



December 12, 2017 at 4:00 p.m.

**Board Room – Stanislaus County Office of Education
1100 “H” Street, Modesto, CA**



Children & Families Commission

930 15th Street

Modesto, CA 95354

Phone: 209.558.6218 Fax: 209.558.6225

Commission Meeting Notice

*Tuesday, December 12, 2017 at 4:00 PM, Board Room, Stanislaus County Office of Education
1100 "H" Street, Modesto, CA 95354*

MEMBERS:

Vicki Bauman
School Representative

Ignacio Cantu Jr.
Community Representative

Vito Chiesa
County Supervisor

David Cooper
Community Representative

Kathy Harwell
Chair
Community Services Agency

Mary Ann Lee
Health Services Agency

Nelly Paredes-Walsborn, Ph.D.
Vice Chair
Community Representative

George Skol
Community Representative

Julie Vaishampayan, MD
Public Health Officer

David T. Jones
Executive Director

The Stanislaus County Children and Families Commission welcomes you to its meetings which are regularly held on the fourth Tuesday of most month. Your interest is encouraged and appreciated.

The agenda is divided into two sections:

CONSENT CALENDAR: These matters include routine financial and administrative actions and are identified with an asterisk (*). All items on the consent calendar will be voted on at the beginning of the meeting under the section titled "Consent Calendar." If you wish to have an item removed from the Consent Calendar, please make your request at the time the Commission Chairperson asks if any member of the public wishes to remove an item from consent.

REGULAR CALENDAR: These items will be individually discussed and include all items not on the consent calendar and all public hearings.

ANY MEMBER OF THE AUDIENCE DESIRING TO ADDRESS THE COMMISSION ON A MATTER ON THE AGENDA: Please raise your hand or step to the podium at the time the item is announced by the Commission Chairperson. In order that interested parties have an opportunity to speak, any person addressing the Commission will be limited to a maximum of 5 minutes unless the Chairperson of the Commission grants a longer period of time.

PUBLIC COMMENT PERIOD: Matters under the jurisdiction of the Commission, and not on the posted agenda, may be addressed by the general public at the beginning of the regular agenda and any off-agenda matters before the Commission for consideration. However, California law prohibits the Commission from taking action on any matter which is not on the posted agenda unless it is determined to be an emergency by the Children and Families Commission. Any member of the public wishing to address the Commission during the "Public Comment" period shall be permitted to be heard once for up to 5 minutes.

COMMISSION AGENDAS AND MINUTES: Commission agendas, Minutes, and copies of items to be considered by the Children and Families Commission are typically posted on the Internet on Friday afternoons preceding a Tuesday meeting at the following website: www.stanprop10.org.

Materials related to an item on this Agenda submitted to the Commission after distribution of the agenda packet are available for public inspection in the Commission office at 930 15th Street, Modesto, CA during normal business hours. Such documents are also available online, subject to staff's ability to post the documents before the meeting, at the following website www.stanprop10.org.



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NOTICE REGARDING NON-ENGLISH SPEAKERS: Stanislaus County Children & Families Commission meetings are conducted in English and translation to other languages is not provided unless the Commission is notified 72 hours in advance that an interpreter is necessary. Please contact Administration at (209) 558-6218 should you need a translator for this meeting.

Las juntas de la Comision para Niños y Familias son dirigidas en Ingles y no hay traduccion disponible a menos que la Comision sea notificada con 72 horas por avanzado. Si necesita traducción, por favor contacte a la Comision al (209) 558-6218. (Por favor tome nota, el mensaje es en Ingles pero se le asistara en Español cuando lo pida.)

REASONABLE ACCOMMODATIONS: In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the Commission at (209) 558-6218. Notification 72 hours prior to the meeting will enable the County to make reasonable arrangements to ensure accessibility to this meeting.

RECUSALS: California Government Code Section 87100 states that "no public official at any level of state or local government may make, participate in making or in any way use or attempt to use his/her official position to influence governmental decision in which he/she knows or has reason to know he/she has a disqualifying conflict of interest." Likewise, California Government Code section 1090 provides that certain government officials and employees "...shall not be financially interested in any contract made by tem in their official capacity."

These sections of law permit the Stanislaus County Children and Families Commission to execute contracts so long as the Commissioner(s) with the conflict recuses himself or herself from making, participating in making, or in any way attempting to use his or her official position to influence a decision on the contract.



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COMMISSION MEETING AGENDA

December 12, 2017

Times provided are approximate times.

- 4:00 p.m. I. Welcome & Introductions – Chair Harwell
- 4:05 p.m. II. Pledge of Allegiance
- 4:08 p.m. III. Announcement of Recusals ¹
- 4:10 p.m. IV. Public Comment Period (Limit of 5 minutes per person)
- 4:15 p.m. V. Approval of the Consent Calendar – Agenda items marked by an Asterisk (*)
- VI. Agenda Items
 - * A. Approval of the Commission Meeting Minutes of October 24, 2017 p. 5-8
 - B. Executive Director's Office
- 4:18 p.m. 1. First 5 Association Presentation
- 4:38 p.m. 2. **Public Hearing** on the Proposed Stanislaus County Children and Families Commission Strategic Plan 2018-2020 p. 9-31
 - * 3. Approval of the 2018 Commission Meeting Schedule p. 32
- C. Committee Reports
 - * 1. Accept the Minutes of the Operations Committee meeting of November 16, 2017 p. 33
 - * 2. Accept the Minutes of the Administrative Committee meeting of December 4, 2017 p. 34
 - a. Monthly Financial Report as of October 31, 2017 p. 35
- VII. Correspondence
- VIII. Commissioner Reports
- 4:53 p.m. IX. Staff Reports
- 4:58 p.m. X. Adjourn

¹ Commissioners may publicly announce the item(s) or recommendation(s) from which he/she will recuse himself or herself due to an actual or perceived conflict of interest. The Commissioner will excuse himself or herself from the meeting and leave the room when the specific agenda item comes up for discussion and voting.



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Commission Meeting Minutes
Tuesday, October 24, 2017
Stanislaus County Office of Education
Board Room
1100 "H" Street, Modesto, CA

Members Present: Ignacio Cantu Jr., David Cooper, Kathy Harwell (Chair), Mary Ann Lee, Nelly Paredes-Walsborn (Vice Chair), George Skol, Dr. Julie Vaishampayan.

Members Absent: Vicki Bauman and Vito Chiesa

Staff Present: David Jones, Executive Director; Veronica Ascencio, Accountant; Stephanie Loomis, Administration; and Jack Doering, Commission Counsel.

