



**DATE:** March 21, 2016

**TO:** Children and Families Commission of Orange County

**FROM:** Christina Altmayer, Executive Director 

**SUBJECT:** Fiscal Year 2015/16 Business Plan

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

---

**SUMMARY:**

Consistent with the Strategic Plan, the Children and Families Commission of Orange County annually approves a Business Plan to guide the organization's operations. The Business Plan reflects planned work to be undertaken in fiscal year 2015/16, including activities stipulated in the Proposition 10 legislation and subsequent statutory requirements. This report provides the third quarter report on the fiscal year 2015/16 Business Plan accomplishments covering the period of January 1, 2016 through March 31, 2016. The fiscal year 2015/16 Business Plan was approved in conjunction with the fiscal year 2015/16 Budget at the May 2015 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 fiscal year 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 includes 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

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

### **Third Quarterly Report**

A summary of the Business Plan (Attachment 1) presents objectives with major milestones in fiscal year 2015/16 or major milestones in which efforts have launched during the fiscal year. It reflects the updated objectives approved as part of the fiscal year 2015/16 Plan. Highlights of the third quarter performance for the period of January 1, 2016 through March 31, 2016 included:

- *Continuing to explore strategies that will sustain the Commission's impactful investments in services for young children* – Developing financing and leveraging strategies to sustain and continue the Commission's proven programs remains a high priority. During this last quarter, staff has worked closely with CalOptima to pursue an intergovernmental transfer. The Commission and the CalOptima Board both approved authorizing actions to proceed with a transaction. The Commission also received an update on the ongoing evaluation strategy to demonstrate the impact of the Bridges Maternal Child Health Network and generate future support at the March meeting.
- *Addressing the ongoing administrative fees charged by the State Board of Equalization (BOE) on Proposition 10 funds* – The Joint Legislative Audit Committee (JLAC) reviews of the BOE charges was released on March 1, 2016. Following the audit report, the Assembly and Senate approved legislation to change the funding for the licensing program and reduce reliance on Proposition 10 funding to subsidize the program costs.
- *Expand awareness and use of the Early Development Index (EDI) data* – Partnerships have been actively developed with the Association of California Cities, Orange County to pilot cities' use of EDI. Four cities are actively working with the Commission on using EDI data to inform their local planning. Since the September release of the 2015 EDI data, over 15 community presentations have been given to promote awareness and use of the EDI data. Planning continues for the State of the Young Child Summit: *Learners Today, Leaders Tomorrow* on May 6, 2016, to promote the release of the first comprehensive countywide EDI data in 2015. The Summit agenda will highlight the experience of local Orange County cities and school districts employing EDI data for decision-making.

### **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 third quarter status update on the Fiscal Year 2015/16 Business Plan and provide direction to staff as appropriate.

**ATTACHMENT:**

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

**Contact:** Christina Altmayer

## FY 2015/16 Business Plan Third Quarter Progress Report

Strategic Intent	Objective	Accomplishments through March 2016	Summary Status
<b>#1 Organizational Effectiveness</b>	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. Positions and classification/compensation adjustments were made effective January 2016. Commission staff is exploring existing County pay for performance programs with the goal of launching a performance “bonus” structure effective July 1, 2016.	<b>ON SCHEDULE</b>
	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 potential Intergovernmental Transfer (IGT) approved at the February meeting would invest \$6.2 million in Commission funding to leverage an additional \$5 million for program sustainability.	<b>ON SCHEDULE</b>
	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 provides more robust information on each of the Commission’s funding initiatives. A report using this new format was presented to the Commission in October. The initiative reports are being refined and vetted with different stakeholder groups to ensure they meet a variety of communication needs.	<b>ON SCHEDULE</b>
	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 was used as a pilot to develop calendar and deliverable schedules to be used for both contracting and program management. The schedules are being used by program, contracts, and fiscal staff to monitor program reporting requirements for compliance.	<b>COMPLETED</b>

Strategic Intent	Objective	Accomplishments through March 2016	Summary Status
	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.	<b>PENDING – May require extension</b>
<b>#2 Achieving Outcomes</b>	<p>1. 100% of grantees continue to be compliant with Commission policies for caseload data collection and reporting:</p> <p>a. Annually, implement a feedback survey of program leads regarding the compliance review process and develop improvement plan.</p> <p>b. Annually, initiate targeted, intensive technical assistance with continuously non-compliant grantees.</p>	In January 2016, feedback surveys were distributed to program leads, consultants to receive input on the effectiveness of the compliance review process, and training/technical assistance needs. Based on the results of these surveys, grantees that need assistance for improved program reporting will be identified. Program leads will then work more intensively with agency representatives to address any deficiencies.	<b>ON SCHEDULE</b>
	2. By July 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.	In February, the Commission approved \$225,000 in funding for four cohorts to participate in a capacity building program. The program includes technical assistance on service coordination and collaboration, fund development, and an integrated approach to evaluation.	<b>COMPLETED</b>
	3. By July 1, 2018, implement a pay for performance-based funding model for at least one of the Commission's initiatives.	Effective March 2016, the Commission in partnership with the Social Services Agency launched the Neighborhood Resource Network to provide early intervention for children at risk of abuse or neglect. The contract with community based agencies is structured as a pay for performance model	<b>AHEAD OF SCHEDULE</b>

