

**Agenda Item 1
October 7, 2015**

DATE: September 23, 2015

TO: Children and Families Commission of Orange County

FROM: Christina Altmayer, Executive Director 

SUBJECT: FY 2015/16 Business Plan

ACTION: Receive first quarter status update on the Fiscal Year 2015/16 Business Plan

SUMMARY:

Consistent with the Strategic Plan, the Children and Families Commission annually approves a Business Plan to guide the organization's operations. The Business Plan reflects planned work to be undertaken in FY 2015/16, including activities stipulated in the Proposition 10 legislation and subsequent statutory requirements. This report provides the first quarter report on the FY 2015/16 Business Plan accomplishments covering the period of July 1, 2015 through September 30, 2015. The FY 2015/16 Business Plan was approved in conjunction with the FY 2015/16 Budget at the May Commission meeting.

DISCUSSION:

The Business Plan defines the Commission's operating plans for the fiscal year concluding June 30, 2016. The Business Plan is consistent with the priorities and objectives established by the Commission, including the goals described in the Commission's Strategic Plan. The FY 2015/16 Business Plan is the second year of a three-year plan that will be updated annually and presented to the Commission in parallel with consideration of the annual budget. The focus of the current Business Plan is on addressing the sustainability challenges facing the Commission and building the organization resources and partnerships to sustain, support and expand services for young children in Orange County.

The Business Plan included an overall statement of the challenges facing the Commission and the priority:

Operational Imperative: By 2018, markedly increase the resources to sustain the Commission-funded initiatives that measurably contribute to children's healthy development and school readiness.

The plan is grounded in addressing this operational imperative through four strategic focus areas.

- Strategic Intent 1: Focus on Organizational Effectiveness
- Strategic Intent 2: Focus on Achieving Outcomes
- Strategic Intent 3: Focus on Strategic Partnerships and Synergistic Collaborations
- Strategic Intent 4: Focus on Community Learning and Advancement of Knowledge

First Quarterly Report

A summary of the Business Plan (Attachment 1) presents objectives with major milestones in FY 2015/16 or major milestones in which efforts have launched during the fiscal year. It reflects the updated objectives approved as part of the FY 2015/16 Plan. This first quarter primarily focused on:

- Continuing to explore strategies that will sustain the Commission's impactful investments in services for young children – Staff has been successful in applying for new grants to continue evaluation and feasibility of a Pay for Success structure for the Bridges Network and has also explored a potential new strategy for leveraging federal funds through a partnership with CalOptima. Agenda Item 9 provides an overview of this proposed approach.
- Addressing the ongoing administrative fees charged by the State Board of Equalization (BOE) on Proposition 10 funds – This last quarter advocacy efforts were intensified to bring increased legislative attention to the rising administrative fees. As a result, the Joint Legislative Audit Committee (JLAC) approved an audit of the BOE fees and a report is scheduled to be released in March 2016. Related actions were approved in the state budget and legislation has been introduced to address the increasing fees.
- Building the internal infrastructure for completion of the business plan priorities – This year staff took steps to increase all employees' involvement in completing the business plan objectives. Teams have been formed and regular team meetings have been scheduled and all staff meetings are held at least monthly to monitor progress on the FY 2015/16 Business Plan.

The FY 2015/16 Business Plan was approved at the May Commission meeting and updates are provided to the Commission quarterly.

STRATEGIC PLAN & FISCAL SUMMARY:

The Business Plan and recommended actions presented in this staff report have been reviewed in relation to the Commission's Strategic Plan and are consistent with applicable goals. There is no funding requested for this item.

PRIOR COMMISSION ACTIONS:

- May 2015 – Approved FY 2015/16 Business Plan
- October 2014 – Received quarterly update on the Approved FY 2014/15 Business Plan
- April 2014 - Annual Review of the Strategic Plan, Approved FY 2014/15 Business Plan and Budget, and Related Implementing Actions
- February 2014 – Received status report on the FY 2013/14 Business Plan

RECOMMENDED ACTION:

Receive first quarter status update on the FY 2015/16 Business Plan and provide direction to staff as appropriate.

