. and SEI's experience facilitating the development of Prop 10 strategic plans in other California counties, Sarah Boxx of SEI was retained to facilitate Commission discussions. Preparations for an intensive planning session began subsequent to receiving community input, as well as the input from a planning advisory committee.



Preparations for an intensive planning session began subsequent to receiving community input, as well as the input from a planning advisory committee.

In November, 2008 the Commission conducted a community survey to elicit community input that could be considered when developing the new strategic plan. Over 2,000 providers, program participants, and other community members completed the survey and shared their opinions regarding the needs and priorities of children 0-5 and their families in Stanislaus County. Commission staff compiled and presented this information for the Commissioners to consider during the strategic planning process.

Also prior to the March 7, 2009 planning session, Commission staff met on at least two occasions with four Commissioners who served as an advisory committee to develop:

- ↳ The concept and design for the planning meeting
- ↳ A list of specific items or policy questions to be discussed at the meeting
- ↳ Examples of statistical data to be presented at the meeting
- ↳ Deliverables that were to be produced following the meeting

The information and ideas from the advisory committee were shared with Sarah Boxx, SEI consultant, as she developed a format for the meeting. Staff held multiple conference calls with Sarah to refine the agenda as well as the information to be provided to the Commission. The Commission's March 7, 2009 planning session was the culmination of a six month process, and the integration of a multitude of information. The planning session employed the following format to create the information that is integrated into this plan:

- ↳ Review of Community Demographics and Statistics
- ↳ Review, Update, and Affirm
 - Mission
 - Vision
 - Priorities



- ↳ Update on Trends Impacting Strategic Planning
 - State budget, Prop 10, Prop 63, Prop 1D
 - County budget process
 - Public and private funding
- ↳ Develop Funding Criteria
 - Purpose of funding criteria
 - Discussion of level of desired impact: deep or wide
 - Discussion and selection of funding criteria
 - Discussion and selection of rating scale
- ↳ Consider and Select Funding Structure
 - Cliff scenario
 - Slope scenario
 - Level scenario



The process included rich discussions related to the community input, current conditions in Stanislaus County and the State, and additional trends and other considerations, including:

- ↳ Commissioners noted the worsening economic conditions in Stanislaus County and the nation. Economic conditions will reduce contributions to non-profit social agencies and State and County social service program revenue at the same time community needs will be increasing.
- ↳ The local economic situation will likely increase stressors on families which may manifest themselves in increased maltreatment of children, a deterioration in family relationships, and increased drug and alcohol abuse.
- ↳ In the present environment, it may not be realistic to establish goals to decrease negative outcomes for children. It may be more realistic to establish goals to maintain recent gains in improvements to outcomes for children.
- ↳ On May 19, 2009, voters will participate in a special election to decide the fate of Proposition 1D. If adopted by voters, Proposition 1D will eliminate more than 50% of the Stanislaus County Children and Families Commission's revenue for the next five fiscal years. In such an environment, the Commission will have to decrease funding and support for existing programs. There was a consensus among Commissioners that it is in the best interest of the County and the 0-5 population to make strategic investments that are likely to have the biggest impact and outcomes on children's services, programs, and systems of care.
- ↳ In an era of reduced Proposition 10 revenues and resources, evaluation of programs will become even more critical for accountability and sustainability purposes. An effective, accurate, and comprehensive evaluation program will be needed.
- ↳ In the future, regardless of the outcome of the vote on Proposition 1D, program evaluation will need to emphasize and assess the cost-effectiveness of program designs and operations, as well as the design of systems through collaborative efforts.





Strategic Results, Goals, and Objectives

The outcome of the strategic planning process was to define the Commission's strategic results, goals, and objectives, as well as the strategies and funding criteria that will be utilized to progress towards planned results.

This section presents Stanislaus County's three-year goals and short term objectives, organized according to the four strategic result areas.



