



**Agenda Item No. 3
February 5, 2014 Meeting**

DATE: January 28, 2014

TO: Children and Families Commission of Orange County

FROM: Christina Altmayer, Executive Director 

SUBJECT: Status Report on FY 2013/14 Business Plan

SUMMARY:

The Children and Families Commission approved the FY 2013/14 Business Plan at the April 2013 meeting. Consistent with the Strategic Plan, the Commission annually approves the Business Plan as the operating plan that reflects all planned work to be undertaken in the coming year. This item is a report on mid-year accomplishments against the FY 2013/14 approved Business Plan (July 1 through December 31, 2013). As part of implementation of the FY 2013/14 Business Plan and development of the FY 2014/15 Plan, additional performance management and strategic planning consultant support is required.

Fiscal Year 2013/14 Business Plan – First Quarter Report

The Commission’s Business Plan defines the strategies to accomplish Proposition 10 mandated work to meet statutory requirements. The FY 2013/14 Business Plan ensures that the Commission’s operating plans for the next fiscal year are consistent with the priorities and objectives established by the Commission, including the goals described in the Commission’s Strategic Plan.

The FY 2013/14 Business Plan identified five operational goals for the current fiscal year:

1. Continue to Implement the Long Term Financial Plan and Sustainability Strategies
2. Monitor and Address Grantee and Catalytic Funding Compliance
3. Develop Strategies to Reduce/Contain Ongoing Administrative Costs
4. Refine Operational Indicators and Establish a Management Review Process to Evaluate Performance
5. Review and Update the Strategic Plan.

Attachment 1 provides a summary of the first quarter accomplishments of the FY 2013/14 Business Plan (July 1 - December, 2013). A final status report will be provided in May 2014 with the proposed FY 2014/15 Business Plan. The planning process for the FY 2014/15 Business Plan will be initiated in February.

Performance Management and Strategic Planning Assistance

Since last fiscal year, the Commission has utilized the consulting services of Alan Glassman, Ph.D. to support the development of annual goal setting and performance evaluation process.

Dr. Glassman is a Professor of Management and retired Director of the Center for Management and Organization Development at California State University at Northridge. As previously reported to the Commission, Dr. Glassman has provided human resource and management consulting to the Commission's management team, including:

- Designing and administering a "360" assessment for all Commission employees
- Providing coaching and feedback to all employees on opportunities for growth and development based on the assessment
- Facilitating the design and development of annual performance evaluation process, including updating position descriptions and expectations
- Providing other counsel and support to the Executive Director.

An amendment of \$6,600 to the current agreement is requested for approval for additional services to facilitate a series of upcoming management planning sessions related to the FY 2014/15 Business Plan. The management planning sessions will identify the actions necessary to the Commission's Strategic Plan as well as the priorities identified in the 15 Year Plan.

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. The requested contract amendment is within the FY 2013/14 Approved Budget.

PRIOR COMMISSION ACTION:

- April 2013 - Conducted the annual review of the Strategic Plan, and approved the Business Plan and Annual Operating Budget for FY 2013/14

RECOMMENDED ACTIONS:

1. Receive report on first quarter accomplishments against the FY 2013/14 approved Business Plan.
2. Adopt resolution (Attachment 2) authorizing the Executive Director, or designee, to prepare and negotiate an Amendment to Agreement PS-112 with Alan M. Glassman, Ph.D., to provide human resources and management consulting services for the term of July 1, 2014 to January 31, 2015 in an amount not to exceed \$6,600.

ATTACHMENTS:

1. FY 2013/14 Business Plan: First Quarter Accomplishments
2. Resolution to amend PS-112

Contact: Christina Altmayer

**FY 2013/14 Business Plan
Mid- Year Accomplishments
July 1 through December 31, 2013**

Operational Goal	Mid Year Accomplishments
<p>Continue to Implement the Long Term Financial Plan and Sustainability Strategies</p> <p>Consistent with prior practices, the Commission relies on the Long Term Financial Plan (LTFP) to drive the budget planning process. The LTFP is reviewed, updated, and presented to the Commission prior to consideration of the annual budget. As Proposition 10 tobacco tax revenue continues to decline, program sustainability becomes an increasingly important issue for the Commission-supported programs.</p>	<ul style="list-style-type: none"> - Closely monitored actual FY 2012/13 and 2013/14 revenues. Developed and presented updated LTFP. - Developed and implemented funding renewal process. - Worked with other funders to explore opportunities for regional match fund program. - Continued to pursue new and additional federal, national and regional funding and better position Commission investments for match funds. Reallocated resources to prioritize fund development. Grants applications developed with community partners included W.K. Kellogg Foundation for family engagement and Nemours National Early Care and Education Learning Collaborative. - Continuing to work with partners to leverage Commission's investments in autism and developmental screening to brand and effectively market this program to potential private and corporate philanthropic donors. - Engaged national, state and regional partnerships to consider strategies to improve Medicaid reimbursement for community approaches including home visitation, prevention, and vision screening. - Ensure that all participating grantees and Commission staff trained to implement new MAA (Medi-Cal Administrative Activities) and TCM (Targeted Case Management) program requirements, including perpetual time surveys. - Successfully implementing First 5 CA Child Signature Program, providing \$4.4 million annually for quality enhancements to preschool programs. - Leading statewide efforts to develop a permanent relief from rising Board of Equalization administrative fees.