- I. Chair Harwell called the meeting to order at 4:00 p.m. Commissioner Cantu was introduced as the newest member of the Commission. Commission members, staff, and attendees were introduced and welcomed.
- II. Commission members and attendees recited the Pledge of Allegiance.
- III. Announcement of Commissioner Recusals – None
- IV. Public Comment Period – None
- V. Consent Calendar
 The Consent Calendar was approved.
Motion by Skol, Second by Lee. Unanimously approved.
- VI. Agenda Items
 - A. The Commission approved the Commission Meeting Minutes of September 26, 2017.
Approved on the consent calendar. Motion by Skol, Second by Lee. Unanimously approved.
 - B. Executive Director's Office
 1. The Commission heard a presentation on the Cradle to Career initiative by Marian Kaanon from Stanislaus Community Foundation. She shared an overview of the program. The Commission thanked her for the presentation and the work the Foundation is doing in the community.
 2. Following its passage by voters in 1998, the provisions of Proposition 10 were codified into California State Law as Sections 130100 – 130155 of the California Health and Safety Code. Section 130150 of the Health and Safety Code requires local Children and Families Commissions to complete an annual audit by October 15th of each year, conduct a public hearing on the audit, and submit the audit to the State by November 1st. The Commission contracted with Brown and Armstrong (Bakersfield, CA) to perform the 2016-2017 annual audit.

The Commission heard a presentation from Veronica Ascencio on the 2016-2017 Audit Report. Veronica shared the Commission has a clean audit with no findings or recommendations and was found to be in compliance with State code.

The Public Hearing on the audit was opened at 4:34 p.m. by Chair Harwell and, hearing no comments, the Public Hearing was closed at 4:35 p.m.

The Commission accepted the 2016-2017 audit report.

Motion by Skol, Second by Cooper. Unanimously approved.

3. Following its passage by voters in 1998, the provisions of Proposition 10 were codified into California State Law as Sections 130100 – 130155 of the California Health and Safety Code. Section 130150 of the Health and Safety Code requires local Children and Families Commissions to conduct a public hearing on its Annual Report and to submit the Annual Report to the State by November 1st of each year. The Annual Report is a written report on the progress towards and achievement of the goals and objectives of the Proposition.

To assist local Commissions in complying with this requirement, the State First 5 Commission sends out a format to guide the written responses of all 58 counties. The State uses these 58 local reports to compile a statewide report that must be submitted to the Legislature by January 15th of each year.

The Commission heard a presentation from Stephanie Loomis on the 2016-2017 Local Annual Report. Stephanie shared an overview of the accomplishments achieved during FY 2016-2017.

The Public Hearing on the audit was opened at 4:48 p.m. by Chair Harwell and, hearing no comments, the Public Hearing was closed at 4:49 p.m.

The Commission accepted the 2016-2017 audit report.

Motion by Vaishampayan, Second by Paredes-Walsborn. Unanimously approved.

4. After being formed, the Children and Families Commission adopted a series of administrative, operational, monitoring, and financial policies to govern Commission and Contractor operations. In order to make its policies and procedures more user-friendly and easier to locate, policies and procedures were combined into one document and the document was approved by the Commission as a Policies and Procedures Manual. (The current Manual can be found on the Commission website under Publications & Other Resources.)

Changes to the manual are brought to the Commission for consideration on a periodic basis. Financial policies are contained in Section 400 – 599 of the Policies and Procedure manual. The addition of Section 415 Grant Applications and Funding provides a policy and procedure direction for applying for and receiving grant funding for the Commission.

The Commission approved the addition of Section 415 Grant Applications and Funding to the Policies and Procedures Manual.

Motion by Skol, Second by Cooper. Unanimously approved.

5. In early June 2017, staff from the Children and Families Commission was approached by staff from Sunlight Giving to learn more about the local work being done by the Commission. Sunlight Giving is a non-profit foundation whose mission is to sustain healthy families and strong communities. They fulfill that by working with local and national organizations that provide basic services to low-income families with children ages 0-5 in vulnerable communities. Sunlight Giving was established in 2014 and focuses on counties in the Bay Area and several San Joaquin Valley counties – including Stanislaus. The Foundation works on an invitation-only basis for funding proposals. Sunlight was looking to fund organizations in Stanislaus County when they approached the Commission. They have previously funded other First 5 organizations in other counties.

Commission staff had multiple contacts with Sunlight Giving and they requested a tour of a local family resource center. Staff hosted an on-site tour of a local family resource center and explained the importance of the work being done in the local community and the tremendous need that exists. Sunlight Giving was very aware of the work of family resource centers and the important role they play in the community.

After the in-person meeting and site visit, Sunlight Giving invited the Commission to apply for grant funding. Staff shared with the Commissioners during Commission Committee meetings their intent to apply for the grant funding. Staff completed and submitted an online funding application, resulting in an approved award of \$75,000 to support family resource centers for the Commission.

The Commission approved receipt of the grant award from Sunlight Giving in the amount of \$75,000.

Motion by Paredes-Walsborn, Second by Vaishampayan. Unanimously approved.

C. Committee Reports – Approved on the Consent Calendar. Motion by Skol, Second by Lee. Unanimously approved.

1. The Commission accepted the minutes for the Administrative Committee meeting held on October 9, 2017, including the Monthly Financial Report as of September 30, 2017, and the Quarterly Financial Report July 2017-September 2017.
2. The Commission accepted the minutes for the Operations Committee meeting held on October 12, 2017.

II. Correspondence – None

III. Commissioner Reports

- Commissioner Lee recognized Commissioner Vaishampayan for volunteering for Sonoma County while Sonoma County was experiencing severe wild fires.

IV. Staff Reports

- Stephanie presented the Report to the Community and shared Report distribution information.
- David shared Commission Chair Kathy Harwell was recognized as one of the recipients of the 2017 Dale Butler Equal Rights Award on October 6, 2017.
- David reminded the Commission and members of the audience that there would be a brief social after the Commission meeting.

V. The Commission meeting adjourned at 4:58 p.m.



It's All About The Kids

Stanislaus County Children and Families Commission

ACTION AGENDA SUMMARY**COMMITTEE ROUTING**

Administrative/Finance	<input checked="" type="checkbox"/>
Operations	<input checked="" type="checkbox"/>
Executive	<input checked="" type="checkbox"/>

AGENDA DATE: December 12, 2017COMMISSION AGENDA #: VI.B.2**SUBJECT:**

Public Hearing on the Proposed Stanislaus County Children and Families Commission Strategic Plan 2018-2020.

BACKGROUND:

The Commission is considering adoption of a Strategic Plan for calendar years 2018-2020. This plan is consistent with the current Strategic Plan for 2015-2017 and would serve as the guiding document for the Commission for the next three years until amended or replaced. It is also the intention of the Commission to conduct a significant review of its priorities and strategies over the next 12 months and the Strategic Plan could be amended or replaced as a result of that process.

