



**Agenda Item 5  
May 6, 2015**

**DATE:** April 23, 2015

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

**FROM:** Christina Altmayer, Executive Director 

**SUBJECT:** Approval of Implementing Actions for Capacity Building Strategies

**ACTION:** Approve the release of the Capacity Building Program Request for Application; and adopt resolution authorizing agreement with Prevent Child Abuse California for the AmeriCorps Program.

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**SUMMARY:**

The Children and Families Commission of Orange County’s Strategic Plan includes the goal category of Capacity Building which is focused on promoting an effective and quality delivery system for young children and their families. The Capacity Building programs include AmeriCorps, Capacity Building Grants, Fund Leveraging and Sustainability, and Evaluation. This agenda item includes recommendations for program design for the Commission’s Capacity Building grant program for Fiscal Year 2015/16 and requests authorization to renew the Commission’s AmeriCorps program.

**DISCUSSION:**

**Capacity Building Grant Program Recommendations**

The Children and Families Commission’s June 2014 Annual Planning meeting included a presentation on federal and national funding trends. One key trend that was documented was investors’ interest to expand proven solutions, taking to scale solutions with demonstrated outcomes, and support efficiencies and growth with targeted investments. Additionally, the scan of national and federal funding opportunities identified the importance of multi-agency collaborations working to achieve common goals and objectives, known as collective impact strategies. As part of the follow up discussion, the Commission directed staff to develop a strategy to use the Commission’s Capacity Building granting process to strengthen nonprofit organizations’ ability to collect and report outcomes. This strategy was intended to better position local agencies to compete for national funding. This report provides recommendations for the Commission’s Capacity Building Grant Program for FY 2015/16 based on research of national best practices as well as input from the Commission’s grantees and partners.

Commission staff has been working with The Olin Group to develop and implement a survey, focus groups, and Commission grantee feedback session to better assess the skills, capacity and knowledge of Commission grantees assessing:

1. To what extent are Commission grantees implementing evidence-based programs and what is their experience with replicating or expanding evidence-based models?

2. What is the experience of Commission grantees with participating multi-agency collaboratives, known as collective impact?
3. How do Commission grantees rate themselves regarding their experience and ability to evaluate their programs?
4. What do Commission grantees consider their best strategies for sustainability of their programs?
5. What desire, capacity, experience, and success do Commission grantees have with applying for federal grants?

Based on the findings, it appears that Commission funded-grantees, while achieving positive results and collaborating to grow programs with a regional impact, need to develop competencies in the following areas to increase their competitiveness for national, federal or other discretionary grant competitions:

1. Deeper understanding of service coordination and collaboration as they relate to collective impact
2. Implementing and effectively utilizing evaluation systems
3. Federal grant preparedness, grant application procedures, reporting, resources/personnel
4. Fund development

Commission staff working with The Olin Group has developed a recommended strategy for Commission's Capacity Building Grant Program that specifically targets grantees' capacity to work collectively to deliver quality programs, measure impact, and effectively communicate the results. Through the work of The Olin Group and their outreach to Commission grantees there was support for developing common or shared goals and action plans, increasing understanding of evidenced based standards, expanding agencies' measurement and data collection efforts, and creating of cohort case for investments. The Capacity Building program is designed to build local capacity to pursue large grant opportunities and to strengthen the ability of the region to improve the collective impact on the health and educational outcomes for children ages 0-5 in Orange County.

Anne Olin, President and CEO of The Olin Group, will present the findings of the survey, focus groups and feedback session, and strategy concepts that could be supported by the Commission's Capacity Building Grant Program. The Capacity Building Investment Recommendations presentation is included as Attachment 1. A summary of the key elements of the recommended Capacity Building Grant Program for FY 2015/16 is included as Attachment 2.

### **AmeriCorps Program Renewal**

The Commission participates in the federal AmeriCorps program. The program is a collaborative in which the First 5 Association of California is the lead and contracts with Prevent Child Abuse California (PCA CA) for statewide administrative support. The structure of the grant agreement provides that PCA CA handles all payments made to the members and is reimbursed by each participating First 5/Children and Families Commission for the net program cost, offset by the proceeds of the grant.