ATTACHMENT:

1. Fiscal Year 2015/16 Business Plan - First Quarter Progress Report

Contact: Christina Altmayer

FY 2015/16 Business Plan First Quarter Progress Report

Strategic Intent	Objective	Accomplishments through September 2015
#1 Organizational Effectiveness	1. By July 2015, initiate planning and establish a pay for performance merit system and for implementation by fiscal year end.	All performance evaluations were completed for all Commission employees by June 30, 2015. Staff is currently meeting with representatives from County Human Resources to explore how a pay for performance merit system could be implemented.
	2. By July 2018, move 10% of the annual budget to sustainable revenue.	Commission staff has launched multiple efforts to develop sustainable revenue including exploring Pay for Success and further leveraging of federal funds. The Intergovernmental Transfers (IGT) item on the October agenda is one of the opportunities currently being explored.
	3. By June 2016, complete evaluation and program reporting to be used for grant applications and to promote programs for funding, community outreach, and building partnerships.	A revised structure was developed for the supplemental annual report to the State that will provide more robust information on each of the Commission's funding initiatives. These initiative level reports will be used to provide more detail and context for the Commission's investments and outcomes achieved. Over the next seven months, the initiative reports will be refined and vetted with different stakeholder groups to ensure they meet a variety of communication needs.
	4. By December 2015 develop a system for compliance to meet the reporting requirements of outside funding sources, program partners, foundations, etc. (e.g. First 5 California).	The First 5 Child Signature Program extension is being used as a pilot to develop calendar and deliverable schedules to be used for both contracting and program management. The schedules will be used by program, contracts, and fiscal staff to monitor program reporting requirements for compliance.
	5. By July 2016, review current and develop a comprehensive set of emergency management policies and procedures.	Examples of plans from related county departments such as Health Care and Social Services are being reviewed as models to update Commission policies and procedures.

Strategic Intent	Objective	Accomplishments through September 2015
#2 Achieving Outcomes	<ol style="list-style-type: none"> 1. By July 2016, 100% grantees continue to be compliant with Commission policies for caseload data collection and reporting: <ol style="list-style-type: none"> a. By December 2015, implement a feedback survey of program leads regarding the compliance review process and develop improvement plan. b. By January 2016, initiate targeted, intensive technical assistance with continuously non-compliant grantees 	<p>Grantees for improved program reporting have been identified and program leads are working with agency representatives to address any deficiencies. Improvements have been implemented for homeless agencies through the Homeless Management Information System as well as other health programs.</p>
	<ol style="list-style-type: none"> 2. By July 1 2016, implement a funding program with capacity building funds to improve partner agencies capacity to report on impact and attract federal, national and state funders. 	<p>The Capacity Building Request for Applications (RFA) was launched in the summer with applications due in August. Specific and tailored technical assistance programs are being developed with a set of recommended funded cohorts to strengthen their capacity to attract other funding.</p>
	<ol style="list-style-type: none"> 3. By July 1, 2018, implement a pay for performance-based funding model for at least one of the Commission's initiatives. 	<p>A major focus of sustainability efforts has focused on the Bridges Maternal Child Health Network since it represents approximately 22% of the annual program budget. Through \$365,000 in federal and philanthropic grants, the commission has supported increased evaluation and exploration of Pay for Success as a potential sustainability strategy and built support within CalOptima of the importance of sustaining the programs. CalOptima has proposed that the Commission explore using Intergovernmental Transfers as a financing mechanism to increase federal drawdown of funds for services provided to the Medi-Cal population.</p>

Strategic Intent	Objective	Accomplishments through September 2015
#3 Strategic Partnership & Synergistic Collaborations	1. By January 2016, identify boards, commissions and committees on which the Commission has an active/leadership role and develop a shared agenda and metrics for success.	Last year, boards, commissions and committees (BCC's) that impact and support children's health and education and have Commission staff participate in leadership roles were identified. Staff has been actively engaged in five national, six state, and 26 local BCC's along with three professional organizations. This year, the list of BCC's has been reviewed and updated to reflect current staff activities and assignments. To date, the list has also been classified to reflect the priority benefit received for participation in each partnership.
	2. Continue to strengthen existing partnerships to support sustainability strategies with a particular focus on building community support with school districts, nonprofits agencies, public agencies and other philanthropic partners to sustain and rely on the Early Development Index (EDI).	Partnerships have been actively developed with the Association of California Cities, Orange County to pilot cities' use of EDI. The goal is to develop a cohort of eight to 10 cities that will pilot the use of EDI. The EDI data has been presented to several diverse audiences including the Orange County Business Council (OCBC) and the OC Health Funders Partnership.
	3. First 5 Partnerships - Beginning July 1, 2014 and continuing, take the necessary steps to enhance the Commission's leadership in policy, fiscal and evaluation within the First 5 community with particular focus on Board of Equalization (BOE) administrative fees, fiscal management, oral health, developmental screening, and supports for 0 - 3 families.	Staff successfully worked with other county commissions and First 5 Association to have the Joint Legislative Audit Committee authorize an audit of BOE administrative fees with a report due in March 2016. This report will inform potential remedies and provide an assessment of the costs imposed on Proposition 10 funds.
	4. State/National Partnerships - Foster state and national partnerships to accelerate the development and collective support improving results for young	The partnership with the Children's Data Network at USC continues to progress with the design of an evaluation for the prevention and early intervention pilot program and pursuing a partnership with the Arnold Foundation to support the implementation of the evaluation design. The Commission continues to stay active in several state and national