Strategic Intent	Objective	Accomplishments through March 2016	Summary Status
		in which payments are made based on achievement of client milestones.	
<b>#3 Strategic Partnership &amp; Synergistic Collaborations</b>	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.	Several boards, commissions and committees (BCCs) that impact and support children's health and education, and have Commission staff participating in leadership roles, were identified last year. Staff has been actively engaged in five national, six state, and 26 local BCCs along with three professional organizations. This year, the list of BCCs 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.	<b>COMPLETED</b>
	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. Four cities are actively working with the Commission on using EDI data to inform their local planning efforts. Since the September release of the 2015 EDI data, 11 community presentations have been given to promote awareness and use of the EDI data.	<b>ON SCHEDULE</b>
	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	Staff successfully worked with other county commissions and the 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.	<b>ON SCHEDULE</b>

Strategic Intent	Objective	Accomplishments through March 2016	Summary Status
	management, oral health, developmental screening, and supports for 0 - 3 families.		
	4. State/National Partnerships - Foster state and national partnerships to accelerate the development and collective support of improving results for young children; increase recognition of Orange County as a priority community; secure at least one partnership in FY 2015/2016.	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 pursuit of 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 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. The Commission recently was awarded a \$60,000 grant by the EC-LINC sponsor, Center for the Study of Social Policy, to participate with multiple communities to implement metrics to assess early childhood systems.	<b>ON SCHEDULE</b>
	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.	A mechanism was developed to track success in attracting partnerships and quantify the value of the partnerships. This fiscal year, the tracking mechanism was populated with data on the Commission's key grants and partnerships for FY 2013/14 and FY 2014/15. 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. The database is maintained and updated regularly.	<b>COMPLETED</b>
<b>#4 Community Learning and the Advancement of Knowledge</b>	1. Beginning July 1, 2014, create or co-sponsor at least one conference to be held biannually on the state of young children in areas of health, development and	Three conferences are planned for 2016: <ul style="list-style-type: none"> <li>• Early Childhood STEM Symposium was held February 20, 2016 at the Disneyland Hotel in Anaheim. In partnership with the Orange County Department of Education, THINK</li> </ul>	<b>ON SCHEDULE</b>

Strategic Intent	Objective	Accomplishments through March 2016	Summary Status
	<p>school readiness, including such topics as Science, Technology and Mathematics, Early Intervention and Community Indicators.</p>	<p>Together and the OC STEM Initiative, the professional development event was requested by early educators to strengthen STEM teaching strategies. Early Childhood STEM Conferences were also held in 2015 and 2014 in partnership with the Children’s Center at Caltech.</p> <ul style="list-style-type: none"> <li>• OC STEM Ecosystem Institute, an 18-month program, began in March 2014 and concluded in August 2015. The Institute is targeted to strengthen professional STEM practice for educators and school leaders along the age continuum. The second cohort of teams is under way with in-kind and financial support from the Commission.</li> <li>• The Children’s Summit: <i>Learners Today, Leaders Tomorrow</i>, is planned for May 6, 2016, to promote the release of the first comprehensive Countywide EDI (Early Developmental Index) data in 2015. The Summit agenda includes keynotes speaking on the economic impact of investing in early learning and a panel of local Orange County cities and school districts discussing their experience employing EDI data for decision-making.</li> </ul>	
	<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"> <li>• The Commission is leveraging Dr. Emily Putnam-Hornstein’s expertise in linking administrative data sets and research knowledge to inform and conduct a randomized controlled trial of the Neighborhood Resource Network program. Dr. Hornstein is affiliated with the Children’s</li> </ul>	<p><b>ON SCHEDULE</b></p>

Strategic Intent	Objective	Accomplishments through March 2016	Summary Status
		<p>Data Network and USC.</p> <ul style="list-style-type: none"> <li>• This fiscal year, the Commission has been facilitating research partnerships between the UCI School of Education, through Dr. Greg Duncan, and the UCLA Center for Healthier Children, Families and Communities. The partners will conduct a validation study of the Early Development Index (EDI) data and a predictive study examining the relationship between the EDI and children’s later educational outcomes.</li> <li>• Partnerships with Chapman University related to children with special needs are also being explored.</li> </ul>	
	<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>The 2015 Community Indicators Report was redesigned to highlight critical issues related to Commission priorities. The Report focused on three pivotal issues facing Orange County: housing, educational opportunities and gaps, and children’s health. Additionally, the Commission’s leadership on the 21<sup>st</sup> Annual Report on the Conditions of Children highlighted critical issues that are receiving increased attention in Orange County such as healthy birth outcomes and children’s mental health. This data has been presented in multiple forums, including the 2016 OC Funders Roundtable Summit, and has facilitated partnerships with OC United Way, OC Community Foundation and others.</p>	<p><b>ON SCHEDULE</b></p>