



Children & Families  
Commission of Orange County

**Agenda Item No. 7**  
**May 2, 2007 Meeting**

**DATE:** April 20, 2007

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

**FROM:** Michael M. Ruane, Executive Director 

**SUBJECT:** **Approve Implementing Action for the Capacity Building Program**

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**SUMMARY:**

**Capacity Building Program Report**

The Commission will receive a presentation and report on a review of its Capacity Building program (Attachment 4). The review project focused on 1) The ability of the Capacity Building program to meet the need for non profit agencies serving the 0-5 population, 2) Leveraging the Commission's investment in capacity building through partnerships, and 3) Maximizing the Commission's investments in both CONNECT and the capacity building program. The project included interviewing Capacity Building program participants and local and state foundations to determine their interest in investing in a collaborative Capacity Building project. Major findings of the report include:

- Commission's program includes most of the scope and approach of practices recognized as promising in Capacity Building,
- Grantee feedback to the Capacity Building program was positive, and
- 11 out of 15 foundations interviewed are interested in exploring opportunities to collaborate on future capacity building projects.

Recommendations from the report include convening a leadership group from the interested foundations to discuss the potential partnering and long term funding commitments and looking for ways to reduce the administrative responsibilities for this program.

**Winter 2007 Capacity Building Grant Cycle**

At the October 2006 meeting of the Children and Families Commission of Orange County, the Commission approved an application cycle for the Winter 2007 Capacity Building Application Cycle. The review of the applications has been completed and recommendations for funding allocations are included in this report.

The Grant Review Panel; comprised of current and former members of the Commission's Technical Advisory Committee and its Executive Director, has made funding recommendations (Attachment 1) submitted for Commission approval. Ten (10) Capacity Building Grant applications, totaling just under \$705,109 were submitted to the Commission. Of the 10

applications received, 5 are recommended for funding for a total requested allocation of \$300,000. Organizations that are not funded will be invited to contact the Commission staff to receive feedback on their applications.

A project team will work with each organization to develop a scope of work that incorporates the development of a business plan, conditions as specified in Attachment 2, length of the agreement, and when necessary a further review of the agency's business and financial documents. CONNECT, the Commission's technical assistance partner, is a part of this project team and will conduct an initial agency assessment, workshops, one-on-one training and provide recommendations.

During this capacity building application cycle, the Commission received an application requesting funding to conduct a needs assessment of the Korean community and the review panel recommends that the Commission approve a set aside in the amount of \$50,000. Commission staff will work with agencies currently serving or looking to expand services into the Korean community to participate in a needs assessment.

### **CONNECT- Partnership for Non Profit Solutions**

CONNECT, a project of Orangewood Children's Foundation, has been providing technical assistance to Commission grantees for five years. Support CONNECT has provided to Commission grantees includes both an intensive program for Capacity Building grantees and a targeted services to ongoing Commission grantees that need assistance either through a workshop targeting a specific area of business practices or through one-on-one assistance on a project by project basis. These two scopes of work have previously been funded separately under two different agreements. Staff recommends merging these scopes under one agreement for a one year agreement not to exceed a total amount of \$150,000. Below is a description of each scope of work.

#### **Capacity Building Technical Assistance:**

In conjunction with the Capacity Building Grants, the Commission funds a technical assistance program that links to development of a business plan to increasing the capacity of each of the grantees. CONNECT's services to each agency include an assessment of the organization, business plan review and feedback, workshops (topics include but are not limited to budgeting, the importance of auditing for non profits, sustainability, and program evaluation). During this contract year, CONNECT will also be taking on more of the administrative tasks associated with the Capacity Building program. Examples of the expanded scope include but are not limited to; contract development, performing site visits for each grantee, and invoice review and approval. This transition is consistent with other Commission initiatives where a program lead conducts these tasks. In the case of the Capacity Building program, CONNECT will serve as the program lead for these grantees.

#### **Grantee Support:**

In addition to the Capacity Building program, CONNECT also provides a comprehensive array of technical assistance to non Capacity Building Commission grantees. These additional services are detailed below.

- Workshops per month (topics include program evaluation, marketing and outreach, budgeting, volunteer recruitment and management, succession planning, human resources, and audits for non profits). On several occasions CONNECT has been able to offset Commission costs for these workshops by charging a small fees to non-Commission grantees and allowing other funders to underwrite costs.
- One-on-one support to Commission grantees following expanded grantee monitoring to ensure implementation of auditor recommendations.
- Support to grantees needing to professionalize and increase their chances of sustainability through the development of a business plan.

**STRATEGIC PLAN & FISCAL SUMMARY:**

The proposed Agreements have been specifically reviewed in relation to the Strategic Plan, and the recommended actions are designed to further the Quality Services Goal, among others. Funding for this agenda item is available in the FY 2006/07 Budget in the Capacity Building Grants category.

**RECOMMENDED ACTIONS:**

1. Receive report on Commission Capacity Building Program
2. Adopt resolution (Attachment 2) authorizing the Executive Director or designee to enter into Agreements for terms of 18 months with the organizations and in the amounts and conditions as specified in Attachment 1.
3. Adopt a resolution (Attachment 3) authorizing Executive Director or designee to enter into Agreement # FCI-CB-05 with Orangewood Children's Foundation to provide technical assistance services to Capacity Building grantees in an amount not to exceed \$150,000 and for a term not to exceed 12 months.

