



DATE: March 23, 2015

TO: Children and Families Commission of Orange County

FROM: Christina Altmayer, Executive Director 

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

ACTION: Receive Third Quarterly Update on the Approved FY 2014/15 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 2014/15, including activities stipulated in the Proposition 10 legislation and subsequent statutory requirements. This report provides the third quarter progress report against the FY 2014/15 Business Plan covering the period of July 1 through March 31, 2015.

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 objectives in which efforts have launched during the fiscal year. In the third quarter, staff has begun implementing the sustainability actions launched last quarter. 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 updated FY 2015/16 Business Plan will be presented at the May Commission meeting. The management team is currently working on updating the plan to include new objectives related to:

- Exploring a pay for performance structure for management employees
- Demonstrating the value and building partnerships related to the Early Developmental Index (EDI)
- Creating an updated set of key community and Commission indicators to support advocacy and communication efforts
- Continuing to strengthen grantee and funder partnerships and measuring their perceptions of the Commission's leadership and support.

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:

- February 2015 – Receive quarterly update on the Approved FY 2014/15 Business Plan
- October 2014 – Receive 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. Third Quarter Objectives and Status – July 1- March 31, 2015

Contact: Christina Altmayer

**FY 2014/15 Business Plan
Third Quarter Progress Report**

Strategic Intent	Objective	Accomplishments through March 31, 2015
#1 Organizational Effectiveness	<ul style="list-style-type: none"> By July 2014, as a team, implement an annual performance evaluation tool. 	Updated performance evaluation tool in place and will be implemented for current fiscal year and performance evaluations are scheduled to be completed for all Commission employees by June 30, 2015. All position descriptions and organization have been updated as well.
	<ul style="list-style-type: none"> By September 2014, initiate evaluation and program reporting to be used for grant applications and to promote programs for funding, education and building partnerships. 	Developed format that incorporates State annual report data, program specific evaluation, local reporting, to inform Commission partnerships, state and federal grants, and program promotion. Work ongoing. Evaluation efforts supported multiple grant applications.
#2 Achieving Outcomes	<ul style="list-style-type: none"> By July 1, 2015, 100% of grantees are compliant with Commission policies for caseload data collection and reporting. 	Identified grantees for improved program reporting and worked with leads to address any deficiencies. Improvements have been for homeless agencies through the Homeless Management Information System as well as other health programs. Specific focus was on several agencies including Healthy Smiles, Santa Ana YMCA, and the Center for Autism and Developmental Disorders.
	<ul style="list-style-type: none"> By July 1, 2018 implement a pay for performance funding model for at least one of the Commission's initiatives. 	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. The Commission has been awarded \$225,000 in technical assistance grants to support the Bridges Pay for Success work. The recently approved child abuse prevention and early intervention program has been specifically designed and structured as a pay for performance contract.
#3 Strategic Partnership &	<ul style="list-style-type: none"> Beginning in 2015, for selected priority areas, develop a shared 	Identified boards, commissions and committees (BCC's) that impact and support children's health and education and have Commission staff

Strategic Intent	Objective	Accomplishments through March 31, 2015
Synergistic Collaborations	agenda that leverages resources, expands/enhances partnerships, and identifies specific metrics for success.	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 is developing a tool to report the match funds, policy support and other resources that have been generated from these partnerships.
	<ul style="list-style-type: none"> 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. 	<p>Beginning to track success in attracting partnership interest in support of Commission priorities. Examples:</p> <ul style="list-style-type: none"> \$25,000 has been generated to support the 2015 Community Indicators Report (approximately one-third of the budget). The OC Community Foundation and Samueli Foundation have been partners in funding our work in Anaheim. Health Funders Partnership membership worked to expand funding and support for CHIOC (Community Health Initiative of Orange County formerly the Children's Health Insurance of Orange County). Pursuing federal match funds in partnership with OC United Way and OC Community Foundation.
	<ul style="list-style-type: none"> 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. 	<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. Recommendations due to Legislature in April 2015. Orange County has been actively engaged legislative hearings to explore remedies.</p>
#4 Community Learning and the Advancement of Knowledge	<ul style="list-style-type: none"> Beginning July 1, 2014 create or co-sponsor at least one conference to be held biannually on the state of young children. 	<p>Three conferences planned for 2015:</p> <ul style="list-style-type: none"> Early Childhood STEM Conference took place February 5-7, 2015 OC STEM Institute is scheduled for the summer 2015 and is targeted to strengthen professional STEM practice for educators and school leaders State of the Young Child Summit has been tentatively planned for late 2015, coinciding with the release of Countywide EDI data

Strategic Intent	Objective	Accomplishments through March 31, 2015
		(Early Developmental Index).
	<ul style="list-style-type: none"> Beginning July 1, 2014, engage in one collaboration per year with an academic partner. 	<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. Partnerships with Chapman University related to children with special needs are also being explored.</p>
	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Commission developed an oral health policy brief to inform the First 5 Association and local advocacy efforts. Brief incorporated in the 2015 Legislative Advocacy Day. In partnership with First 5 Association, developed advocacy briefs to support work on the increasing BOE administrative fees.