The program's structure requires that all AmeriCorps members provide direct services to children ages 0-5 to improve educational outcomes. All programs report progress towards common goals and

outcomes. The Commission has supported THINK Together and the Boys and Girls Clubs of Garden Grove programs with AmeriCorps members who focus on early learning activities and improving early literacy outcomes. During program year 2013/14, AmeriCorps members provided early learning services to over 640 children ages 0-5; over 80 percent of the children served improved their school readiness as measured by prior and post assessments. AmeriCorps members are also required to help develop volunteer programs within their community and for the agencies they are supporting. In program year 2013/14, the Orange County AmeriCorps members recruited over 200 volunteers who provided almost 600 hours of volunteer services. Staff recommends maintaining all 23 members for the 2014/15 program year to support these two programs which have successfully demonstrated targeted outcomes for young children.

The next three-year grant period is anticipated to start July 1, 2015. This will be the Collaboration's first year of the three-year AmeriCorps grant term. The First 5 Association and PCA CA are finalizing the grant terms with California Volunteers, the state agency that administers the AmeriCorps program on behalf of Corporation of National and Community Services. The grant terms are expected to be finalized in early May and the contracting process with the participating Commissions will begin during the month of May with members starting in July. Staff requests Commission authority to enter into an agreement with PCA CA for an amount not to exceed \$470,000 for a term of 12 months to maintain the allocation of 23 AmeriCorps member in service in Orange County. The \$470,000 is level funding from FY 14/15 for the allocation of 23 members. Staff will return to the Commission in July if there are changes to terms of the agreement with PCA CA pending the outcome of negotiations with PCA CA and the First 5 Association.

#### **STRATEGIC PLAN & FISCAL SUMMARY:**

The proposed action has been specifically reviewed in relation to the Commission's Strategic Plan and is consistent with the Commission's Early Learning and Capacity Building goals. The total funding amount of up to \$470,000 for the AmeriCorps program is included in the FY 2015/16 budget and the \$500,000 for the Capacity Building Grant program is included in both the FY 2014/15 and FY 2015/16 budgets within the Capacity Building funding category.

#### **PRIOR COMMISSION ACTIONS:**

- February 2015- Capacity Building program update
- May 2014- Funding Approval for AmeriCorps Program
- March 2014 – Capacity Building Goal Area Update
- May 2013 – AmeriCorps Funding approval for program year 2013/14
- June 2012 – Updated funding approval for FY 2012/13
- March 2012 – Funding approved for program year FY 2012/13

#### **RECOMMENDED ACTIONS:**

1. Approve the release of a Capacity Building Program Request for Application consistent with the recommendation presented to the Commission in Attachment 2.
2. Adopt resolution (Attachment 3) authorizing the Executive Director, or designee, and Commission Counsel to prepare and negotiate an Agreement FCI-PAC-18 with Prevent Child

Abuse California in a total amount not to exceed \$470,000 for a term of 12 months for an allocation of 23 AmeriCorps members.

**ATTACHMENTS:**

1. Capacity Building Investment Recommendations Presentation
2. Capacity Building Grant Program Recommendation Term Sheet
3. Resolution for Prevent Child Abuse California

