

**Agenda Item 2**
July 1, 2015

DATE: June 23, 2015

TO: Children and Families Commission of Orange County

FROM: Christina Altmayer, Executive Director

SUBJECT: FY 2014/15 Business Plan 

ACTION: Receive fourth quarter status update on the 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 final year-end quarterly report on the FY 2014/15 Business Plan accomplishments covering the period of July 1, 2014 through June 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 Commission's Business Plan for FY 2014/15 defined the Commission's operating plans for the fiscal year concluding June 30, 2015. 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

Final Year End Report

A summary of the Business Plan (Attachment 1) presents 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 next 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 programs through exploring the feasibility and application of the Pay for Success funding approach. As highlighted, the Commission is increasingly partnering with other funds on new initiatives and increasingly being recognized for leadership in evaluation and data analysis.

The FY 2015/16 Business Plan was approved at the May Commission meeting and the first quarterly report on progress will be included on the October agenda.

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, 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 fourth quarter status update on the FY 2014/15 Business Plan and provide direction to staff as appropriate.

ATTACHMENT:

1. FY 2014/15 Business Plan - Fourth Quarter Progress Report

Contact: Christina Altmayer

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

Strategic Intent	Objective	Accomplishments through June 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.
	<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 2014, 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. Key funding partnerships include Phase I Feasibility funding from the Nonprofit Finance Fund, James Irvine Foundation, a Data Evaluation Grant award from the Nonprofit Finance Fund, and an "Accelerating Assistance Award" through the Corporation for National and Community Services. The recently approved child abuse prevention and early intervention program has been specifically designed and structured as a pay for performance contract.

Strategic Intent	Objective	Accomplishments through June 2015
#3 Strategic Partnership & Synergistic Collaborations	<ul style="list-style-type: none"> Beginning in 2015, for selected priority areas, develop a shared agenda that leverages resources, expands/enhances partnerships, and identifies specific metrics for success. 	<p>Identified 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 is developing a tool to report the match funds, policy support and other resources that have been generated from these partnerships.</p>
	<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, and the value of the partnerships. 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, funding \$20,000 of the \$32,000 for the Network Anaheim Business Plan. - 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. - Match funds (\$36,000) provided by Orange County United Way to support the project management consultant for the Champions for Early Literacy Initiative. - Awarded the contract for development of the annual Conditions of Children Report, providing support for the Orange County Children's Partnership. - Received an \$85,000 grant award from the Orange County Community Foundation to provide evaluation support for ACT Anaheim initiative.

Strategic Intent	Objective	Accomplishments through June 2015
	<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. Budget language included in the final Adopted State Budget. . 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 Ecosystem Institute is an 18-month program that began in March 2015. The four-day summer session is scheduled for the July. The Institute is targeted to strengthen professional STEM practice for educators and school leaders along the age continuum. - State of the Young Child Summit has been tentatively planned for early 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.
	<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:</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.
	<ul style="list-style-type: none"> By July 1, 2014 use our data to inform state and national funding, policies, and sustainability strategies 	<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.

Strategic Intent	Objective	Accomplishments through June 2015
	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"> <li data-bbox="997 272 1927 451">• In partnership with First 5 Association, developed advocacy briefs to support work on the increasing BOE administrative fees, and program practices including Oral Health for California's Youngest Children, and A Healthy Beginning for Young California Kids: Universal Developmental and Behavioral Screenings.