



**Agenda Item No. 5
January 2, 2013 Meeting**

DATE: December 15, 2012
TO: Children and Families Commission of Orange County
FROM: Christina Altmayer, Acting Deputy Executive Director *Christina Altmayer*
SUBJECT: Status Report on Round 2 Catalytic Investments

SUMMARY:

In FY 2011/12 the Commission approved two rounds of allocations for catalytic investments. Round 1 catalytic investments were those that were ready for immediate implementation and cost savings. Round 2 projects required additional planning and were anticipated to have longer term revenue realizations; providing potential for out-year revenue support and to reduce reliance on Commission funding. This agenda item provides a status report on the Round 2 projects and requests policy direction to confirm next step implementing actions.

Round 2 Catalytic Investments

In March 2012, the Commission approved implementing actions for Round 2 catalytic investments. A summary of the authorized projects is included below, including funds authorized to date. This staff report provides a more detailed update on two of the projects: The Prevention Services Program and the Partnership for Children’s Health.

Round 2 Projects = \$7.5 Million Potential	Status = \$3.6 Million Authorized
<u>Capacity Building Grant Program</u> - Provide opportunity for current and former grantees to apply for one-time funding. <i>Potential Allocation: \$3.5 million</i>	Capacity Building projects authorized November – December 2012. An update is provided in a separate report to the January meeting agenda. <i>Authorized to date: \$3,390,000</i>
<u>Prevention Services Program</u> - Develop local plan/program prototype to support the sustainability of prevention and child welfare programs in anticipation of State Realignment and Federal funding. <i>Potential Allocation: \$500,000 to include planning phase and initial demonstration project</i>	Facilitated planning process was implemented. Recommendations presented to Commission as Attachment 1. <i>Authorized to date: \$15,000</i>
<u>Partnership for Children’s Health</u> - Develop a community board with supporting resources to attract national foundations and federal grants for Commission programs. <i>Potential Allocation: up to \$3 million</i>	Public Health Foundation Enterprises (PHFE) serves as fiscal sponsor for Phase I and II of the project planning effort. Phase II updated scope presented included as Attachment 2. <i>Authorized to date: \$175,000</i>
<u>Nutrition and Fitness</u> - Support community based strategies. <i>Potential allocation: \$150,000 (breastfeeding promotion) \$350,000 (community based nutrition and fitness)</i>	Commission nutrition program consultant has been engaged to implement project work plan. Planning work being initiated. <i>Authorized to date: \$25,000</i>

Commissioners

Acting Deputy Executive Director

Prevention Services Project

Catalytic funding was authorized to develop a local plan to support the sustainability of prevention and child welfare programs in anticipation of State Realignment and Federal funding, as well as the shift towards more comprehensive service delivery strategies at the local level. To this end, a local prevention planning effort was carried out that included ongoing sessions between the Commission, the County Social Services Agency (SSA) and a core group of community-based organizations that focus primarily on strengthening families to promote healthy child development. Engaged partners provided input to develop a plan to improve outcomes for children through outcome-based prevention strategies that promote better integration and collaboration among service projects. As a result of the planning process, three funding strategies are recommended. A description of each project is included on Attachment 1.

Recommended Strategies

1. Implement the Emergency Intervention Services Program - Pending approval of the Title IV-E Waiver and County authorization of the program, provide one-time catalytic funding in the amount of \$400,000 to support SSA's provision of initial program implementation. Although SSA would be the lead agency for the project, it is important to note that funds would be allocated to support community organizations who participate in the project.
2. Investigate potential to integrate family strengthening in a place-based model - Support the Children's Bureau of Southern California's efforts to develop a model that builds off the nationally recognized Magnolia Place in Anaheim by providing \$25,000 to fund a place-based planning and feasibility analysis. This process should leverage Commission's investment in the Early Development Index, to understand community needs and engage school representatives.
3. Provide capacity building support to community based organizations to be more effective in prevention work - Ensure the sustainability and effectiveness of the Neighbor to Neighbor Program by supporting implementation of its capacity building plans in FY 2013-14, and review to consider feasibility of addressing identified infrastructure needs when the project is completed. The capacity building project includes three partners: Child Abuse Prevention Center, Children's Bureau and the Raise Foundation. Project funding will allow the development of a business plan for the currently unfunded Neighbor to Neighbor program and will assist the network in acquiring a stable level of funding from private/community sources. Hold \$75,000 Prevention Service Program funding for consideration, when business plan is completed.