**Contact:** Kim Goll

# Capacity Building Investment Recommendations for FY 15/16 and 16/17



Children & Families Commission of Orange County

**Sustaining Commission  
Priorities through Collective Impact and  
Grant Readiness**

A presentation  
from



# Purpose & Focus

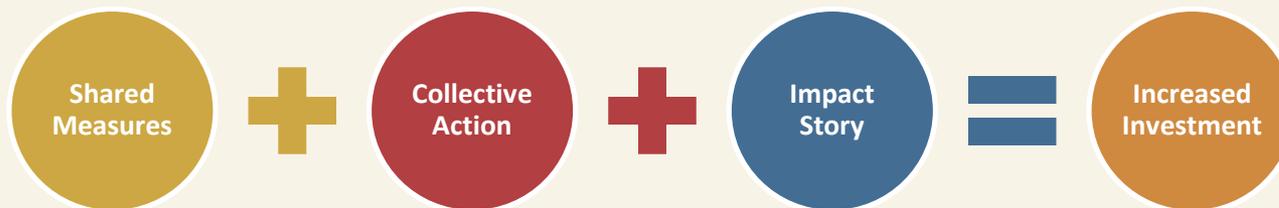


## Sustainability of Commission Priorities

Identifying and leveraging large grant opportunities will help Commission partners support, sustain and expand priority efforts for children ages 0 to 5 as revenues decline.

## Promoting Collective Action

The ability for Commission grantees to work collectively to impact the health and wellness of the region's children 5 will help the region measure success, which in turn will sustain and support quality programs.



## Planning Process:

- Commission's June Planning meeting focused on Sustainability Trends
- Fall 2014 Grantee Assessment of Federal Grant and Collective Impact Readiness
- February Update of Findings
- March Focus Groups
- May, 2015 Recommendations

# Assessment Process



## Survey

(37 of 50 grantees)



## Analysis



## Focus Groups

(3 groups, 33 people)



## Feedback Session

(1 session, 18 grantees)

## CRITICAL QUESTIONS:

To what extent have  
Commission grantees:

- Implemented evidence-based programs?
- Had experience replicating or expanding evidence-based models?
- Participated in collective impact initiatives?
- Rated themselves regarding their ability to evaluate their programs?
- Considered strategies for sustainability of their programs?
- Wanted to/have experience with applying for federal grants?



Feedback provided highlighted what is critical for Collective Impact, Evaluation, and Federal Readiness

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## Fostering a Shared Agenda

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- Communication, trust and respect among coalition members
- Backbone organization
- Common goals/ common agenda/ regional theories of change
- Financial support for facilitators and business planning

## Using Data with Purpose

- Better understanding of evidence based standards
- Standard measurements
- Baseline data (against which progress can be measured)
- Data systems that are easy to use for all partners
- Financial support for third-party evaluators and in-house evaluation costs

## Pursuing Sustaining Dollars

- Improvement in impact story
- Change the perception of Orange County (advocacy)
- Training on applying for and administering federal grants
- Match funding

# Theory of Change



**IF** the Commission can bolster the efforts of its partners by

- Increasing grantee ability to pursue research, evaluation and system-enhancing grants on behalf of regional projects (federal readiness)
- Promoting evidence-based models and tools
- Enhancing shared measurement systems and use of available data to support outcomes reporting (evaluation)
- Minimizing duplication and redundancies in services (asset mapping)
- Strengthen regional indicators by focus area and support the creation of regional needs statements
- Bolster coalition efforts focused on strengthening Commission priorities (facilitation and planning)

**THEN :**

- Commission partners will be better positioned to **expand priority efforts for children ages 0 to 5.**
- Orange County as a region will be **better positioned to pursue collective impact models** through coalitions and shared data.
- Commission grantees will be **better positioned to seek sustaining funding** from other funders because they can show impact.
- We will **create a foundation for regional advocacy** on behalf of Orange County at the state, national and federal levels.

# Stages of Readiness



Each stage of readiness reflects the ability of a potential coalition or cohort to pursue a common agenda related to a Commission priority.