Result Area: Improved Family Functioning

Goal 1: Increase community capacity to support safe families

Objectives

- 1.1. Maintain positive trends in the reduction of repeat child maltreatment reports
- 1.2. Decrease incidents of child abuse and maltreatment
- 1.3. Increase positive social support for families
- 1.4. Increase family resiliency capacity (knowledge, skills, and awareness) to promote healthy development and safety

Result Area: Improved Child Development

Goal 2: Children will be eager and ready learners

Objectives

- 2.1. Increase families' ability to get their children ready for school
- 2.2. Children are cognitively, and socially-behaviorally ready to enter school
- 2.3. Children have successful preschool participation experiences

Result Area: Improved Child Health

Goal 3: Children are born healthy and stay healthy

Objectives

- 3.1. High risk pregnancies result in healthy births
- 3.2. Increase community awareness and response to child health issues (e.g. asthma, obesity, vision, and dental)
- 3.3. Increase / maintain enrollments in health insurance products
- 3.4. Maintain access and maximize utilization of children's preventive and ongoing health care

Result Area: Sustainable Systems

Goal 4: Sustainable and coordinated systems in place that promote the well-being of children 0 – 5

Objectives

- 4.1. Improve collaboration, coordination, and utilization of limited resources
- 4.2. Increase the resources* and community assets leveraged within the county
- 4.3. Increase in resources coming into Stanislaus County, as a result of leveraged dollars

* The term resources, as used in this plan, is inclusive of people (human capital), money, and facilities.


















Strategies and Funding Criteria

Implementation Strategies



The Stanislaus County Children and Families Commission’s overall approach to service delivery is through collaborated systems that integrate early childhood development and well-being activities into a coherent whole. That approach continues as an underlying premise in the 2009-2011 Strategic Plan. As an example, Family Resource Centers and collaborative, community based initiatives have been shown to be effective throughout the county. These types of services and activities will be encouraged over the next three years.

The Commission discussed current strategies and reviewed results of the Community Survey to determine potential strategies for the 2009-2011 strategic plan. Additionally, the group focused on strategies with the ability or likelihood to positively affect more than one goal and/or objective, while improving the service delivery system. At the conclusion of the discussion, the following over-arching strategies were identified for the 2009-2011 Strategic Plan, as listed below.

Strategies to Fund	Family Function	Child Development	Child Health	Sustainable Systems
Community based programs (e.g., Family Resource Centers) offering services at the local level				
Initiatives operating through central organizations in order to leverage and expand Commission’s investments and to engage other organizations and groups in achieving results (e.g., the Healthy Birth Outcomes initiative)				
Direct services that promote the health and safety of children who are experiencing or at great risk of abuse, neglect, and harm				
Supporting organizations in collaborating in order to reach into communities where priority services and supports are lacking or insufficient				
Prevention and early intervention programs and activities, especially in the areas of health and family resiliency				



Funding Criteria

The Commission developed criteria to use in evaluating funding requests. The Commission will give preference to programs and projects that:

- ☑ balance prevention and long term results, with immediate intervention impacts.
- ☑ have the ability to leverage a broad range of resources.
- ☑ use creative approaches for serving children and families.
- ☑ are delivered at the local, community level and build community, organizational or collaborative structure capacity.
- ☑ have a reasonable unit cost per service, based on similar programs and services.
- ☑ are closely related to the Commission's goals and objectives, particularly related to health and safety.
- ☑ have a high level of fidelity, and history of delivering on projects as contracted.
- ☑ are responsible and prepared to efficiently deliver services as contracted.
- ☑ have identified, realistic objectives and measurable program results, clearly stated in proposals (at the front-end).
- ☑ show stewardship and have the capacity to implement services.
- ☑ with Children and Families Commission funds, in combination with other funds, result in a project that is viable.
- ☑ the Commission can invest in responsibly.
- ☑ use evidence-based program designs (promising or best practice models).
- ☑ demonstrate evidence of strong collaborations.
- ☑ are responsive to Commission driven strategies, such as a prescriptive approach for implementing local school readiness projects based on result of local evaluation results.



Evaluation

The Stanislaus County Children and Families Commission is dedicated to the ongoing and comprehensive evaluation of its work and that of Prop 10 funded programs in order to ensure accountability and progress towards goals.

