

**Agenda Item 2  
February 4, 2015**

DATE: January 20, 2015

TO: Children and Families Commission of Orange County

FROM: Christina Altmayer, Executive Director 

SUBJECT: Receive Quarterly Update on the Approved FY 2014/15 Business Plan

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**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 2014/15, including activities stipulated in the Proposition 10 legislation and subsequent statutory requirements. This report provides the secondly quarterly report on the FY 2014/15 Business Plan accomplishments covering the period of July 1 through December 31, 2014.

**DISCUSSION:**

The Commission's Business Plan for FY 2014/15 defines the Commission's operating plans for the current fiscal year. 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 2014/15 Business Plan is intended as 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 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

**Key Priorities for the Second Quarter**

The first quarter implementation of the Business Plan was marked by improvements and efforts on the internal management of the Commission, including development of the performance evaluation process and updated job duties and responsibilities. Increasingly, the second quarter (October 1 through December 31) was focused on the sustainability efforts, including launching the Pay for Success initiative, planning for the upcoming conferences on STEM and the Early Developmental Index, and strengthening evaluation capacity.

The attached table presents a summary of the Business Plan objectives with major milestones in FY 2014/15 or major milestones in which efforts have launched during the fiscal year. Increasingly, this last quarter has focused on strategic sustainability efforts, and efforts that will continue throughout the fiscal year. Progress is being made on the sustainability challenge through legislative advocacy efforts related to the Board of Equalization administrative fees, increasing partnerships with funders in and outside of Orange County, assuming new leadership roles in countywide planning efforts, and building the case for our programs through exploring the feasibility and application of Pay for Success for our programs.

The next quarterly update and updated plan for FY 2015/16 will be presented to the Commission in April.

**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:**

- October 2014 – Received quarterly update on the Approved FY 2014/15 Business Plan
- April 2014 - Annual Review of the Strategic Plan, Approval of 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 second quarter status update on the FY 2014/15 Business Plan and provide direction to staff as appropriate.

**ATTACHMENT:**

1. Second Quarter Objectives and Status – July 1- December 31, 2014

**Contact:** Christina Altmayer

**Second Quarter Objectives and Status  
October 1 – December 31, 2014**

*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.*

<b>Strategic Intent</b>	<b>Objective</b>	<b>Status</b>
<b>#1 – Organizational Effectiveness</b>	<ul style="list-style-type: none"> <li>By July 2014, as a team, implement an annual performance evaluation tool.</li> </ul>	Updated performance evaluation tool in place and will be implemented for current fiscal year. All position descriptions and organization have been updated as well.
	<ul style="list-style-type: none"> <li>By September 2014, initiate evaluation and program reporting to be used for grant applications and to promote programs for funding, education and building partnerships.</li> </ul>	Developing format that incorporates State annual report data, program specific evaluation, local reporting, to inform Commission partnerships, state and federal grants, and program promotion.
<b>#2 Achieving Outcomes</b>	<ul style="list-style-type: none"> <li>By July 1, 2015, 100% of grantees are compliant with Commission policies for caseload data collection and reporting</li> </ul>	As part of development of FY 2013/14 annual report, the Evaluation Manager verified submitted data and worked to improve reporting and data discrepancies. The quality of all grantee's data aggregate and case level data was reviewed. Specific focus was on several agencies including Healthy Smiles, Santa Ana YMCA, and the Center for Autism and Developmental Disorders. In FY 2014/15, there is increased focused on improving the case level data collection among grantees to ensure that 100% of grantees are compliant with data collection and reporting requirements.
	<ul style="list-style-type: none"> <li>By July 1, 2018 implement a pay for performance funding model for at least one of the Commission's initiatives.</li> </ul>	Since August of this year, the Commission has been working on evaluating the feasibility of implementing a Pay for Success program for the Bridges for Newborn Maternal Child Health Network. This feasibility analysis will inform the structure of the contracts for any new agreements effective July 2018. Additionally, the Commission recently approved moving forward with funding for the child abuse

