



DATE: September 19, 2014

TO: Children and Families Commission of Orange County

FROM: Christina Altmayer, Executive Director

SUBJECT: 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 first quarterly report on the FY 2014/15 Business Plan accomplishments covering the period of July 1 through September 30, 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 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 & Synergistic Collaborations
- Strategic Intent #4: Focus on Community Learning and Advancement of Knowledge

Key Priorities for the First Quarter

The first quarter reporting period of the Business Plan was focused primarily on improving internal operations, reviewing Commission efforts in evaluation, and launching multiple improvement strategies related to operations. Attachment 1 presents a summary of the objectives that were schedule to be completed or launched in the first quarter of FY 2014/15.

Work in the first quarter included completing the personnel process improvements launched approximately one year ago to develop a comprehensive employee performance evaluation process and system. Proposed revisions are recommended for the Salary and Benefits Policy that was

approved in March 2014 to include updates to the performance evaluation section and add the forms and tools that were developed through this process. The recommended changes to Performance Evaluation section are shown in the excerpt of the Salary and Benefits Policy (Attachment 2).

The Performance Evaluation form includes language confirming that all leadership team members will be evaluated annually by the Executive Director, or designee. The process is designed as a partnership between the leadership team member and the Executive Director. The objectives of this process are threefold: (1) to provide a formal evaluation on the member's performance during the preceding year; (2) to identify areas for growth and development for the forthcoming year; and, (3) to determine the member's compensation. The team member's performance rating consists of two components, each comprising 50 percent of the overall rating; individual job component, and team component.

As part of this process, the Commission Executive Director has also developed a new organization chart and position descriptions. An example of the new format for the position descriptions is provided as Attachment 3. Position descriptions have been rewritten to focus on the five common areas of responsibilities:

- General Management and Operations
- Program Management and Evaluation
- Fund Development and Sustainability
- Collaborative Partnerships
- Community Outreach and Communications

The management team now includes the eight critical staff as indicated on the attached chart (Attachment 4). Areas of responsibilities for each staff member on the management team include both functional as well as leadership roles for the strategic intent areas. The coordination among these staff members will be critical to the accomplishment of the Business Plan.

In the next quarter, implementation of the Business Plan will increase the focus on 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.

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:

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

RECOMMENDED ACTIONS:

1. Receive first quarter status update on the FY 2014/15 Business Plan and provide direction to staff as appropriate.
2. Approve amendment to Salary and Benefits Policy – Performance Evaluation

ATTACHMENTS:

1. First Quarter Objectives and Status – July 1- September 30, 2014
2. Salary and Benefits Policy Excerpt – Performance Evaluation
3. Sample Position Description
4. Commission Organization Chart

Contact: Christina Altmayer

**First Quarter Objectives and Status
July 1 – September 30, 2014**

Strategic Intent	Objective	Status
#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. 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. 	Developing format that incorporates State annual report data, program specific evaluation, local reporting, to inform Commission partnerships, state and federal grants, and program promotion.
#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 	As part of preparation of the annual report, Evaluation Manager has identified grantees for improved program reporting and will be working with leads to address any deficiencies. Improvements have been for homeless agencies through the Homeless Management Information System as well as other health programs.
#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. 	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. The next step will be to identify 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"> • Beginning July 1, 2014 and continuing, take the necessary steps to enhance leadership in policy, fiscal and 	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.

Strategic Intent	Objective	Status
	<p>evaluation within the First 5 community, addressing priorities related to BOE, Fiscal Workgroups, and Evaluation.</p>	<p>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>
#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>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"> 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. Additionally, the Commission is a partner on Dr. Hornstein's pending proposal to the federal NIH 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 Van Dell, Dean.</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. 	<p>Three key projects implemented this quarter include:</p> <ul style="list-style-type: none"> Help Me Grow (HMG) - Previously, staff championed the development of a HMG California Business Plan to establish an infrastructure to support the spread of the project in the state, and sustainability for our Orange County HMG investment. A key component of the Business Plan is an evaluation framework to document the impact of the HMG model in statewide and local policy making. First 5 California has committed funding to support the evaluation plan to be implemented in partnership with the David and Lucille Packard Foundation. The Orange County

Strategic Intent	Objective	Status
		<p>Commission will serve as project lead.</p> <ul style="list-style-type: none"> <li data-bbox="1045 272 1843 630">• Bridges Maternal Child Health Network / Pay for Success - Initial work has begun with Dr. Putnam-Hornstein in scanning infant home visitation programs, as an early intervention strategy, to classify programmatic characteristics and client level data collection and pursue linkage of records with other administrative sources (e.g. birth records, child protection records, health coverage records). This effort will be helpful for enhancing capacity for compiling and using home visitation data to advance the Pay for Success program learning. <li data-bbox="1045 638 1843 1089">• Early Learning Nation Website – The Commission participates in the national Early Childhood Learning and Innovation Network for Communities (EC-LINK) to achieve a greater collective impact, and create opportunities to bring attention to the Commission’s work. The EC-LINK communities worked with the Bezos Family Foundation in the development of the “Early Learning Nation” website in conjunction with the U.S. Conference of Mayors movement committed to supporting healthy early childhood development. Commission staff has provided local data for posting including partnerships with the cities of Buena Park and Mission Viejo, and the Early Developmental Index project.