The California Children & Families Commission (CCFC) developed a results-based accountability (RBA) system in 2002, making revisions in 2006. This system tracks statewide progress and results in the areas of family functioning, child development, maternal and child health, and systems change in order to support improvement in program planning and policies, and to assist in more effective funding decisions on state and local levels. In an effort to support the State's accountability efforts, as well as the county's, the Commission established a structure to evaluate the programs in alignment with the state's result areas framework.

Evaluation Purpose and Goals

Effective evaluation incorporates information, reflection, learning, and action. It is the systematic acquisition and analysis of information to provide useful feedback to a funded program and to support decision making about continuing or altering program operations. Evaluation is also an ongoing process in which questions are selected, framed, and answered in order to assess the value and effectiveness of programs, as well as to further strengthen and build the capacity of programs when utilized in a meaningful way.

The evaluation process is intended to answer the questions "Are Commission funded programs operating effectively and as intended?" and "To what extent have the programs affected individuals and the community as reflected in planned outcomes and the strategic plan?" During the evaluation process, the Commission acquires, reports, and analyzes information, and shares that information with stakeholders (i.e., programs, community, funders, legislators). The information is also used as a basis for decisions and action to improve programs and outcomes.



Evaluation Approach

The evaluation is a cooperative process between the Commission and funded contractors, each having specific responsibilities. The contractors are accountable for collecting, compiling, analyzing, and reporting data regarding their programs. The Commission is also responsible for collecting, compiling,



analyzing, and reporting data from the multiple contractors, and then sharing that information with stakeholders. Additionally, the Commission is responsible for providing technical assistance for programs during this process.



Several methods, using both qualitative and quantitative data sources, are employed to evaluate programs and the Commission’s progress towards goals. The analysis of data, site visits and interviews are examples of techniques used for evaluation. The following are sources of data that the programs and Commission utilize throughout the evaluation process:

- ↳ Outcome-based scorecards (SCOARRS)
- ↳ Budgets
- ↳ Invoices
- ↳ Prop 10 Evaluation Data System (PEDS)
- ↳ Contracts
- ↳ Scopes of work
- ↳ Site visit reports and discussions
- ↳ Access database of correspondence
- ↳ Annual reports

Evaluation Deliverables

The evaluation framework allows the Commission to share important information with stakeholders, both local and statewide, illustrating accountability, effectiveness and impacts on children 0-5, their families, and their communities. The Commission publishes a Local Annual Report and an Annual Program Evaluation, holding public hearings for both. This information is used to assist in decision-making and continuous improvement, directing the Commission and programs to repeat and enhance effective strategies, as well as to serve as a catalyst for improvement where appropriate. Ultimately, evaluation assists the Stanislaus County Children and Families Commission in knowing it is making the best investments possible to promote the development and well-being of children 0 – 5.