Section 130140 of the California Health and Safety Code requires that "the county commission conduct at least one public hearing on its proposed county strategic plan before the plan is adopted." The first strategic plan adopted by the Stanislaus County Children and Families Commission covered the years 2000 through 2005. A second strategic plan was adopted by the Commission on June 28, 2005 and covered the years 2005-2008. On April 28, 2009, the Commission adopted a strategic plan for the years 2009-2011. A fourth strategic plan for the years 2012-2014 was adopted by the Commission on December 13, 2011. The 2015-2017 strategic plan was adopted by the Commission on December 9, 2014.

The Commission closely monitors State revenues and creates long-range financial models based on State revenue assumptions as well as Commission priorities and spending assumptions. State revenue has become less consistent on a monthly basis and can make significant swings from month-to-month. Annual State revenue for the Commission has decreased from a high of nearly \$7.1 million in 2004-2005 to the Fiscal Year 2017-2018 budget projection of \$4.3 million. Commission revenue decreased by approximately \$500,000 in Fiscal Year 2016-2017 and is projected to decrease by slightly over \$500,000 in 2017-2018. There have been several factors, including the increased tax on tobacco products and the increase in legal smoking age in California, that are influencing the trend of decreased revenue.

Monthly revenues for Fiscal Year 2017-2018 have come in at: July - \$460,768; August - \$417,422; September - \$406,024; October - \$387,591. It is too early in the Fiscal Year to accurately project the total revenue by year end, but the early revenue reports illustrate the inconsistent, and difficult to project, nature of the revenue stream. The State has indicated an intention to backfill a portion of decreased revenue in Fiscal Year 2018-2019, but the long-term trend of decreasing revenue continues to be projected by the State.

Spending for the Commission in Fiscal Year 2017-2018 is budgeted at \$7.2 million while revenues are projected at \$4.3 million. Fund Balance for the Commission was roughly \$8.3 million at the start of Fiscal Year 2017-2018. During 2005, Commission Fund Balance was more than \$23 million. A total use of \$2.9 million of Fund Balance was budgeted for Fiscal Year 2017-2018. The existing Commission long-range model uses the assumption of an eventual "spend down" to the minimum possible fund balance allowable by Commission policy. The Commission has been implementing a long-term financial strategy of a strategic spend down of its fund balance in order to provide stability to its funded programs and to protect Commission funds from being redirected by the State for other uses outside of Stanislaus County. This type of strategic spend-down has been mirrored by other First 5s throughout the State over the past 10 years. Threats to local fund balances primarily occurred during the economic downturn of the Great Recession. Based on the decreased value of the current fund balances of First 5

Attest: _____

Stephanie Loomis – Administration

Commissions in the State due to the spend down, seizing First 5 fund balances no longer appears to be a viable threat from the State.

Commission staff has clearly communicated to its funded partners for nearly 10 years that current levels of funding are not sustainable and that the Commission at some point will need to take action to make changes to funding levels. With continued decreasing State revenue and a decreasing fund balance, the Commission is preparing to take action on its strategic priorities, budget and long-range model and has been communicating with funded partners through multiple channels over the past six months that this process will be taking place.

Aside from the declining State revenue available for the work of the Commission, there are also multiple additional factors impacting the future strategic direction of the Commission. These adaptive challenges and opportunities include things like the significant collective impact work occurring in Stanislaus County to create broad-based systems of change through movements like Focus on Prevention. Also, there is a strong willingness of key stakeholders to participate in collaborative work for the improvement of the community. There is a need for greater 0-5 and family systems development and coordination in our community and the need for stronger data systems surrounding the work of children and families. The poverty, jobs and ongoing economic challenges facing the local community continue to be significant. The demographics of the population served by the Commission and its partners is changing, including how they are influenced and learn. The historical relevance and leadership of the Children and Families Commission is a tremendous strength that needs to continue to be utilized. And the financial capacity of the Commission to drive change for population health indicators - as well as program-based indicators – needs to be considered. These are just some of the forces and factors at work locally that will form any future strategic process the Commission engages.

It is the intention of the Commission over the next 12 months to consider a Request for Proposal (RFP) process for a strategic direction and planning process. The Commission has invested more than \$130 million of revenue into the community since its inception. Even with a declining State revenue stream, it is estimated there could be more than \$40 million of additional revenue for investment into the community over the next 10 years.

Based on the significance of the past local investment and leadership of the Commission, and the significance of the future work of the Commission through leadership and investment, it is anticipated this RFP and planning process will require a significant investment of time and financial resources. Engaging this effort would allow for an intensive process of data collection and analysis, as well as a thorough process for strategic reflection and establishing future Commission priorities, taking into account the multiple factors impacting the operating environment. The result of this process would be the groundwork for an updated strategic plan. A new Strategic Plan with updated Commission priorities, would provide the framework for long-term spending into the future through an updated long-range financial model. Upon completion of the draft Strategic Plan at this future point in time, the Commission would then consider this updated Strategic Plan for adoption and implementation. It is anticipated the RFP for this process will be brought for Commission consideration at a future meeting.

The consideration of the 2018-2020 Strategic Plan on the Commission's December 12th agenda requires a public hearing be held prior to adoption of the 2018-2020 Strategic Plan.

Previous discussions of the future Strategic Direction and Planning process as well as carrying over the existing Strategic Plan have taken place at multiple Administrative and Finance Committee, Operations Committee and Executive Committee meetings over the past several months.

STAFF RECOMMENDATIONS:

1. Conduct a public hearing on the 2018-2020 Strategic Plan.
 2. Adopt the 2018-2020 Strategic Plan.
-

FISCAL IMPACT:

The Strategic Plan is the guiding document for the Commission for the funding of strategic priorities, services, service providers, and service locations for the next three calendar years, until amended or replaced.

COMMISSION ACTION:

Attest: _____
 Stephanie Loomis – Administration

On motion of Commissioner _____; Seconded by Commissioner _____

and approved by the following vote:

Ayes: Commissioner(s): _____

Noes: Commissioner(s): _____

Excused or Absent Commissioner(s): _____

Abstaining: Commissioner(s): _____

1) _____ Approved as recommended.

2) _____ Denied.

3) _____ Approved as amended.

Motion: _____

Attest: _____

Stephanie Loomis – Administration



2018-2020 Strategic Plan

Adopted on
December 12, 2017

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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.

Introduction / 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. Early childhood development 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 the areas of health, safety, family support, and child development.

Coordinated, long range, strategic decisions need to be made about the areas where Proposition 10 resources can best be used. A Strategic Plan is the vehicle used by the Stanislaus County Children and Families Commission to express its focus, direction, and desired results. 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 following sections of this Plan reflect the distinctive qualities and challenges of our county:

- 📌 Proposition 10 and the Stanislaus County Children and Families Commission formed under the law
- 📌 The county and its children – including race/ethnicity and languages spoken
- 📌 Areas of focus, results, and objectives
- 📌 Utilizing a Strengthening Families approach
- 📌 Funding criteria
- 📌 Planned expenditures
- 📌 Matrix of prioritized services, providers, and locations
- 📌 How programs will be evaluated

The purpose of this Strategic Plan is to express, explain, and describe the Commission's mission and vision in a manner that will guide future operational and funding decisions.