EXCERPT
SALARY AND BENEFITS POLICY

III. Performance Evaluation

The Commission strives to provide a professional work environment that encourages and supports fair and equitable treatment of its employees. The Commission recognizes the importance of employee performance appraisals in sustaining effective staff, and further, encourages an open, ongoing dialogue between managers, supervisors, and employees. The purpose of the employee performance evaluation process is to provide an opportunity for the manager and employee to review and evaluate performance standards and objectives.

Performance evaluations are completed generally once a year and may be done more frequently at the discretion of the manager or Executive Director. Evaluations shall be conducted at an appropriate and logical date.

The Commission ~~shall~~adopted the process, forms and tools for uniform performance evaluation criteria designed to give a fair evaluation of the quality and quantity of work performed by an employee. Evaluations shall be prepared and recorded in the employee's personnel file. The Commission will discuss with each employee the criteria evaluated and the rating of the employee for each criterion prior to the evaluation becoming part of the employee's personnel file. The performance evaluation process, forms and tools will be periodically reviewed and may be updated at the discretion of the Executive Director.



POSITION DESCRIPTION

STATUS:	At-will
POSITION:	Executive Director
LOCATION:	Santa Ana, California
REPORTS TO:	Children and Families Commission of Orange County

ROLE

The Executive Director is responsible for overall management of Commission programs and operations consistent with Commission Policy and the strategic direction of the Commission. The Executive Director is an at-will executive position under contract to Commission.

KEY RESPONSIBILITIES

General Management, Operations & Personnel

- Actively participate in management team planning and strategy development, policy development, analysis, and compliance functions.
- Oversee, develop and implement the Business Plan consistent with the Commission direction.
- Manage annual update of Commission Strategic Plan within the established schedule and budget.
- Effective administration of funding and evaluation programs to address Commission priorities.
- Ensure Commission compliance with all initiative and State Commission requirements for continued transfer of Proposition 10 revenues.
- Management of Commission operating budget within established allocations for administrative expenses.
- Select, manage, evaluate and motivate all Commission employees.
- Develop and implement the annual Business Plan for the Commission.
- Serve as spokesperson for the Commission for contacts with the media and a wide variety of public and private organizations.
- Direct the operations of the Commission, including supervision of employees and ensuring all contracted resources are aligned with the strategic and operational priorities of the Commission.
- Represent the Commission at meetings, conferences and other public events.

Program Management & Evaluation

- Direct and provide policy direction regarding the Commission's research and evaluation programs.
- Ensure that the Commission's evaluation plan supports the policy and sustainability objectives of the Commission.
- Support policy research and analyses to demonstrate the impact of the Commission's investments and support the planning and development of data on countywide key indicators, e.g. Early Developmental Index, Conditions of Children Report, and Healthy Communities Platform.

Fund Development/Sustainability

- Manage Commission fiscal operations consistent with adopted budget.
- Develop strategies to increase sustainability of Commission programs including implementation of fiscal leveraging strategies, grant development, and funding partnerships.
- Identify, develop and promote the integration of external and leveraged funding to ensure resources needed to support programs that have a demonstrated impact on children's healthy development.
- Support the implementation and sustainability of responsive programs based on sound, objective information, to improve outcomes for children.

Collaborative Partnerships

- Provide leadership to develop partnerships, strategic alliances and other collaborative efforts that support the Commission's vision and mission.
- Represent the Commission on local collaborative initiatives, with funding partners, including the State Commission and First 5 Association, and serve as a representative of the Commission to the broader community.
- Cultivate relationships with other funding institutions to promote Commission priority programs and expertise in issues related to children ages 0-5.