<b>Stage 1:</b> Pre-Readiness (Commitment)	<b>Stage 2:</b> Early Stage Readiness (Conceptualization)	<b>Stage 3:</b> Mid Stage Readiness (Implementation)	<b>Stage 4:</b> “Federal Grant” or “CI” Ready (Impact)
<ul style="list-style-type: none"><li>• Leadership commits to a collective impact agenda</li><li>• Discussions among agency partners about continuum of effort and potential coalition</li></ul>	<ul style="list-style-type: none"><li>• Cohort working to identify theory of change and a common agenda</li><li>• Cohort working to standardize data collection and measurement systems</li><li>• Understanding of best practice and outcome goals</li><li>• Strengthened ability of to capture and report data on outcomes and impact (i.e. technology, training)</li></ul>	<ul style="list-style-type: none"><li>• Cohort begins to focus on shared programming and formal MOUs and communication structure</li><li>• Identification of backbone agency</li><li>• Collection of preliminary data to show effectiveness</li></ul>	<ul style="list-style-type: none"><li>• Shared effort in process with preliminary evaluation data to show impact</li><li>• Cohort actively working to pursue federal or national dollars for OC efforts across priority areas of focus.</li></ul>

# Potential Process Elements



Each stage of readiness lends itself to specific capacity building activities and potential Commission support.

<i>Cohort Activities</i>	Self-assessment & Coalition Building	Capacity Building & Planning	Program Design Data Collection, Shared Measures	Program Evaluation & Pursuit of System-enhancing Funding
<i>Types of Support</i>	Facilitation	Asset Mapping & Technical Assistance	Business Planning & Evaluation	Fund Development & Match Funding
<i>Stages of Readiness</i>	<b>Stage 1:</b> Pre-Readiness (Commitment)	<b>Stage 2:</b> Early Stage Readiness (Conceptualization)	<b>Stage 3:</b> Mid Stage Readiness (Implementation)	<b>Stage 4:</b> “Federal Grant” or “CI” Ready (Impact)

# Capacity Building Program Recommendations



- **Objective:** Support the development of regional Cohort Groups that support Commission priorities
- **Structure:** Recommend a two-year project term, with Commission support contingent on accomplishing key objectives, including;
- **Total funding pool of \$500,000**
  - \$250,000 from FY 14/15 & \$250,000 from FY 15/16
- **Request for Proposal (RFP) released in June 2015**
  - Targeting Cohorts Committed to working on Commission Priorities, for example, Development Screenings and linkage to services, Early Learning, Oral Health

**Capacity Building  
Grant Program Recommendation  
Term Sheet**

<b>Background</b>	<p>The Children and Families Commission has a Capacity Building Grant Program, in which the Commission supports building the infrastructure of agencies by investing growing the capacity of individual agencies. During the Commission's June 2014 Annual Planning meeting key federal and national funding trends were discussed with an emphasis placed on investors' interest to expand proven solutions, taking to scale solutions with demonstrated outcomes, and support efficiencies and growth with targeted investments. Additionally, the scan of national and federal funding opportunities identified the importance of multi-agency collaborative working to achieve common goals and objectives, known as collective impact strategies. As part of the follow up discussion, the Commission directed staff to develop a strategy to use the Commission's Capacity Building granting process to strengthen nonprofit organizations' ability to collect and report outcomes to better position local agencies to compete for national funding. This term sheet provides recommendations for the Commission's Capacity Building Grant Program for FY 2015/16.</p>
<b>Eligible Applicants</b>	<p>Applications must be submitted as a cohort. Agencies interested in participating in a Commission priority area would develop one application for the cohort. It is anticipated that many of the agencies within the cohort are existing Commission grantees, although there will be opportunity to include non Commission funded agencies as part of the cohort.</p>
<b>Process</b>	<p>Commission staff will prepare a Request for Proposal (RFP) for release in July 2015 that would require self defined cohort applicants;</p> <ul style="list-style-type: none"> <li>▪ Identify cohort partner agencies</li> <li>▪ Provide Self Assessment (including but not limited to commitment of agency leadership, current state, technical assistance needed, missing agency participation, etc.)</li> <li>▪ Discuss anticipated cohort objectives</li> </ul> <p>Commission staff will host a minimum of two applicant conferences to discuss the revised Capacity Building Grant program and provide the opportunity for agencies to develop and expand cohorts around Commission priorities.</p> <p>Selected cohorts would then receive technical assistance and consultant support to deliver their first year deliverables, examples included;</p> <ul style="list-style-type: none"> <li>▪ Identification and commitment of regional partners</li> <li>▪ Assessment and confirmation of cohort "readiness"</li> <li>▪ Development of existing resources identified and mapped</li> <li>▪ Development Regional Theory of Change including goals, objectives, indicators, and outcomes</li> <li>▪ Development of a Case for Investment around a specific action plan</li> </ul> <p>Cohort Capacity Building agreements would be based on performance and the submission of deliverables to the satisfaction of the Commission. Cohorts would remain eligible to continue receiving assistance as they progress through the deliverables, culminating with the final deliverable of a Case for Investment, specific to an action plan and objective identified in their Theory of Change document.</p> <p>In the second year, cohorts would compete for Commission investment in the implementation of Project Plan outlined in the Case for Investment. The second year would remain a deliverable based agreement with key targets and milestones that would trigger continued Commission investment. It is anticipated that the majority of technical assistance would be provided in the first year with a reduction in the second year that is more focused on the progress of the specific action plan.</p>
<b>Commission Funding</b>	<p>\$500,000 \$250,000 from FY 14/15 &amp; \$250,000 from FY 15/16</p>

