

**Agenda Item No. 6
August 1, 2007 Meeting**

DATE: July 20, 2007

TO: Children and Families Commission of Orange County

FROM: Michael M. Ruane, Executive Director 

SUBJECT: **Capacity Building Program and Approve Fall 2007 Funding Cycle Schedule**

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SUMMARY:

The Commission will receive an updated report on the Capacity Building Grant Program. The Commission received the original report at the May 2007 meeting and at time requested more information regarding the long-term success and sustainability of Capacity Building programs. Also included in this agenda item, is a request to approve the Fall 2007 Capacity Building funding cycle request would authorize the release of a Requests for Applications (RFA) to receive grant applications.

Capacity Building Program Review Follow-Up Report

The Capacity Building Program has been funded by the Commission since 2000 and is intended to provide one-time start-up funding for new agencies and/or capacity for service expansion within existing agencies for programs consistent with the Commission's strategic plan. At the May 2007 Commission meeting, the Commission received a presentation and report on a review of the Commission's Capacity Building Grant program. The May Capacity Building Program Review identified three major findings related to the quality of the program:

1. The scope and approach of the capacity building program is consistently recognized as promising practices in this field;
2. Grantee feedback was positive and identified that the Commission's funding was important to developing new and expanded services for children and families; and
3. The program has the potential to be further expanded through partnerships with local foundations. The analysis found 11 out of 15 foundations interviewed were interested in exploring opportunities to collaborate on future capacity building projects.

After receiving the preliminary report Commissioners requested follow-up analysis to assess if grantees were able to successfully sustain or increase their program budget after receipt of capacity building funding. Attachment 1 responds to the Commission direction and provides a summary of the related findings. Since 2000, the Commission has funded 86 grantees under this program; of those, Commission consultants were able to connect with 52. The survey analysis found that of the 52 of grantees contacted for this analysis, 43 were determined to have

successfully sustained their program. Of those, 21 were able to sustain or increase their budget subsequent to receiving a capacity building grant. In sum, the analysis found that approximately 83% of grantees contacted were able to develop successful and sustainable programs, with 38% of those grantees able to increase program funding. Program year 2004, the most recent year data is available, marked the greatest increase in sustainable programs, with 66% of all grantees reporting sustainability and growth of their programs.

Fall 2007 Capacity Building Funding Cycle

The Commission's FY 2007/08 budget allocates \$1,000,000 for Capacity Building funding cycles which allows for two RFA grant cycles per fiscal year. Generally, \$700,000 is the target funding level for two grant cycles. However, the 2007/08 Budget includes unallocated funds from the prior budget. The proposed Fall 2007 funding cycle (Attachment 2) would commence in August 2007 with potential applicants notified of the Capacity Building Grant opportunity through a postcard distribution, posted notice on the Commission website, and a public notice appearing in the newspaper. The application will be available on the Commission's website on or about September 10, 2007 and completed applications will be due by the end of October 2007. Two informational workshops will be held in August and September to assist organizations interested in applying for the Capacity Building Grant Program. An applicant conference will be held in late September to answer questions regarding the RFA. The review process will be scheduled to provide recommendations for action at the Commission's December 2007 meeting.

STRATEGIC PLAN & FISCAL SUMMARY:

The proposed report has been specifically reviewed in relation to the Strategic Plan and is consistent with the Commission's Quality Services goal, among others. Funding for this agenda item and Agenda Item No. 7 on today's agenda (AB172 One-Time Funding) is available in the FY 2007/08 Budget in the Capacity Building grants category. The total amount available will be reduced by any amount allocated in Item No. 7.

RECOMMENDED ACTIONS:

1. Receive follow-up report on Commission Capacity Building Program.
2. Authorize release of the Request for Applications (RFA) timeline (Attachment 2) for the Fall 2007 round of the Capacity Building application cycle.

Attachments:

1. Capacity Building Program Review Presentation Follow-Up Report
2. Fall 2007 Capacity Building Funding Cycle Timeline

Children & Families Commission of Orange County Capacity Building Program Review

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August 1, 2007

Overview

- At the May 2, 2007, Commission meeting, staff presented a summary report of an analysis of the capacity building program focusing on grantee and foundation qualitative evaluations of the effectiveness of the program
- Commissioners directed staff to conduct further quantitative analysis of the program and analyze whether funded agencies, as a result of the grant, were able to improve program sustainability as measured by:
 - Growth in total budget, or
 - Growth in specific program budget

Scope of Analysis

- Attempted to survey all organizations that have received a Capacity Building Grant since the program initiated in 2000 through 2004
 - Of 86 organizations that received a Capacity Building Grant between 2000 and 2006, 52 were interviewed for this analysis
 - Sample includes all grantees that are at least one year post-grant funding, which excludes grantees from 2005 and 2006 program years
- Analysis included:
 - Confirmation of current operation of grant-funded program
 - Growth in program budget
 - Significant opportunities or challenges faced by the program
 - Key factors contributing to program sustainability
- Established a criteria to determine if programs were:
 - Sustainable
 - Unsustainable