Partnership for Children's Health

The purpose of the Partnership for Children's Health is to develop a community initiative with supporting resources to attract national foundation and federal support for Commission funded programs and sponsored projects. Up to \$3 million has been allocated for the project to be implemented over a multi-year period. The Commission previously authorized \$175,000 to implement the first two phases of the project.

Phase I - Strategic Analysis - Research, conceptualize and develop a strategic analysis and recommendations to implement a strategic financing approach to be adopted and implemented

through the Partnership for Children's Health. Results of the Phase I Strategic Analysis were presented to the Commission in November.

Phase II - Implementation Plan - Based on the strategic analysis, develop a plan for implementation that addresses: membership, role and resources requirements for the Partnership for Children's Health community board and recruitment; strategies to generate support and commitment of key foundation and corporate funders; and strategies to address challenges and opportunities identified through the strategic analysis.

A presentation on the Phase I Strategic Analysis was provided at the November 2012 meeting by Amy Fine, Senior Fellow with the Center for the Study of Social Policy and consultant with a range of health related organizations and agencies, including foundations. Following the presentation on the Strategic Assessment, James McConnell provided reflections on the assessment and the Commission's approach in the context of the current Federal environment. Mr. McConnell is Orange County's Washington D.C. legislative advocate. Within this role, he advocates for the interests of his clients with members of Congress, Federal Departments, agencies, boards, commissions, committees and their staff.

In follow-up to Commission direction following the presentations on the strategic assessment, a more detailed scope of work for Phase II has been prepared for consideration (Attachment 2). Funds are available within the existing agreement PS-102 with Public Health Foundation Enterprises, Inc. (PHFE) to implement Phase II. Pending the Commission's additional direction and concurrence, staff will work within the PHFE contract to implement the scope as indicated on Attachment 2.

STRATEGIC PLAN & FISCAL SUMMARY

This agenda item is consistent with all Strategic Plan goals. The Funding Allocation Plan reallocates the AB 99 payment in the adopted FY 2011/12 Budget; Catalytic Projects are reflected in the FY 2012/13 budget and will be incorporated into the FY 2013/14 proposed budget.

PRIOR COMMISISON ACTIONS:

- November 2012 - Received report on Round 2 Catalytic Investment: Partnership for Children's Health
- November 2012 – Authorized Round 2 Capacity Building Projects
- June 2012 – Approved Partnership for Children's Health Phase 2 scope of work and authorized funding.
- March 2012 – Approved implementing actions for Round 2 Catalytic Investments
- January 2012 – Approved Funding Allocation Plan including funding level of \$45 million for Catalytic Investments.

RECOMMENDED ACTIONS:

1. Approve the Prevention Services Program “Implement the Emergency Intervention Services Program” strategy. Direct staff to work with Social Services Agency staff to develop a contracting approach to implement the project, as indicated on Attachment 1, and to return to Commission for contract authorization. Funding is contingent upon Social Services Agency receiving approval of their application of Title IV-E Waiver which would provide an ongoing source of funding.
2. Adopt resolution (Attachment 3) authorizing the Acting Deputy Executive Director, or designee, and Commission Counsel to prepare and negotiate a Third Amendment to Agreement FCI-BN-12 with Children’s Bureau of Southern California in an amount not to exceed \$25,000 for the period January 1, 2013 through June 30, 2013, to conduct the Prevention Services Program place-based planning and feasibility analysis that leverages the Commission’s investment in the Early Development Index, as indicated on Attachment 1.
3. Review capacity building project F18-CB-12 with the lead agency Orange County Child Abuse Prevention Center, to consider feasibility of addressing identified infrastructure needs, in relation to the Prevention Services Project described on Attachment 1, when the project is completed.
4. Provide direction to staff on Phase II - Implementation Plan: Partnership for Children’s Health.