Operational Goal	Mid Year Accomplishments
<p>Monitor and Address Grantee and Catalytic Funding Compliance</p> <p>The Commission's contract and administrative staff oversee a total of 201 service agreements with 161 unique agencies processing over 800 invoices annually. Commission staff and consultants engage in a variety of activities annually that safeguard resources, support and monitor program performance, and identify and manage risk to the Commission.</p>	<ul style="list-style-type: none"> - Continue to manage grantee performance and risk activities through regular meetings of the Compliance Team. - Successfully address concerns with homeless providers related to data collection and compliance. - Working aggressively with targeted agencies to improve timely billing. - Conducted audits as necessary to identify and address concerns related to certain grantee operations. - Commission role included leadership in vision planning to inform pediatric health catalytic project. - Identified issues, developed and implement corrective plan for SCADP. - Developed Request for Qualification (RFQ) for the selection of consultant project managers and on call technical expertise.
<p>Develop Strategies to Reduce/Contain Ongoing Administrative Costs</p> <p>Commission policy dictates that administrative costs are limited to 10 percent of the annual budget. Management has worked to implement numerous cost reduction strategies to reduce operating costs including lease costs, and staff and consultant resources. This will continue to be a priority for Commission management to develop efficient administrative operations, while ensuring that program and collaborative planning, sustainability efforts and grantee oversight is not diminished or impacted.</p>	<ul style="list-style-type: none"> - Successfully managed move to new location, with projected annual savings of \$129,000 beginning FY 2014/15. - Implemented budgeted staff reductions and administrative contract reductions. Currently, maintaining vacancy in one FTE as administrative cost reduction strategy. - Reduced administrative expenses to less than 7% of the proposed Amended Budget. - Completed planning process with 4 Southern California Commissions to develop common data as a basis for an RFP for a data system to facilitate data collection and reporting across the region. New resulting contract with Commission has the potential for cost savings in future years.
<p>Refine Operational Indicators and Establish a Management Review Process to Evaluate Performance</p> <p>Commission staff and management are in the process of developing a set of Key Performance Indicators (KPIs) that will be used to track, review, and evaluate operational performance. It will be informed by the Business Plan and the Performance Outcome Management System (POMS) workplan deliverables.</p>	<ul style="list-style-type: none"> - Worked with County Human Resources Department and Commission Counsel to conduct a comprehensive review of all human resource policies and procedures to ensure consistency with County and best practices. - Working with a management consultant to develop operational targets and an annual goal setting and performance evaluation process including expectations for all positions. - Developed an approach for peer review of Commission evaluation reports and other community data. Convenings to date include have included a focus on the Bridges Maternal Child Health Network evaluation and use of EDI data.

Operational Goal	Mid Year Accomplishments
<p>Review and Update the Strategic Plan – The Commission’s Strategic Plan has provided an effective framework for Commission investments since its initial adoption in 2000. As the Commission approaches the 15th Anniversary of the passage of Proposition 10, staff proposes to conduct a community outreach effort to receive feedback and input on the success of the plan implementation and identify areas for expansion or improvement within the plan.</p>	<ul style="list-style-type: none"> - Reviewed current Strategic Plan and developed revised language to update Strategic Plan vision, mission and goals. - Produced and distributed 15 Year Report - Expanded evaluation work to demonstrate Commission’s strategic leadership, including Health Policy Brief. - Preparing for update of Strategic Plan in April 2014.

CHILDREN AND FAMILIES COMMISSION OF ORANGE COUNTY

RESOLUTION NO. ___-14-C&FC

November 7, 2012

A RESOLUTION OF THE CHILDREN AND FAMILIES COMMISSION OF ORANGE COUNTY DIRECTING THE EXECUTIVE DIRECTOR OR DESIGNEE, TO PREPARE AND NEGOTIATE AN AMENDMENT TO AGREEMENT PS-112 WITH ALAN M. GLASSMAN, PH.D. FOR HUMAN RESOURCES AND MANAGEMENT CONSULTING SERVICES; AND, AUTHORIZING APPROVAL AND EXECUTION OF SUCH AMENDMENT ON BEHALF OF THE COMMISSION