Community Outreach & Communications

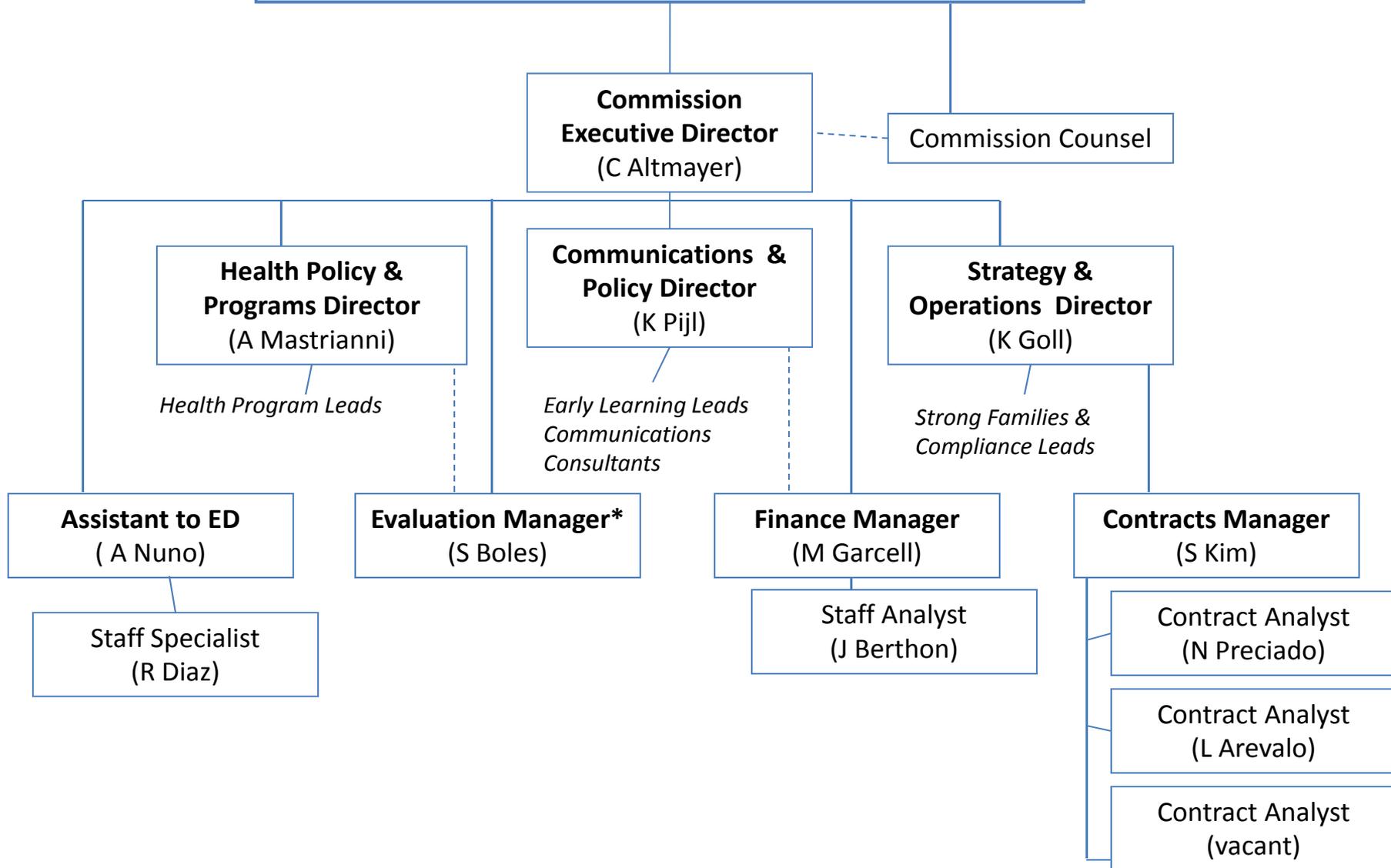
- Provide accurate and timely information to support the Commission's communications with internal and external stakeholders.
- Collaborate with the management team to identify program and policy efforts that best represent the organization's accomplishments.
- Brief community leaders and attend functions and meetings to advance the organizations interests.
- Participate in statewide and regional forums on health practices and policies, and initiative development to ensure that strategies are responsive to Commission priorities.

QUALIFICATIONS AND EXPERIENCE

- Bachelor's degree required; Masters degree in public administration, public policy, public health, or related field preferred.
- Minimum five (5) year's progressively responsible management experience in areas including: program planning, policy development, policy research, and program management with a public, nonprofit or private organization in a related field.
- Excellent verbal and written communication skills and professional poise to engage and work with business leaders, government officials and executives.
- Working knowledge of the policies, systems and issues relating to the health, child welfare, early learning and early education of young children.
- Technological proficiency with Microsoft office software.
- Ability to think creatively and strategically with a proven track record in successful development and implementation of programs and initiatives, in a collaborative manner.
- Knowledge of government practices, and public sector organization rules and restrictions.

- Ability to manage multiple and diverse projects, and the scope of work of professional and non-professional staff, including working with people from diverse cultural backgrounds.
- Strong collaborator who develops, engages, and maintains both internal partner relationships, and external partnerships with the greatest potential for implementing and sustaining strategy.

Children and Families Commission of Orange County



Notes:

- County employee on loan to Commission indicated by asterisk *
- Italics indicate consultant resources
- Positions in bold are members of the management team