ATTACHMENTS:

1. Report to Children and Families Commission on Local Prevention Planning Effort - Catalytic Funding Recommendations
2. Children and Families Commission of Orange County Sustainability Opportunities – Next Steps
3. Resolution to amend FCI-BN-12 with Children’s Bureau of Southern California to implement the Prevention Services Program strategy

Contact: Alyce Mastrianni

Report to Children and Families Commission on Local Prevention Planning Effort - Catalytic Funding Recommendations

Background

In February and March 2012, the Commission allocated \$500,000 in one-time catalytic funding to develop a local plan to support the sustainability of prevention and child welfare programs in anticipation of State Realignment and Federal funding, as well as the shift towards more comprehensive service delivery strategies at the local level. The Local Prevention Planning Effort included the design and execution of a planning process among key partners focused on improving outcomes for children by developing:

- A vision for integrated prevention processes;
- Strategies for achieving outcome-based service integration, and
- Design of a demonstration project.

Launched in May 2012, the project has included ongoing exploratory sessions between the Commission, the Social Services Agency (SSA) and a core group of community-based organizations that focus primarily on strengthening families to promote healthy child development. This effort included research into best prevention practices and focused on identifying:

- Opportunities to improve and enhance coordination within the existing child abuse prevention delivery system
- Cost saving prevention programs to be sustained and/or adapted
- New prevention strategies that focus on family and community strengthening.

Project Focus Areas

Agreement was reached among the partners on three key areas believed to be the most effective approach to strengthening prevention efforts in Orange County:

- 1. Implement the Emergency Intervention Services Program**
- 2. Integrate family strengthening in a place-based model**
- 3. Provide capacity building support to community based organization (CBOs) to be more effective in prevention work**

The following provides a summary of three proposed project strategies and funding recommendations for Commission review and approval.

1. Implement the Emergency Intervention Services Program

Commission and SSA representatives identified a program, the Emergency Intervention Services Program (EIS), that could help reduce the number of families entering the child welfare system. This SSA-run program would provide prevention services to families reported to the Child

Abuse Registry who are under investigation by the department to determine the risk and level of intervention required. The intent of the program would be to:

- 1) Stabilize the family and seek to mitigate any issues that may have prompted the hotline call in order to prevent child trauma and the child from entering the system;
- 2) Maintain the child (or children) in the home during the risk determination process; and
- 3) Better assist SSA social workers to identify high risk families and make more informed determinations about these families.

The families that would be served through this program would have reports of lower level physical abuse, neglect, and families without significant prior reports.

The Emergency Intervention Services (EIS) program would provide immediate front-end services to the families of these children in their home over a 72-hour period. Contracted community based providers would provide the in-home program services. Recognizing that families will need different levels of support, services would be flexible and tailored to meet the needs of each family, and could include:

- In home supportive services (up to a 72 hour period, 24 hours/day) to assist with cleaning the home, modeling positive behavior and working with parents
- Connection to community-based resources
- Transportation assistance
- Cleaning of dirty homes
- Coaching for parents
- Mental health services

SSA has analyzed the feasibility of implementing the program and has included the EIS program in its Title IV-E waiver program application, which is currently under review by the State. SSA anticipates that the program would be sustained and fully funded by SSA after the first year of implementation by using savings generated through reduced caseloads.

SSA estimates that it will provide EIS services annually to approximately 200 families with children 0 – 5 or a family that includes a pregnant woman who has other children involved with the child welfare system.¹ The average program cost per family is \$2,000 for 10 hours of service, recognizing that some families would not be appropriate for the program, require minimal services, while others would require a more significantly investment of hours and services.