Proposition 10 – California’s Children and Families Act

In November of 1998, California voters passed Proposition 10, an initiative popularly known as the California Children and Families Act. 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 State California Children and Families Trust Fund. It is estimated that \$358 million will be collected in 2017-2018, and Stanislaus County’s share of the collections will be approximately \$4,204,821. Future revenues are expected to decrease as a result of decreased tobacco usage and decreased interest income (due to a smaller reserve).



About Stanislaus County's 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 shall 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
- Priorities, results, and objectives
- Internal Evaluator's report on the progress Stanislaus programs have made towards attaining the mission and vision of the Commission as expressed through the strategic plan

Commission Membership as of October 2017

<u>Name</u>	<u>Position</u>	<u>Date of Original Appt.</u>	<u>Current Term Expires</u>
Vicki Bauman	School Representative	June 2005	August 2019
Ignacio Cantu Jr.	Community Representative	October 2017	August 2020
Vito Chiesa	Board of Supervisors	January 2009	December 2017
David Cooper	Community Representative	September 2006	August 2018
Kathryn Harwell, Chair	Community Services Agency	August 2016	Permanent
Mary Ann Lee	Health Services Agency	November 2007	Permanent
Nelly Paredes-Walsborn, Vice Chair	Community Representative	September 2004	August 2019
George Skol	Community Representative	June 2002	August 2020
Julie Vaishampayan	Public Health Officer	May 2017	Permanent

About Stanislaus County and Its Young Children

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 210,000 people.¹ The county's rich soil and mild climate make it ideal for agricultural production, an industry with a value of over \$3.2 billion in 2016.² 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.



Language and Race/Ethnicity Distribution

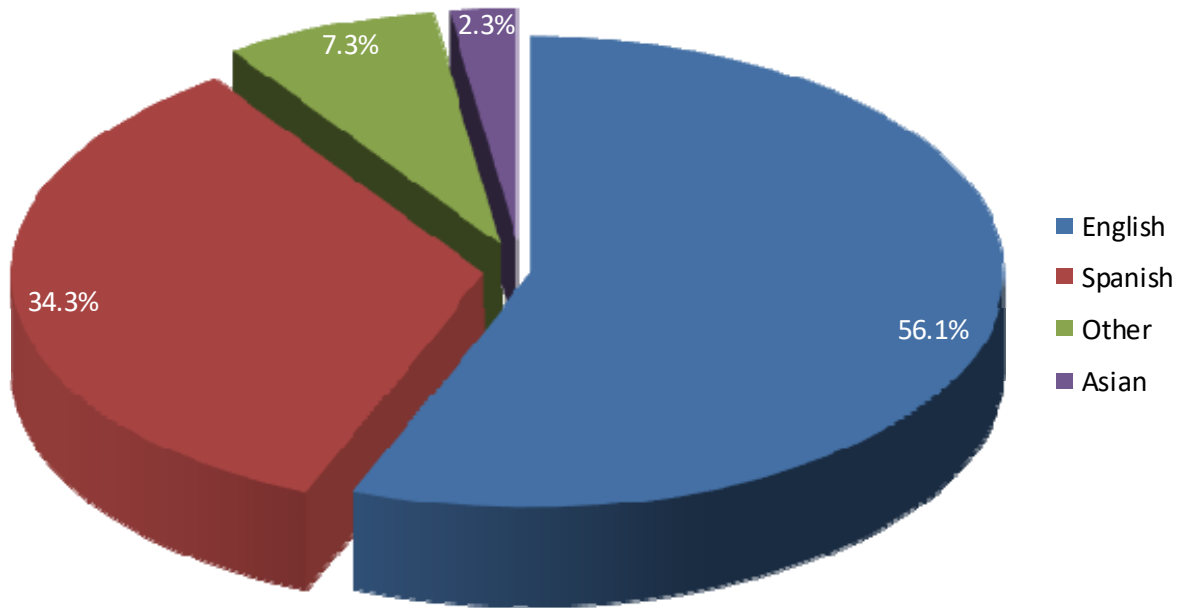
The county is home to over 541,466 people of diverse race/ethnicities. It is expected that Hispanic population growth will continue to outpace other races/ethnicities. By 2030, the general population percentage of Whites is projected to decrease to 40% while the percentage of Hispanics will increase to 49%. Asian (5%), Black (3%), American Indian (.5%), Pacific Islander (.5%), and Multi-Race (3%) populations are expected to remain fairly consistent.³

¹ State of California Department of Finance, Population Estimates for Cities, Counties, and the State – January 1, 2063 and 2017: Sacramento, CA, May 2017;

² The Stanislaus County Agricultural Crop Report 2016. <http://www.stanag.org/pdf/cropreport/cropreport2016.pdf>

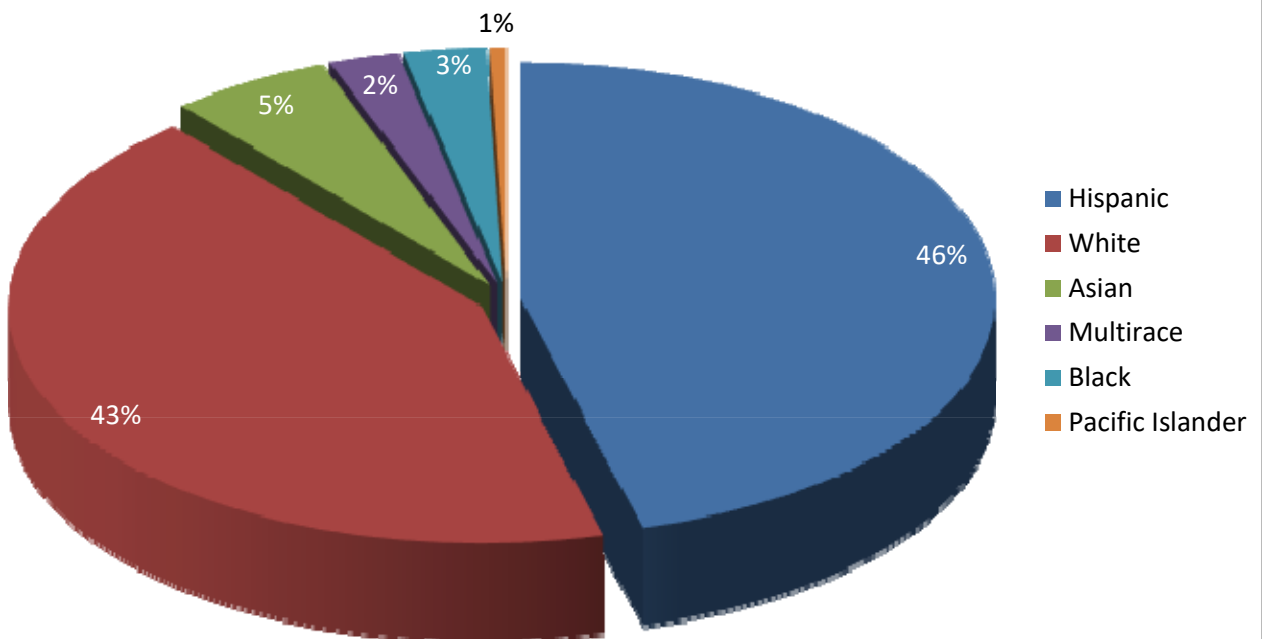
³ State of California Department of Finance, Race/Ethnic Population with Age and Sex Detail, 2010-2060, Sacramento, CA, February 2017.