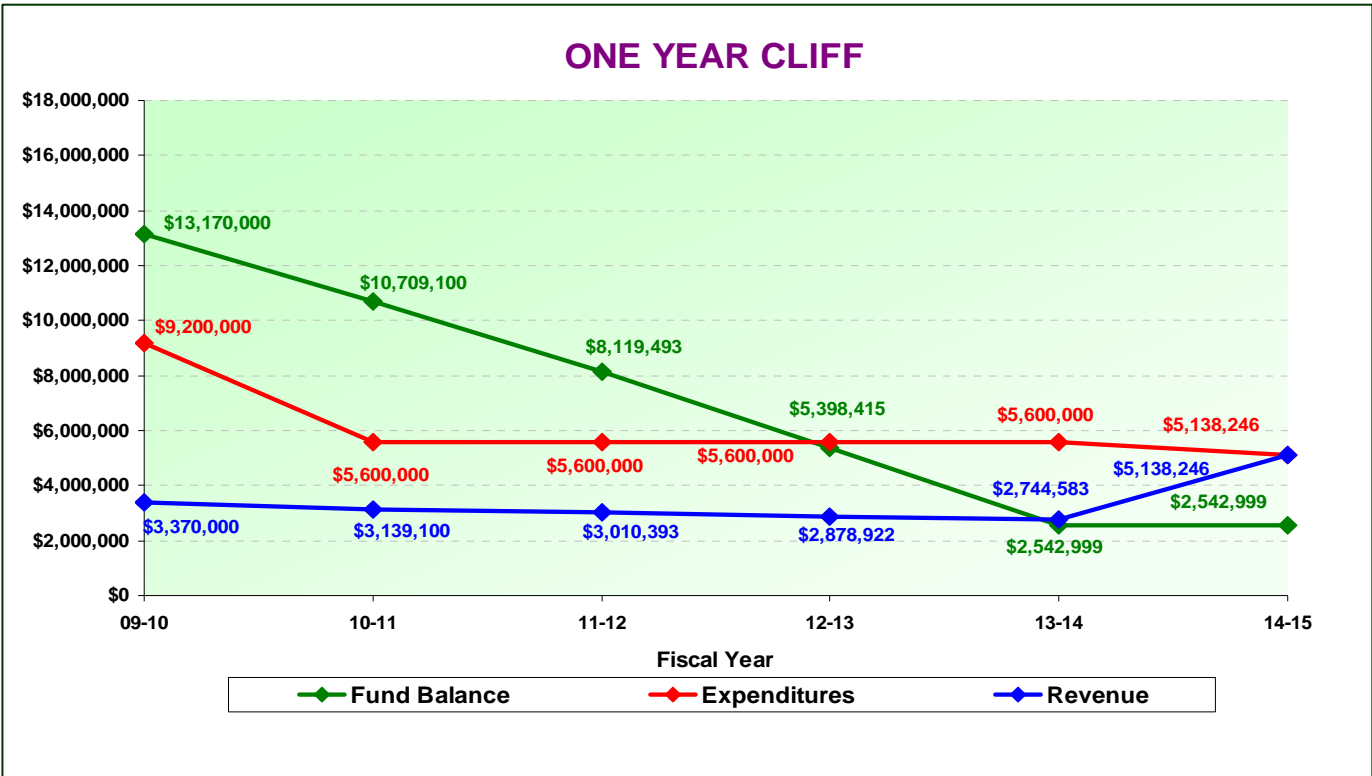


Budget 2009-2010

The balance in the County’s Children and Families Trust Fund (as of July 1, 2009) is projected to be approximately \$19,000,000. This amount represents periodic allocations received from the State Trust Fund plus accumulated interest and estimated expenses. Starting with fiscal year 2009-2010, the Commission will change its policy requiring a one-year operating reserve to a six month operating reserve.