Funding Recommendation: Pending approval of the Title IV-E Waiver and County authorization of the program, provide one-time catalytic funding in the amount of \$400,000 to support SSA’s initial program implementation.

¹ This number is based on prior year data indicating approximately one-third of the 600 Team Decision Making (TDM) cases were for children, 0 to 5.

2. Integrate Family- and Community-Strengthening in a Place-Based Model in Anaheim

In August 2011, Children’s Bureau leadership met with Commission staff to discuss the feasibility of developing a place-based prevention initiative in Orange County, modeled on the Los Angeles-based Magnolia Place Community Initiative. The Magnolia Place Community Initiative is intended to create sustainable change for families by promoting and strengthening individual, family and neighborhood protective factors through increasing social connectedness, community mobilization and access to needed services.² Specifically, this community-based initiative is designed to go beyond just service delivery to leverage and build on the strengths and assets within a community to create a “community movement” to support improved outcomes for children and families. This initiative improves the community by creating a safe and supportive environment for the neighborhood's children

The initiative focuses on four transformational strategies:

1. Strengthen Protective Factors
2. Cultivate a Community Network
3. Promote Civic Engagement
4. Foster Empathy

It was agreed that this initiative should focus on Anaheim, one of the Commission’s priority communities. The Educational Developmental Index (EDI) data the Commission has collected for the Anaheim communities would inform this process and the focus would be on better aligning the existing community-based resources in support of this initiative.

SSA leadership and the CBOs participating in this planning effort were supportive of the Magnolia Place concept and were all interested in supporting additional study around a community initiative in Anaheim. As such, the next step would be for the Children’s Bureau to explore the concept with key partners, including local community organizations, foundations, corporations and other key stakeholders, as well as engage the community with the EDI data and build upon existing resources.

Recommendation: Support Children’s Bureau’s efforts to develop a Magnolia Place model in Anaheim by providing \$25,000 to fund a place-based planning and feasibility analysis.

3. Support CBO Capacity in Expanding the Neighbor to Neighbor Program

The **Neighbor to Neighbor Program (N2N)**, was developed in 2008 through a partnership between SSA, Orange County Child Abuse & Prevention Center (CAPC) and other agencies and is intended to serve children who have been reported to the Child Abuse Registry, yet did not meet the legal definition of abuse and neglect. A significant number of these children, however,

² *Getting to Scale: The Elusive Goal: Magnolia Place Community Initiative*. Casey Family Programs. <http://www.casey.org/Resources/Publications/magnoliaplace.htm>

reenter the child welfare system at a later point. These children and their families are placed in Differential Response Path 1 where service participation by the family is voluntary. An MOU has been in place between SSA and five CBOs (Child Abuse Prevention Center, Children's Bureau, Olive Crest, Raise Foundation as well as the Health Care Agency - Public Health Nurses) since 2008, to provide a range of services to these Path 1 families. (Note: In 2012, 687 families were referred to Path 1). However, the MOU provides no formal funding to support the work of the CBOs. A range of services are provided by the CBOs, including:

- Initial contact
- Provision of resource information
- Referrals to resources within their agencies, FRCs and other organizations
- Case management

Given the funding restraints and high number of families who are at-risk of child abuse, both SSA staff and the CBOs believe that strengthening the capacity, partners and funding base of this program to would be an effective way to further mitigate child abuse and neglect risk factors among a large number of high risk families, thereby preventing their entry into the County's child welfare system and the impact of trauma on the child.

In November, the Commission awarded a capacity building grant to the Child Abuse Prevention Center in the amount of \$100,000 to conduct in-depth planning to expand the capacity of N2N, which is to be completed in the next eighteen months. The capacity building grant will result in the following three deliverables: 1) Business Plan, -2) Grant Development Plan, and 3) Collaboration Development Plans. Once complete, additional resources will likely be needed to ensure effective implementation of the plans, and to support additional efforts such as development of an evidence-based study, information systems feasibility analysis, and efforts to strengthen collaboration, information sharing and referrals among providers.