**CHILDREN AND FAMILIES COMMISSION OF ORANGE COUNTY**

**RESOLUTION NO. \_\_\_-15-C&FC**

**May 6, 2015**

**A RESOLUTION OF THE CHILDREN AND FAMILIES COMMISSION OF ORANGE COUNTY DIRECTING THE EXECUTIVE DIRECTOR OR DESIGNEE AND COMMISSION COUNSEL TO PREPARE AND NEGOTIATE THE FINAL FORM OF AN AGREEMENT WITH PREVENT CHILD ABUSE CALIFORNIA FOR THE AMERICORPS PROGRAM; AND, AUTHORIZING APPROVAL AND EXECUTION OF SUCH AGREEMENT 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**, Commission desires to authorize the Executive Director or designee and Commission Counsel to prepare and negotiate an Agreement with Prevent Child Abuse California for participation in the First 5 Service Corps collaborative AmeriCorps Program, in an amount not to exceed \$470,000 for a twelve month term, as specified in the May 6, 2015 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 Agreement is in furtherance of and consistent with the Commission’s Strategic Plan; and

**WHEREAS**, Commission desires to authorize the Executive Director and Commission Counsel to enter into an Agreement with Prevent Child Abuse California, in an amount not to exceed \$470,000, for a twelve month term, as specified in the May 6, 2015 staff report for this Agenda Item.

**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 and Commission Counsel to prepare and negotiate the terms, conditions and final form of an Agreement with Prevent Child Abuse California, in an amount not to exceed \$470,000, for a twelve month term,

for participation in the First 5 Service Corps collaborative AmeriCorps Program, consistent with the May 6, 2015 staff report and scope of services referenced therein; and

**Section 3** The approval by the Executive Director of the Agreement with Prevent Child Abuse California shall be conclusively evidenced by the execution and delivery of the Agreement by the Executive Director to the Commission Clerk.

**Section 4** Commission hereby approves the Agreement with Prevent Child Abuse California, in an amount not to exceed \$470,000, for a twelve month term, for participation in the First 5 Service Corps collaborative AmeriCorps Program, as specified in the May 6, 2015 staff report for this Agenda Item.

**Section 5** The Executive Director and Commission Counsel are hereby authorized to execute the Agreement with Prevent Child Abuse California on behalf of the Commission.

**Section 6** A copy of the final Agreement 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 Agreement 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 Amendments to Agreement(s), (ii) to cause the issuance of warrants, (iii) to administer the Commission's obligations, responsibilities, and duties to be performed under such agreement(s), and (iv) during the term thereof to provide waivers, administrative interpretations, and minor modifications of the provisions of such agreement(s) in the furtherance thereof.

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



**EXHIBIT A TO RESOLUTION OF COMMISSION**

(Attach copy of final executed Agreement with Prevent Child Abuse California)