Strategic Intent	Objective	Accomplishments through September 2015
	<p>children and increase the recognition of Orange County as priority community; secure at least one partnership in FY 2015-2016.</p>	<p>leadership groups including the California Pay for Success Initiative, supported by the James Irvine Foundation and the Nonprofit Finance Fund, as well as the Institute for Child Success.</p> <p>The Commission is a founding member of the national Early Childhood - Learning and Innovation Network for Communities (EC-LINC) created to build and disseminate knowledge about the range of innovative community-based efforts across the country. Commission staff has participated in three related projects. Through the Commission engagement, CHOC was selected to participate in the clinic transformation pilot known as Project DULCE, an intervention designed to address infant and family risks through enhanced primary care. Orange County was also selected for funding support to host a screening of the documentary series "Raising of America". The Orange County Alliance for Children and Families will host the local screening on November 4, 2015 for the purpose of generating local dialogue and action about the life-long significance of early childhood development. The third project was participation on a learning lab related to toxic stress and the impact of young children.</p>
	<p>5. By July 2015, develop a mechanism to centrally track and document the value of strategic partnerships in terms of program policy, knowledge sharing, matching funds and leveraged funds, shared data, program results, and recognition of leadership.</p>	<p>Last year, a mechanism was developed to track success in attracting partnership interest in support of Commission priorities, and the value of the partnerships. A key component of this work was defining terms related to funding categories and types of funding. This fiscal year, the tracking mechanism was populated with information related to the Commission's key grants and partnerships for FY 2013/14 and FY 2014/15. Information from the tracking mechanism was used to assist in preparing the August 2015 report to the Ad Hoc Administrative Committee. The Summary of Grants and Partnerships indicated a commitment of \$328,000 of Proposition 10 funds to achieve \$22,650 in earned income, \$7,557,788 in total awards and \$8,494,059 in in-kind match. A policy and procedure for the project is being developed to ensure robust population of the tracking mechanism, and management use during FY 2015/16.</p>

<p>#4 Community Learning and the Advancement of Knowledge</p>	<p>1. Beginning July 1, 2014, create or co-sponsor at least one conference to be held biannually on the state of young children such as health, development and school readiness including such topics as Science, Technology and Mathematics, Early Intervention and Community Indicators.</p>	<p>Three conferences are planned for 2016:</p> <ul style="list-style-type: none"> • Early Childhood STEM Symposium February 20, 2016 • OC STEM Ecosystem Institute, an 18-month program began in March 2015 and concluded in August 2016. The Institute is targeted to strengthen professional STEM practice for educators and school leaders along the age continuum. Planning for the second cohort of teams is being planned with in-kind and financial support from the Commission. • State of the Young Child Summit is planned for spring 2016, coinciding with the release of Countywide EDI data (Early Developmental Index). Planning meetings with city managers and superintendents that plan to pilot the data and participate in the Summit are on-going. UCLA is confirmed to provide EDI technical assistance.
	<p>2. Beginning July 1, 2014, engage in one collaboration per year with an academic partner.</p>	<p>Two academic partnerships have been identified for the current fiscal year:</p> <ul style="list-style-type: none"> • Dr. Emily Putnam-Hornstein’s research on child welfare data for children 0-5 will inform the Early Intervention and Prevention program. Dr. Hornstein is affiliated with the Children’s Data Network and USC. • The Commission has also been exploring potential partnerships with the UCI School of Education through Dr. Greg Duncan. Partnerships with Chapman University related to children with special needs are also being explored.
	<p>3. By July 2018, build consensus towards the development of an Orange County children’s policy agenda informed by Commission’s results and knowledge.</p>	<p>Commission worked to redesign the 2015 Community Indicators Report to highlight critical issues related to Commission priorities. The Report focused on three pivotal issues facing Orange County: housing, educational opportunities and gaps, children’s health.</p>