Recommendation: Ensure the sustainability and effectiveness of the Neighbor to Neighbor Program by supporting implementation of its capacity building plans in FY 2013-14, and review to consider feasibility of addressing identified infrastructure needs when the project is completed.

**Children and Families Commission of Orange County (CFCOC)
Sustainability Opportunities – Next Steps
12/17/12**

Key Objectives:

- 1. Increase total funding from federal/national sources to widen funding base and increase capacity to support Orange County programs, services, and systems for young children and their families, consistent with Commission priorities.**
 - a. Maximize capacity of CFCOC grantees to draw-down federal reimbursement/tap ongoing funding streams for services to children and families.
 - b. Increase CFCOC and broader OC capacity to apply for and receive federal/national funding in response FOAs and RFPs, especially funds for large-scale initiatives such as Promise Neighborhoods, Home Visiting Capacity-Building Funds, CMMI innovation funding. etc.
 - c. Increase CFCOC and broader OC capacity to create funding opportunities by developing and “selling” innovative models to national/federal funders.

- 2. Increase CFCOC/OC capacity to successfully address complex social problems affecting young children and their families and to potentially attract national funding that will help build, spread and sustain these efforts**
 - a. Develop a “Collective Impact” initiative to address a CFCOC priority that can best/only be addressed successfully through multi-sector, multi-player collaborative efforts.
 - b. Leverage collective impact partnerships to successfully obtain federal/national funding.

Getting Started: What’s Needed?

- 1. Engage a small team of consultants to develop and implement a sustainability plan.**

Potential consultants include:

- a. Initial Implementation
 - National finance consultant
 - Local development/finance consultant
 - Local “Collective Impact” project organizer/connector
- b. Implementation
 - Program and policy analyst/researcher
 - Federal government affairs liaison

- 2. What would these consultants do?**

- a. National finance consultant:
 - Identify /map and help CFCOC and its grantees draw down additional federal/state reimbursement funds for current programs/projects. (Address “low-hanging fruit”)
 - Work with local development consultant to develop a strategy for funding successful interventions for which there is no readily available funding stream. (i.e., address more difficult sustainability issues).
 - Develop long-term sustainability strategy for maximizing federal funding opportunities. This would include developing systems and staffing for ongoing monitoring of funding opportunities.

- b. Local development/finance consultant:
- Work with national finance consultant to develop strategy for funding successful interventions for which there is no readily available funding stream. *Focus on* programs/strategies that can be addressed primarily by CFCOC (and its grantees), but need to draw down additional dollars : can these be sold/packaged as innovations and pitched to national foundations? Is there a way to reach out to local philanthropies or corporations for sustainability funding? Is there a way to leverage local funding to draw down national funds for this work?
 - Develop long term donor outreach strategy at local/regional level for sustaining these and similar successful programs/ services.
- c. Local connector/organizer:
- Identify 1 or 2 priority issues around which CFCOC can start to build collective impact: start with CFCOC priorities, then vet with potential partners.
 - Identify small working group of partner orgs/agencies to begin initial planning.
 - Explore OC only vs. regional approaches to solve the selected, complex ,social problems.
 - Work with *federal finance and local development consultants* re funding opportunities to address selected issues.
 - Solutions may involve policy solutions at local, state, national level. Could involve *federal lobbyist for government affairs*.
- d. Program and Policy Analyst/Researcher
- Raise CFCOC's national profile by developing a research and publication agenda geared toward a national audience -- focus on innovative, effective and cost-effective programs and approaches that can be adopted or adapted by others and can be scaled through broader policy changes.
 - Proactively disseminate innovative approaches and related research findings:
 - Develop CFCOC/OC Innovation Briefs – Develop short issue briefs on innovative programs and strategies;
 - Use selected CFCOC research/evaluation data to develop and publish articles in peer-review journals that will put OC/CFCOC on radar scope of national policy makers and funders (e.g, Health Affairs, Pediatrics – in the health field).
 - Develop/grow national distribution list for CFCOC news, publications.
- e. Federal government affairs liaison
- Help scope out upcoming funding opportunities
 - Bring to attention of national policy makers barriers and issues related to effective implementation of program/funding opportunities