Primary Language of Stanislaus County Residents



Language spoken at home; U.S. Census Bureau, 2016 American Community Survey

Race /Ethnicity of Stanislaus County Residents



Hispanic or Latino Origin; U.S. Census Bureau, 2016 American Community Survey

Areas of Focus, Results, and Objectives

Using the Strengthening Families approach (which is described on the next page), the Commission focuses on providing services and producing results in the areas of family functioning, health, child development, and sustainable systems. In these areas of focus, the Commission's desired results for children 0-5 in Stanislaus County are listed below with corresponding objectives:

- 📌 Families are supported and safe in communities that are capable of supporting safe families
 - ✓ Maintain positive trends in the reduction of repeat child maltreatment reports
 - ✓ Decrease incidents of child abuse and maltreatment
 - ✓ Increase positive social support for families
 - ✓ Increase family resilience capacity (knowledge, skills, and awareness) to promote healthy development and safety
- 📌 Children are eager and ready learners
 - ✓ Increase families' ability to get their children ready for school
 - ✓ Increase the number of children who are cognitively and socially-behaviorally ready to enter school
- 📌 Children are born healthy and stay healthy
 - ✓ Increase the number of healthy births resulting from high-risk pregnancies
 - ✓ Increase community awareness and response to child health and safety issues
 - ✓ Increase / maintain enrollments in health insurance products
 - ✓ Maintain access and maximize utilization of children's preventive and ongoing health care
- 📌 Sustainable and coordinated systems are in place that promote the well-being of children 0-5
 - ✓ Improve collaboration, coordination, and utilization of limited resources
 - ✓ Increase the resources* and community assets leveraged within the county
 - ✓ Increase in resources coming into Stanislaus County, as a result of leveraged dollars



Each service that the Commission will fund is expected to contribute to one or more of these results by impacting the lives of program participants.

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

What is the Strengthening Families Approach?

Five Protective Factors are the foundation of the Strengthening Families Approach: parental resilience, social connections, concrete support in times of need, knowledge of parenting and child development, and social and emotional competence of children. Because research studies support the common-sense notion that when these Protective Factors are well established in a family the likelihood of negative outcomes diminishes, the Commission's funded services are to be focused in one or more of these areas:

Parental Resilience - Resilience is the ability to manage and bounce back from all types of challenges that emerge in every family's life. It means finding ways to solve problems, building and sustaining trusting relationships including relationships with your own child, and knowing how to seek help when necessary.

Social Connections - Friends, family members, neighbors and community members provide emotional support, help solve problems, offer parenting advice and give concrete assistance to parents. Networks of support are essential to parents and also offer opportunities for people to "give back", an important part of self-esteem as well as a benefit for the community.

Concrete Support in Times of Need - Basic economic needs like food, shelter, clothing and health care are essential for families to thrive. Likewise, when families encounter a crisis such as domestic violence, mental illness or substance abuse, adequate services and supports need to be in place to provide stability, treatment and help for family members to get through the crisis.

Knowledge of Parenting and Child Development - Accurate information about child development and appropriate expectations for children's behavior at every age help parents see their children and youth in a positive light and promote their healthy development. Studies show information is most effective when it comes at the precise time parents need it to understand their own children.

Social and Emotional Competence of Children - A child or youth's ability to interact positively with others, self-regulate their behavior and effectively communicate their feelings has a positive impact on their relationships with their family, other adults, and peers. Challenging behaviors or delayed development create extra stress for families, so early identification and assistance for both parents and children can head off negative results and keep development on track.

The services listed in the Matrix of Priorities on pages 16 and 17 of this Plan address each of these Protective Factors. To integrate the Strengthening Families initiative into the Commission's framework of services, each service listed on the Matrix is classified under the Protective Factors it is most closely associated with. The purpose of including the Strengthening Families Approach in the Commission's Strategic Plan is to bring attention to the type of work performed by contractors, promote a community conversation about supporting families, and encourage the use of a "common language" when collaborating with other agencies and providing services to clients.

Funding Criteria

As the availability of funds diminishes, the Commission will make decisions about services and providers / organizations to be funded based on the following criteria.

When making funding decisions, the Commission will give priority to services that:

- ☒ balance prevention and long term results with immediate intervention impacts.
- ☒ are delivered at the local, community level and build community, organizational or collaborative structure capacity.
- ☒ can be delivered in various parts of the county either by different organizations in multiple communities or by one organization throughout the county.
- ☒ have a reasonable unit cost, based on similar programs and services.
- ☒ are closely related to the Commission's desired results and objectives.
- ☒ the Commission can invest in responsibly.
- ☒ are evidence-based (promising or best practice models).
- ☒ are considered high priority for the community.
- ☒ demonstrate significant participant results.
- ☒ in combination with other services, result in a viable project.
- ☒ are responsive to Commission strategies.
- ☒ are not readily available from other programs.

When making funding decisions, the Commission will give priority to providers / organizations that:

- ☒ have demonstrated the ability to leverage a broad range of resources.
- ☒ have a high level of adherence to contract terms and Commission policies and procedures, and a history of delivering on projects as contracted.
- ☒ are responsible and are prepared to efficiently deliver services as contracted.
- ☒ have clearly stated, realistic objectives with measureable program results.
- ☒ show stewardship and have the capacity to implement services.
- ☒ create viable projects by combining Commission funds with other resources.
- ☒ the Commission can invest in responsibly.
- ☒ use evidence-based program designs (promising or best practice models).
- ☒ are capable of developing and delivering services in a culturally proficient manner.
- ☒ demonstrate evidence of strong collaborations.
- ☒ are responsive to Commission strategies.
- ☒ have demonstrated successful sustainability efforts.