WHEREAS, in order to facilitate the creation and implementation of an integrated, comprehensive, and collaborative system of information and services to enhance optimal early childhood development, the legislature adopted legislation set forth in the California Children and Families Act of 1998, Health and Safety Code Section 130100, *et seq.* (as amended, the “Act”) implementing the Children and Families First Initiative passed by the California electorate in November, 1998 and establishing the California Children and Families Commission and County Children and Families Commissions, including this Children and Families Commission of Orange County (“Commission”); and

WHEREAS, Commission adopted its Strategic Plan to define how funds authorized under the Act and allocated to the Commission should best be used to meet the critical needs of Orange County’s children prenatal to five years of age as codified in the Act; and

WHEREAS, the Executive Director and Commission Counsel have prepared a standard Master Agreement for Consultant/Professional Services (“Master Agreement”), which was approved by the Commission; and

WHEREAS, the Commission desires to authorize the Executive Director, or designee, to prepare and negotiate an amendment to Agreement PS-112 with Alan M. Glassman, Ph.D., in an amount not to exceed \$6,600, to provide additional human resources and management consulting services for the period July 1, 2014 to January 31, 2015, as specified in the February 5, 2014 staff report for this Agenda Item; and

WHEREAS, Commission has reviewed the staff report relating to the Scope of Services to be provided and hereby finds and determines that the proposed Amendment is in furtherance of and consistent with the Commission’s Strategic Plan; and

NOW, THEREFORE BE IT RESOLVED BY THE COMMISSIONERS OF THE CHILDREN AND FAMILIES COMMISSION OF ORANGE COUNTY AS FOLLOWS:

Section 1 Commission finds and determines the foregoing Recitals are true and correct and are a substantive part of this Resolution.

Section 2 Commission hereby authorizes the Executive Director, or designee, to prepare and negotiate the terms, conditions and final form of an Amendment to Agreement PS-112 with Alan

M. Glassman, Ph.D., in an amount not to exceed \$6,600, to provide human resources and management consulting services for the period July 1, 2014 to January 31, 2015, as specified in the February 5, 2014 staff report and scope of services referenced therein; and

Section 3 Approval by the Executive Director of the Amendment to Agreement PS-112 shall be conclusively evidenced by the execution and delivery of the Amendment by the Commission Chair to the Commission Clerk.

Section 4 Commission hereby approves an Amendment to Agreement PS-112 with Alan M. Glassman, Ph.D., to provide human resources and management consulting services, as specified in the February 5, 2014 staff report for this Agenda Item.

Section 5 The Commission Chair and the Clerk of the Commission are hereby authorized to execute and attest, respectively, an Amendment to Agreement PS-112 with Alan M. Glassman, Ph.D. on behalf of the Commission.

Section 6 A copy of the final Amendment, when executed, shall be appended hereto as a part of Exhibit A to this Resolution. Exhibit A is hereby fully incorporated as a part of this Resolution by this reference and made a part hereof. The final executed Amendment shall be placed on file in the office of the Clerk of the Commission.

Section 7 In addition to the authorization of Section 2 above, the Executive Director (or designee) is hereby authorized, on behalf of the Commission, (i) to sign all documents necessary and appropriate to carry out and implement the Service Agreement, (ii) to cause the issuance of warrants, (iii) to administer the Commission's obligations, responsibilities, and duties to be performed under such agreement, and (iv) during the term thereof to provide waivers, administrative interpretations, and minor modifications of the provisions of such agreement in the furtherance thereof.

Section 8 The Clerk of the Commission shall certify to the adoption of this Resolution.

The foregoing resolution was passed and adopted by the following vote of the Children and Families Commission of Orange County on February 5, 2014 to wit:

AYES: Commissioners: _____

NOES: Commissioner(s): _____

EXCUSED: Commissioner(s): _____

ABSTAINED: Commissioner(s) _____

CHAIR

STATE OF CALIFORNIA)
)
COUNTY OF ORANGE)

I, SUSAN NOVAK, Clerk of the Commission of Orange County, California, hereby certify that a copy of this document has been delivered to the Chair of the Commission and that the above and foregoing Resolution was duly and regularly adopted by the Children and Families Commission of Orange County.

IN WITNESS WHEREOF, I have hereto set my hand and seal.

SUSAN NOVAK
Clerk of the Commission, Children and Families Commission of
Orange County, County of Orange, State of California

Resolution No: __-14-C&FC

Agenda Date: February 5, 2014

Item No. __



I certify that the foregoing is a true and correct copy of the Resolution adopted by the

SUSAN NOVAK, Clerk of the Commission

By: _____
Deputy

EXHIBIT A TO RESOLUTION OF COMMISSION

(Attach copy of final executed Amendment to Agreement PS-112 with Alan M. Glassman, Ph.D.)