Strategic Intent	Objective	Status
		prevention and early intervention program, known as Neighbor to Neighbor. This program has been specifically designed and structured as a pay for performance contract.
<b>#3 Strategic Partnership &amp; Synergistic Collaborations</b>	<ul style="list-style-type: none"> <li>Beginning in 2015, for selected priority areas, develop a shared agenda that leverages resources, expands/enhances partnerships, and identifies specific metrics for success.</li> </ul>	The first milestone was to identify boards, commissions and committees (BCC's) that impact and support children's health and education and have Commission staff participate in leadership roles. Currently, staff is actively engaged in five national, six state, and 26 local BCC's along with three professional organizations. Staff continues to conduct an environmental scan to identify additional opportunities to improve the understanding of the importance of early childhood investments, and recognition of Orange County as a priority community.
	<ul style="list-style-type: none"> <li>By July 2015, develop a mechanism to centrally track and document the value of strategic partnerships in terms of matching funds, leveraged funds, shared data and program results.</li> </ul>	Management team has focused its work on developing a template to document and track the value of partnerships from the varying perspectives of policy, fiscal, and data/evaluation impact. The draft template will be tested with 2014/5 activities and data for consideration before finalizing to use starting July 1. An example of efforts to track includes that staff has been increasingly successful in attracting partnership interest in support of Commission priorities. Through the Funders Roundtable, \$15,000 has been generated to support the 2015 Community Indicators Report (approximately 20% of the budget). The OC Community Foundation and Samueli Foundation have been partners in funding our work in Anaheim. Also, the Health Funders Partnership membership worked to determine a sustainable structure for CHIOC (Community Health Initiative of Orange County formerly the Children's Health Insurance of Orange County). Implementation activities have included transitioning CHIOC from a fiscally sponsored project to an independent 501(c)3. The organization will be fully formed by July 1, 2015.

Strategic Intent	Objective	Status
	<ul style="list-style-type: none"> <li>Beginning July 1, 2014 and continuing, take the necessary steps to enhance leadership in policy, fiscal and evaluation within the First 5 community, addressing priorities related to BOE, Fiscal Workgroups, and Evaluation.</li> </ul>	<p>Commission Executive Director was selected as the First 5 Association Advocacy Chair, serves on the Association Executive Committee, and has been coordinating statewide efforts on BOE. For the first time, the State Legislature took action to investigate the BOE administrative fees and a report is due back in February 2015. Additionally, the Association has formed partnerships with other tobacco control groups who have prioritized this issue. Finance Manager is an active member of the Fiscal Workgroup and has been actively involved in the release of the update Fiscal Management Guide.</p>
<p><b>#4 Community Learning and the Advancement of Knowledge</b></p>	<ul style="list-style-type: none"> <li>Beginning July 1, 2014 create or co-sponsor at least one conference to be held biannually on the state of young children</li> </ul>	<p>Planning has been launched for three conferences planned for 2015. The Early Childhood STEM Conference is scheduled for February 5-7, 2015, the OC STEM Institute is scheduled for the summer 2015 and is targeted to strengthen professional STEM practice for educators and school leaders, and the State of the Young Child Summit has been tentatively planned for the fall of 2015, coinciding with the release of Countywide EDI data (Early Developmental Index).</p>
	<ul style="list-style-type: none"> <li>Beginning July 1, 2014, engage in one collaboration per year with an academic partner</li> </ul>	<p>Staff has identified two academic partnerships for the current fiscal year. Dr. Emily Putnam-Hornstein's research on child welfare data for children 0-5 will inform the Pay for Success Bridges Maternal Child Health Network project. The Commission is a partner on Dr. Hornstein's pending proposal to the federal National Institutes of Health on the impact of home visitation. 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 and the Dr. Deborah Vandell, Dean.</p>

Strategic Intent	Objective	Status
	<ul style="list-style-type: none"> <li>• By July 1, 2014 use our data to inform state and national funding, policies, and sustainability strategies for children’s early intervention services through partnerships with school districts, foundation, elected official, nonprofit agencies and other public agencies.</li> </ul>	<ul style="list-style-type: none"> <li>• Commission has recently developed an oral health policy brief to inform the First 5 Association and local advocacy efforts. Brief will be incorporated in the 2015 Legislative Advocacy Day.</li> <li>• In partnership with other Southern California Commissions, Emily Putnam-Hornstein Ph.D., USC School of Social Work, was engaged to develop a scan of early intervention services and home visitation services. The analysis has informed policy and funding alternatives efforts.</li> <li>• The Orange County Autism Regional Taskforce continues to make progress on its strategic priorities, The Task Force recently met with Senator Huff to inform him on local efforts. The Center for Autism and Neurodevelopmental Disorders as a critical multi-disciplinary hub for providing clinical care, quality education, innovative research and community engagement across the Southern California region was highlighted in the briefing.</li> </ul>