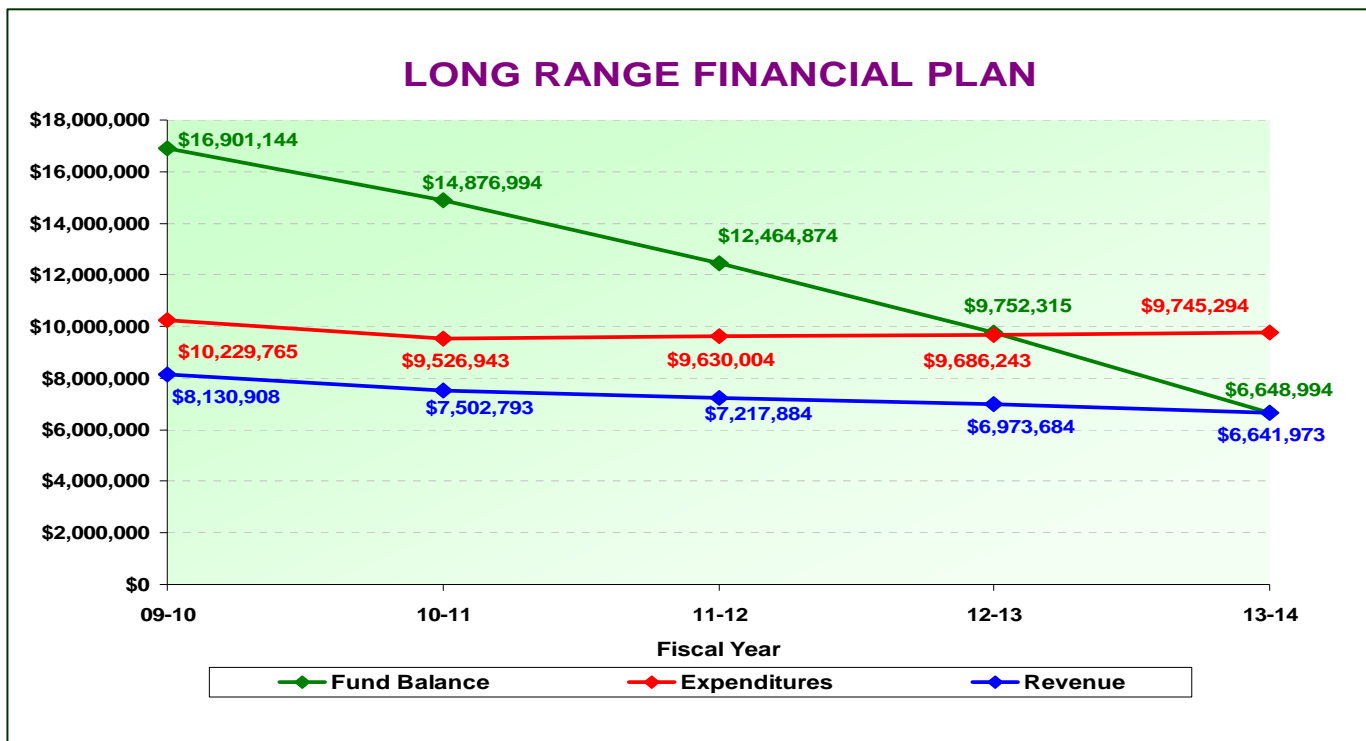
Passage of Proposition 1D

Contingent upon the passage of Proposition 1D in the May 19, 2009, special election, the Commission plans to utilize a one year “cliff” strategy to address anticipated revenue declines. As a result, the Commission will reduce its annual operating budget by nearly \$2 million on July 1, 2009. During the Fall 2009, the Commission will determine the next phase of program reductions (estimated to be an additional \$3.6 million) to take effect July 1, 2010. The Commission is planning to operate a \$5.6 million budget for the period FY 2010/2011 through FY 2013/2014. This strategy is illustrated in the following graph.



Failure of Proposition 1D

If Proposition 1D does not pass, the Commission will continue to fund programs at current levels and strategically spend down the fund balance. This approach is a part of the long-range financial plan approved by the Commission in April 2008. It should be noted that annual tobacco tax revenues are projected to decline approximately 8% due to an expected decrease in the use of tobacco products and due to an increase in Federal tobacco taxes. This strategy is illustrated in the following graph.



The Stanislaus County Children and Families Commission has a solid track record of promoting the health and development of the county's population aged 0 through 5. The recent downturn in the economy has created an increased demand for children's services funded by the Commission. However, the passage of Proposition 1D will require the Commission to reduce its support of vital children's services and the Commission has prepared itself and its contractors for such a possibility. Regardless of any change in its revenues, the Commission will continue to promote the development and well-being the county's youngest residents and will continue to use the resources available to maintain and improve the positive impacts made by funded programs in recent years.





Thank you to Social Entrepreneurs, Inc., a company whose mission is to improve the lives of people by helping organizations realize their potential. Sarah Boxx of SEI facilitated the Commission's March 7, 2009, strategic planning meeting and provided the template for this strategic plan. SEI can be contacted at 6121 Lakeside Drive, Suite 160, Reno, Nevada 89511 at (775) 324-4567, or on the internet at <http://www.socialent.com>.

Updated February 2010 – Initial Approval April 28, 2009
930 15th Street ✧ Modesto, CA 95354 ✧ (209) 558-6218
<http://www.stanprop10.org> ✧ stankids@stancounty.com