Prioritizing Locations for the Delivery of Services

To prioritize where services are delivered, the Children and Families Commission will consider a variety of factors, including:

- ☑ Accessibility of location
- ☑ Availability of public transportation
- ☑ Availability of related or coordinated services at the location
- ☑ Proximity to community centers
- ☑ Geographical coverage
- ☑ Ease/cost effectiveness delivering services at the location
- ☑ Opportunities for economies of scale



When making prioritization decisions for locations, the Commission will consider information from evaluation reports, collaboration and leveraging reports, contractor reports, and other information related to services, programs, and community needs.

Planned Expenditures for 2017-2018

Overview

The balance in the Stanislaus County Children and Families Trust Fund (as of June 30, 2017) is over \$8,300,000 (it was projected \$8.6 million during the 2017-2018 Proposed Budget process. This amount represents, as of the end of the 2016-2017 fiscal year, periodic allocations received from the State Trust Fund plus accumulated interest less actual expenses.

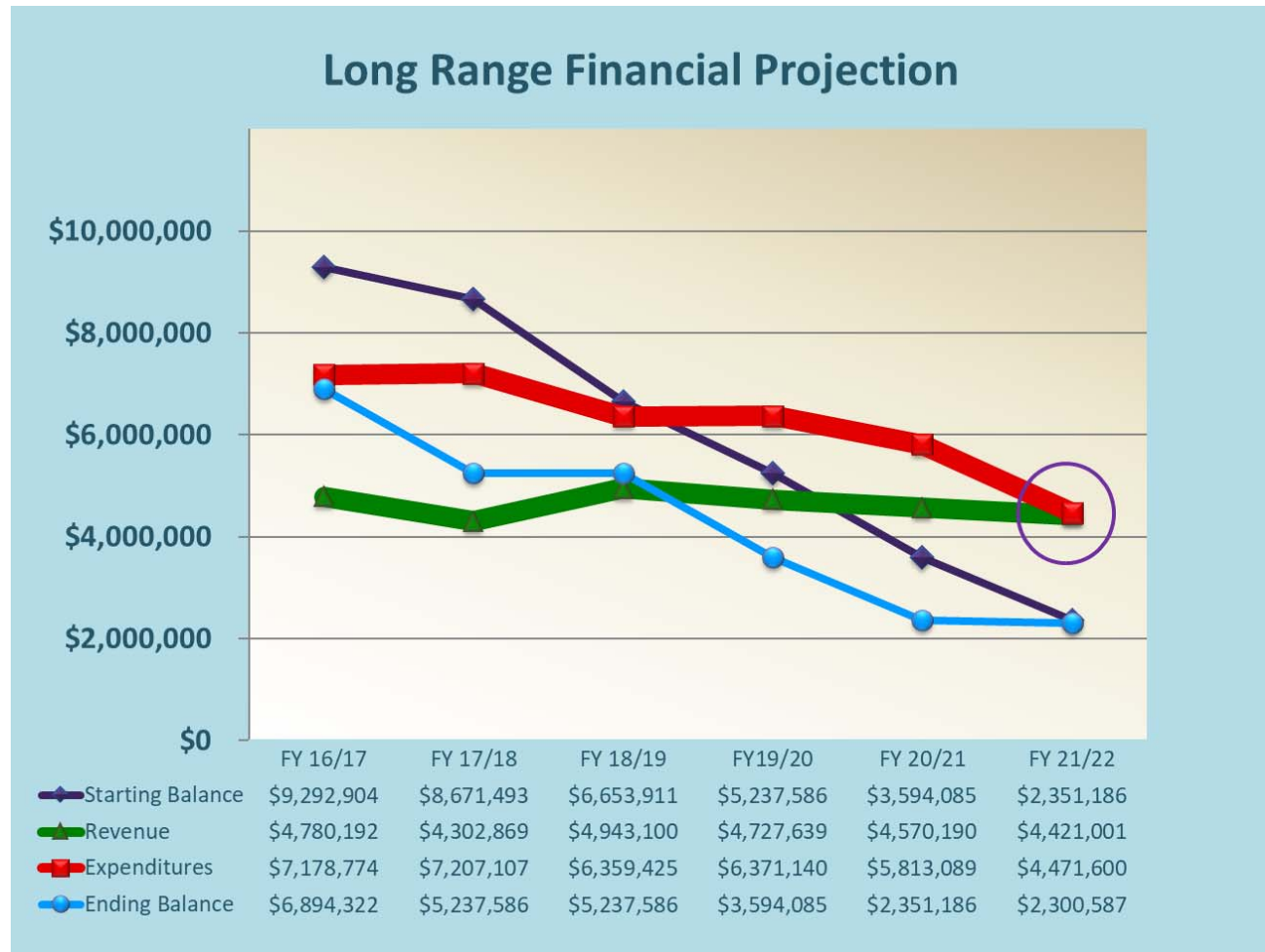
Tobacco tax revenue has been steadily declining for several years. In spite of this decline in revenue, the Commission has chosen to use fund balance and anticipated revenues to create a stable, consistent funding level for the Commission's funded programs.

It is important to note that the Commission's financial policies require a six month operating reserve be set aside from this reserve balance amount. The amount to be set aside for the six month operating reserve will vary each year and decrease over time since the amount is based on the Commission's decreasing annual revenue stream.



Projections Under This Strategic Plan

The Long Range Financial Projection as presented at the time of the Fiscal Year 2017-2018 Proposed Budget showed declining revenue, expenses and fund balance over the next five years. This model will be watched closely during the Strategic Planning cycle for needed updates or changes.



As can be seen, starting balances are expected to decrease as a result of decreased tobacco tax revenues and a planned spend down of reserves.

Matrix of Prioritized Services, Providers, Locations (with Associated Protective Factors)

The following matrix is a compilation of the prioritized list of services, prioritized providers for each service, and prioritized locations for service delivery. This matrix can be used to guide staff recommendations and Commission decisions regarding services to be funded, the providers to be offering the services, and the locations where services are to be delivered. Budget constraints and fiscal considerations will determine the number of programs, services, providers, and locations that can be supported with Commission funds.

How to read the Matrix (found on pages 16 and 17 of this document):

- Column 1 on the left hand side of the page is the priority number for the service listed in the second column (between the first two vertical blue lines). For example, the second service priority for the Commission is parenting classes.
- Columns 3-7 (between the 2nd and 3rd vertical blue lines) contain the preferred providers for the identified service. For example, the Commission prefers that parenting classes (service priority #2) be provided by the following providers (listed in priority order): 1. DR/FRC staff, 2. CBO staff, and 3. School staff.
- Columns 8-16 (to the right of the 3rd vertical blue line) contain the preferred location where an identified service is to be delivered. For example, the Commission prefers that parenting classes (service priority #2) be provided at the following locations (listed in priority order): 1. DR/FRC sites, 2. CBO sites, and 3. School sites and other learning sites (tie).
- Column 17 (the farthest column to the right) indicates which of the five protective factors are most closely associated with the service being provided. Using the key at the bottom of pages 16 and 17, parenting classes (priority #2) addresses the social connections and knowledge of parenting and child development protective factors.