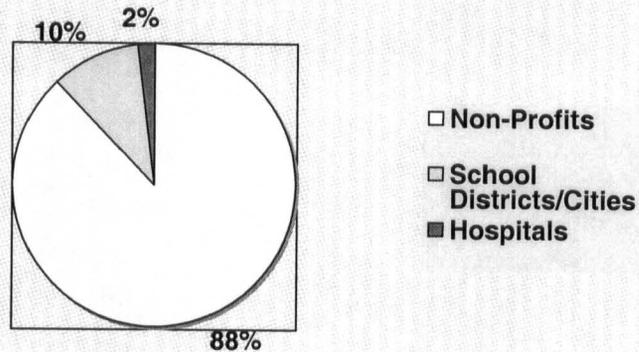
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Evaluation Criteria

- Sustainable Programs
 - Program continues to meet or exceed program and grant goals with sustainable funding base
 - Program continues under revised or adapted program
 - Initial grant goals met, but program no longer exists because goals accomplished or by definition program was time-limited initiative
- Unsustainable Programs
 - Program non-operational due to lack of funding or various organizational/operational issues (leadership, feasibility, service no longer needed)
 - Program failed to achieve grant goals and was never implemented

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Type of Capacity Building Grantee Organizations Funded



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Findings: Summary Data

- Nearly two thirds (52) of funded programs were contacted for this analysis. Of those:
 - 83% (43) Programs Identified as Sustainable
 - 71% (37) Non-Profits
 - 8% (4) School District/Cities
 - 4% (2) Hospital
 - 17% (9) Programs Identified as Unsustainable
 - 15% (8) Non-Profits
 - 2% (1) School District/Cities
 - 0 Hospital

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Key Findings: Sustainable Programs

Type of Program	Number (#)	Percent (%)
Program meets or exceeds grant goals	32	74%
Program continues under revised or adapted program	5	12%
Initial grant goals met, but program no longer exists because goals accomplished or time-limited	6	14%
TOTAL	43	100%

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Key Findings: Sustainable Programs by Grant Year

Grant Year	% Sustainable Programs	% of Sustainable Grantees of Total Respondents
2000	42%	66%
2001	50%	88%
2002	53%	87%
2003	44%	80%
2004	66%	100%

* Post-evaluation program changes implemented beginning in Grant Year 2005

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Key Findings: Budget Analysis of Sustainable Programs

- Of the 32 programs that were identified as meeting or exceeding grant goals, 24 were able to provide the change in budget from grant year compared to 2006.

No Change	Decrease*	< 50% ↑	< 150% ↑	< 300% ↑	< 500% ↑	< 750% ↑
1	3	6	4	2	6	2

* Programs still operating at full capacity, despite reduction in staff and/or increased utilization of volunteers

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Key Findings: Unsustainable Programs

Type of Program	Number (#)	Percent (%)
Program non-operational due to lack of funding or organizational/operational issues	6	67%
Program failed to achieve grant goals and was never implemented	3	33%
TOTAL	9	100%

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Conclusions

- This analysis coupled with the qualitative feedback from grantees and foundations demonstrates that the Commission's capacity building program is addressing a need to support non-profit growth and development.
- Based on data, Commission should anticipate that of those funded, only 83% will likely to be developed into successful sustainable programs and approximately 38% will see significant growth in their budget and/or services.
- This analysis was based on cumulative data since program start-up in 2000 through 2004. Given that the Commission enhanced its program beginning in 2005 through greater grantee support, more extensive grant application process, etc., it is likely that the Commission will improve this success ratio over time.

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Appendix

Examples of Major Successes

Examples of Sustainable Programs

- **Orange County Children's Therapeutic Arts Center: *Young At-Risk Children Arts Project (2001 - \$74,690)***
 - Grant provided start-up funds
 - The Commission "trusted that our organization could provide effective services"
 - The agency is currently receiving its third Capacity Building grant
 - Agency budget growth: (2001)\$175,000 - (2006) \$600,000

- **Laura's House: *Therapeutic Preschool Program (2002 - \$35,000)***
 - Grant provided for expanded clinical services for children who were abused and/or exposed to domestic violence
 - Key grant deliverable included evaluation tool that is still utilized and demonstrates positive outcomes for children served
 - Program budget growth: (2002) \$84,000 - (2006) \$124,000

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Examples of Sustainable Programs

- **4 R Kids Sake, Inc.: *Public Awareness and Educational Campaign (2002 - \$30,000)***
 - Grant provided start-up support and helped organizational support from the Fire Authority and other Orange County agencies; now nationwide organization
 - Agency budget growth: (2002) \$30,000 - (2006) \$100,000

- **Huntington Beach City School District: *Twilight Pre-School Program (2003 - \$75,000)***
 - Grant provided start-up funds to implement an evening school-readiness program for children whose parents attend English Language classes
 - Program is now operated in partnership with several agencies, including the Boys & Girls Club of Huntington Valley and Golden West College (Commission provides support for transportation)
 - Program budget growth: (2003) \$75,000 [grant only] - (2006) \$125,000

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Attachment 2
PROPOSED CAPACITY BUILDING FUNDING CYCLE
Fall 2007

August	Approve timeline for RFA cycle
August/September	<ul style="list-style-type: none">• Notification to potential applicants• Information Sessions with CONNECT to provide program design assistance to potential applicants
September	<ul style="list-style-type: none">• Application posted to the website• Applicant Conference
October	Applications due
December meeting	Commission Funding Action