Ongoing Efforts:

Continue to raise profile of CFCOC through participation in selected regional/state/national initiatives – e.g., Children's Outcome Project (COP), Health Me Grow (HMG), Center for the Study of Social Policy (CSSP)-Early Childhood Systems Workgroup, First 5 Association of California, etc.

CHILDREN AND FAMILIES COMMISSION OF ORANGE COUNTY

RESOLUTION NO. ___-13-C&FC

January 2, 2013

A RESOLUTION OF THE CHILDREN AND FAMILIES COMMISSION OF ORANGE COUNTY AUTHORIZING THE ACTING DEPUTY EXECUTIVE DIRECTOR OR DESIGNEE AND COMMISSION COUNSEL TO PREPARE AND NEGOTIATE THE FINAL FORM OF A THIRD AMENDMENT TO AGREEMENT FCI-BN-12 WITH CHILDREN'S BUREAU OF SOUTHERN CALIFORNIA, TO IMPLEMENT THE PREVENTION SERVICES PROGRAM PLACE-BASED PLANNING AND FEASIBILITY ANALYSIS; 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 Services ("Master Agreement") which was approved by the Commission; and

WHEREAS, Commission desires to authorize the Acting Deputy Executive Director, or designee, and Commission Counsel to prepare and negotiate a Third Amendment to Agreement FCI-BN-12 with Children's Bureau of Southern California, to implement the Prevention Services Program place-based planning and feasibility analysis, in an amount not to exceed \$25,000 for the period January 1, 2013 through June 30, 2013; and

WHEREAS, Commission has reviewed the staff report for the January 2, 2013 Commission meeting relating to the scope of services to be provided and hereby finds and determines that the proposed Third Amendment to Agreement is in furtherance of and consistent with the Commission's Strategic Plan; and

WHEREAS, Commission desires to authorize the Commission Chair and Commission Clerk to enter into a Third Amendment to Agreement FCI-BN-12 with Children's Bureau of Southern California, in an amount not to exceed \$25,000 for the period January 1, 2013 through June 30, 2013.

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 authorizes the Acting Deputy Executive Director, or designee, and Commission Counsel to prepare and negotiate the terms, conditions and final form of a Third Amendment to Agreement FCI-BN-12 with Children's Bureau of Southern California, in an amount not to exceed \$25,000 for the period January 1, 2013 through June 30, 2013, to implement the Prevention Services Program place-based planning and feasibility analysis as described in the January 2, 2013 staff report for this Agenda item and scope of services referenced therein; and

Section 3 The form of the Third Amendment to Agreement FCI-BN-12 with Children's Bureau of Southern California shall be substantially similar to the form of the standard Master Agreement, subject to minor, non-substantive revisions as reviewed and approved by the Acting Deputy Executive Director or designee and Commission Counsel. The approval by the Acting Deputy Executive Director of the Third Amendment to Agreement FCI-BN-12 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 the Third Amendment to Agreement FCI-BN-12 with Children's Bureau of Southern California as specified in the January 2, 2013 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, the Amendment on behalf of the Commission.

Section 6 A copy of the final the Third Amendment to Agreement FCI-BN-12 with Children's Bureau of Southern California, when executed by the Commission Chair and attested by the Clerk of the Commission 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 Acting Deputy Executive Director (or his designee) is hereby authorized, on behalf of the Commission, (i) to sign all documents necessary and appropriate to carry out and implement the Amendment, (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 January 2, 2013 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: __-13-C&FC

Agenda Date: January 2, 2013

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 Third Amendment to Agreement FCI-BN-12 with Children's Bureau
of Southern California)