Factors such as agency capacity, the cost of providing services, staff availability, economies of scale, location accessibility, etc. will be taken into account as funding decisions are made. This means that not all of the staff service providers and service delivery locations of a particular service will or must be funded before a lower priority service is funded. This permits the Commission to blend a combination of lower cost/wide impact programs with higher cost programs serving a smaller number of participants.

Matrix of Prioritized Services, Providers, Locations (with Associated Protective Factors)

Service Priorities		CBO Staff	DR/FRC Staff	Health Staff	Mental Health Staff	School Staff	Community Based Organizations (CBO)	DR / FRCs	Medical Clinic	Mental Health Clinic	School Sites	Other Early Learning Sites	Mobile or Home Locations	Countywide (no specific location)	Campaign	Protective Factor(s)
1	Case management	3	1	2	4		3	1		4		4	2			A,B,C,D,E
2	Parenting classes	2	1			3	2	1			3	3				B,D
3	Pregnancy / infant intense services			1									1			B,C,D
4	Family / child crisis support services	2	1		3		2	1		3						A,B,C,E
5	Pregnancy / infant support groups	1	1	1		2	1	1			2					B,D
6	Resource and referral services	1	1	1	1	2	1	1			2		2	1		A,B,C
7	Behavioral health consultation				1		1	1			3	2				A,D,E
8	Developmental screenings	2	1		1	3	2	1		1	3	2	3			D,E
9	Interim outpatient health care			1					1							C
10	Children's book distribution	1	2			3	1	2			4		3			E
11	Family literacy	2	1			3	2	1			3					D
12	Kindergarten readiness services					1					1					D,E
13	Child literacy classes	1	2			1	1	2			1					D,E
14	Community outreach	1	1	1	1	1								1		B

A – Parental Resilience

B- Social Connections

C- Concrete Support in Times of Need

D- Knowledge of Parenting & Child Development

E- Social & Emotional Competence of Children

	Service Priorities	CBO Staff	DR/FRC Staff	Health Staff	Mental Health Staff	School Staff	Community Based Organizations (CBO)	DR/FRCs	Medical Clinic	Mental Health Clinic	School Sites	Other Early Learning Sites	Mobile or Home Locations	Countywide (no specific location)	Campaign	Protective Factor(s)
15	Individual mental / behavioral health services				1		2	2		1	2		1			A,C,D,E
16	Group mental / behavioral health services				1		2	1			2					A,C,D,E
17	Depression screenings	1	1	1	1		1	1		1	1		1			A,C
18	Oral health education			1			2	1			1					B,C
19	Health and safety classes and materials	1	2	1		2	1	2			2					B,D,E
20	Oral health screenings and varnish			1			2	1			1					C,D
21	Health insurance enrollment services	2	1	1		3	2	1	1				1	1		A,C
22	Promoting caregiver-child interaction	1	1		2		1	1			2					A,D,E
23	Adult literacy classes	2	1				2	1								A,B
24	Child development classes				1						1					D,E
25	Resources and trainings for child care providers	1					1	2			1					A,B,D
26	Health screenings	2		1			2						1			C
27	Public awareness campaigns for health, safety, and early child care education	1		1	1										1	B

A – Parental Resilience B- Social Connections C- Concrete Support in Times of Need D- Knowledge of Parenting & Child Development E- Social & Emotional Competence of Children

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 results for children 0-5 and their families.

The California Children & Families Commission developed a results-based accountability (RBA) system in 2002. This system tracks 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 its 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 “how much was done, how well it was done, and is anyone is better off”? 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 results.

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 results. 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
- 📌 Demographic Data Sheet (DDS)
- 📌 Family Development Matrix
- 📌 Contracts
- 📌 Scopes of work
- 📌 Site visit reports and discussions
- 📌 Program 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.

A Final Comment

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. Tobacco tax revenues continue to be a declining revenue source. At the same time, demands for children's services continue to increase. The Commission has spent years preparing itself and its contractors for these anticipated tobacco-tax revenue decreases. However, regardless of any change in its resources, the Commission will continue to promote the development and well-being of the county's youngest residents and will continue to use the resources available to it to maintain and improve the positive impacts made by funded programs in recent years.

This strategic plan refines the Commission's priorities so limited resources are expended in areas where the greatest benefit for children and their families can be generated. Throughout the period covered by this Strategic Plan, the Commission plans to provide consistent support as possible to its highest priority programs. The health and well-being of the County's youngest residents depends on the Commission's ability to balance competing needs while making effective and consistent investments.



2018

- Administrative Committee Meetings (Noon): All Committee meetings held at the Commission Office
- Operations Committee Meetings (Noon)
- Executive Committee Meetings (12:15 PM)
- Commission Meetings (4 PM): All Commission meetings held in the Board Room of SCOE (except 8/28 & 9/25 which will be held in the Finley Room at West Modesto)
- Quarterly Contractor Meetings (10 AM): All Quarterly Contractor meetings held in the Patterson Room of SCOE
- Holidays

January							February							March							April						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
	1	2	3	4	5	6					1	2	3					1	2	3	1	2	3	4	5	6	7
7	8	9	10	11	12	13	4	5	6	7	8	9	10	4	5	6	7	8	9	10	8	9	10	11	12	13	14
14	15	16	17	18	19	20	11	12	13	14	15	16	17	11	12	13	14	15	16	17	15	16	17	18	19	20	21
21	22	23	24	25	26	27	18	19	20	21	22	23	24	18	19	20	21	22	23	24	22	23	24	25	26	27	28
28	29	30	31				25	26	27	28				25	26	27	28	29	30	31	29	30					

May							June							July							August						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
		1	2	3	4	5						1	2	1	2	3	4	5	6	7				1	2	3	4
6	7	8	9	10	11	12	3	4	5	6	7	8	9	8	9	10	11	12	13	14	5	6	7	8	9	10	11
13	14	15	16	17	18	19	10	11	12	13	14	15	16	15	16	17	18	19	20	21	12	13	14	15	16	17	18
20	21	22	23	24	25	26	17	18	19	20	21	22	23	22	23	24	25	26	27	28	19	20	21	22	23	24	25
27	28	29	30	31			24	25	26	27	28	29	30	29	30	31					26	27	28	29	30	31	

September							October							November							December						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
						1		1	2	3	4	5	6					1	2	3							1
2	3	4	5	6	7	8	7	8	9	10	11	12	13	4	5	6	7	8	9	10	2	3	4	5	6	7	8
9	10	11	12	13	14	15	14	15	16	17	18	19	20	11	12	13	14	15	16	17	9	10	11	12	13	14	15
16	17	18	19	20	21	22	21	22	23	24	25	26	27	18	19	20	21	22	23	24	16	17	18	19	20	21	22
23	24	25	26	27	28	29	28	29	30	31				25	26	27	28	29	30		23	24	25	26	27	28	29
30																					30	31					

Children and Families Commission
1010 10th Street
Suite 5000
Modesto, CA 95354

Phone: 209.558.6218
Fax: 209.558.6225
E-mail: stankids@stancounty.com



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



Children & Families Commission
 930 15th Street, Modesto, CA 95354
 Phone: 209.558.6218 Fax: 209.558.6225

Operations Committee

Thursday, November 16, 2017

MEMBERS:

Vicki Bauman
School Representative

Ignacio Cantu Jr.
Community Representative

Vito Chiesa
County Supervisor

David Cooper
Community Representative

Kathy Harwell
Chair
Community Services Agency

Mary Ann Lee
Health Services Agency

Nelly Paredes-Walsborn, Ph.D.
Vice Chair
Community Representative

George Skol
Community Representative

Julie Vaishampayan, MD
Public Health Officer

David T. Jones
Executive Director

Commissioners Present: David Cooper, Nelly Paredes-Walsborn, George Skol, Julie Vaishampayan

Commissioners Absent: None

Staff Present: David Jones, Veronica Ascencio, Stephanie Loomis

1. The Monthly Contract Financial Report for October 2017 was reviewed.
2. The 2018 Commission Meeting Calendar was reviewed.
3. Strategic planning was discussed including options for the planning process.
4. The agenda for the December 12 Commission meeting was reviewed. The Committee was informed that the next Commission meeting is scheduled to be held in the Stanislaus County Office of Education Board Room. Items to be addressed include: presentation from the First 5 Association, presentation of the 2018 Commission Meeting Calendar; presentation and public hearing on the 2018-2020 Strategic Plan; and the Monthly Contract Financial Report.
5. Adjournment



Children & Families Commission
 930 15th Street, Modesto, CA 95354
 Phone: 209.558.6218 Fax: 209.558.6225

Administrative Committee

Monday, December 4, 2017

MEMBERS:

Vicki Bauman
School Representative

Ignacio Cantu Jr.
Community Representative

Vito Chiesa
County Supervisor

David Cooper
Community Representative

Kathy Harwell
Chair
Community Services Agency

Mary Ann Lee
Health Services Agency

Nelly Paredes-Walsborn, Ph.D.
Vice Chair
Community Representative

George Skol
Community Representative

Julie Vaishampayan, MD
Public Health Officer

David T. Jones
Executive Director

Commissioners Present: Vicki Bauman, Ignacio Cantu Jr., Mary Ann Lee

Commissioners Absent: Kathy Harwell

Staff Present: David Jones, Veronica Ascencio, Stephanie Loomis

1. The Monthly Contract Financial Report for October 2017 was reviewed.
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5. Adjournment

STANISLAUS COUNTY CHILDREN & FAMILIES COMMISSION

CONTRACT SCHEDULE

10/31/2017

		Budget	Actual Expenditures	Remaining Budget	% Actual to Budget
RESULT AREA 1: Improved Family Functioning (Family Support, Education, and Services)					
Community Resource and Referral					
1	211 Project (<i>United Way</i>)	\$ 80,000	\$ -	\$ 80,000	0%
Family Resource Centers:					
2	Ceres Partnership for Healthy Children (<i>CHS</i>)	\$ 163,418	\$ 19,510	\$ 143,908	12%
3	Hughson Family Resource Center (<i>SV</i>)	\$ 147,135	\$ 24,408	\$ 122,727	17%
4	N. Modesto/Salida Family Resource Center (<i>SV</i>)	\$ 311,147	\$ 54,440	\$ 256,707	17%
5	Oakdale/Riverbank Family Resource Center (<i>CHS</i>)	\$ 158,847	\$ 21,279	\$ 137,568	13%
6	Parent Resource Center	\$ 350,457	\$ 29,106	\$ 321,351	8%
7	Turlock Family Resource Center (<i>Aspiranet</i>)	\$ 190,415	\$ 14,411	\$ 176,004	8%
8	Westside Family Resource Center (<i>CHS</i>)	\$ 237,938	\$ 9,661	\$ 228,277	4%
9	The Bridge (<i>Sierra Vista</i>)	\$ 185,000	\$ 29,377	\$ 155,623	16%
10	Healthy Start Sites	\$ 416,020	\$ -	\$ 416,020	0%
Targeted Intensive Family Support Services					
11	Children's Crisis Center	\$ 460,000	\$ 80,415	\$ 379,585	17%
12	Court Appointed Special Advocates	\$ 60,000	\$ 13,287	\$ 46,713	22%
13	Family Justice Center	\$ 101,530	\$ -	\$ 101,530	0%
14	La Familia Counseling Program (<i>El Concilio</i>)	\$ 98,000	\$ -	\$ 98,000	0%
15	Zero to Five Early Intervention Partnership (<i>BHRS</i>)	\$ 1,523,009	\$ 199,774	\$ 1,323,235	13%
Total Area 1:		\$ 4,482,916	\$ 495,668	\$ 3,987,248	11%
RESULT AREA 2: Improved Child Development (Child Development Services)					
Kindergarten Transition Services					
16	Keyes (1)	\$ 10,000	\$ -	\$ 10,000	0%
17	Riverbank (2)	\$ 20,000	\$ -	\$ 20,000	0%
Quality ECE Investments					
18	Early Care and Education Conference	\$ 12,000	\$ 2,674	\$ 9,326	22%
Total Area 2:		\$ 42,000	\$ 2,674	\$ 39,326	6%
RESULT AREA 3: Improved Health (Health Education and Services)					
Health Access					
19	Healthy Cubs (<i>Health Services Agency</i>)	\$ 50,000	\$ 5,728	\$ 44,272	11%
Maternal & Child Health Care					
20	Healthy Birth Outcomes (<i>Health Services Agency</i>)	\$ 1,339,160	\$ 140,504	\$ 1,198,656	10%
Oral Health					
21	Dental Education (<i>Health Services Agency</i>)	\$ 30,000	\$ -	\$ 30,000	0%
Total Area 3:		\$ 1,419,160	\$ 146,232	\$ 1,272,928	10%
RESULT AREA 4: Improved Systems of Care					
Provider Capacity Building, Training and Support					
22	Healthy Start Support (<i>SCOE</i>)	\$ 82,378	\$ -	\$ 82,378	0%
Total Area 4:		\$ 82,378	\$ -	\$ 82,378	0%
Total Services Contracts		\$ 6,026,454	\$ 644,574	\$ 5,381,880	11%