**Attachments:**

1. Recommendations for Capacity Building Funding
2. Resolution to enter into Capacity Building Agreements
3. Resolution to enter into Technical Assistance Agreement
4. Capacity Building Program Review Presentation

Attachment 1: Recommendations for Capacity Building Funding

Application #	Lead Agency	Summary	Amount Requested	Recommended Award Amount	Conditions
F03-CB-07	Red Sea Social Services, Inc.	Assessment of immigrant and refugee families from the East African Horn to access to healthcare, childcare, and social services.	\$48,347.00	\$50,000	
F05-CB-07	United Cerebral Palsy of Orange County	Program expansion including the creation of a new inclusive childcare center by combining our existing childcare services with a new center based program.	\$75,000.00	\$75,000	
F06-CB-07	Centralia School District	Developing a systematic expansion of the existing School Based Health Center and Neighborhood Resource Center.	\$68,692.00	\$60,000	Conditional on revised budget that more closely reflects focus of business plan.
F08-CB-07	Orange County Children's Therapeutic Arts Center (OCCTAC)	Development of a new inclusion, bilingual, and community based school readiness program in Santa Ana.	\$70,000.00	\$70,000	Conditional on review of scope and development of Memorandum of Understanding with Santa Ana Unified School District
F10-CB-07	Delhi Community Center	Develop a comprehensive fund development plan with multiple revenue strategies.	\$75,000.00	\$45,000	Recommendation for conditional funding for the first phase of business plan development. Conditions include a revised budget and a focus on 0-5 service expansion. Agency will be eligible to apply for the remaining allocation of \$35,000 after submission of the first half of their business plan.
Set Aside		Establish a set aside for the development of a needs assessment targeting the Korean Community. Commission will work with agencies interested in expanding or providing services to the Korean community to conduct a needs assessment.		\$50,000	

**TOTAL AVAILABLE FOR ALLOCATION**      **\$350,000**

**TOTAL RECOMMENDED FOR ALLOCATION**      **\$350,000**

**CHILDREN AND FAMILIES COMMISSION OF ORANGE COUNTY**

**RESOLUTION NO. \_\_\_-07-C&FC**

**May 2, 2007**

**A RESOLUTION OF THE CHILDREN AND FAMILIES COMMISSION OF ORANGE COUNTY DIRECTING THE EXECUTIVE DIRECTOR TO PREPARE AND NEGOTIATE FINAL AGREEMENTS WITH DESIGNATED ORGANIZATIONS FOR THE CAPACITY BUILDING PROGRAM; AND, AUTHORIZING APPROVAL AND EXECUTION OF SUCH AGREEMENTS 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 Capacity Building Agreements (“Master Agreement”), which was approved by the Commission; and

**WHEREAS**, the Commission has selected certain organizations for capacity building services and desires to enter into Agreements with each of the organizations for the terms and in amounts specified in Attachment 1 to the May 2, 2007 staff report for this Agenda Item, hereinafter referred to as the “Contractor” in each of the Agreements authorized herein; and

**WHEREAS**, each Contractor desires to enter into the applicable Agreement in furtherance of the purposes of the Act and the Strategic Plan on the terms and conditions set forth in the applicable Agreement; and

**WHEREAS**, Commission has reviewed the staff report for the May 2, 2007 Commission meeting relating to the scope of services to be provided and hereby finds and determines that the proposed Agreements are in furtherance of and consistent with the Commission’s Strategic Plan; and

**WHEREAS**, Commission desires to authorize the Commission Chair and Commission Clerk to execute the Agreements with each of the designated organizations, referred to as “Contractor” in the Agreements, for the terms and in amounts specified in Attachment1 to the May 2, 2007 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 authorizes the Executive Director, or designee, to prepare and negotiate the terms and final form of Agreements with the organizations, and for the terms and in the amounts, specified in Attachment 1 to the May 2, 2007 staff report for this Agenda Item and to provide services in support of the Capacity Building Program consistent with the May 2, 2007 staff report and scope of services referenced therein; and

**Section 3** The form of the Agreements with the organizations shall be substantially similar to the form of the standard Master Agreement, subject to minor, non-substantive revisions as reviewed and approved by the Executive Director or designee. The approval by the Executive Director or designee of the final Agreements shall be conclusively evidenced by the execution of such agreements by the Commission Chair and delivery thereof to the Commission Clerk.

**Section 4** Commission hereby approves the Agreements with the organizations, and for the terms and in the amounts, specified in Attachment 1 to the May 2, 2007 Staff Report for this Agenda Item and to provide services in support of the Capacity Building Program as specified in the May 2, 2007 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 Agreements on behalf of the Commission.

**Section 6** A copy of each final Agreement when executed by the Commission Chair and attested by the Clerk of the Commission shall be appended hereto as a part of Exhibits A to this Resolution. Exhibits A are hereby fully incorporated as a part of this Resolution by this reference and made a part hereof. Each 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 Sections 2 and 3 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 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.

The foregoing resolution was passed and adopted by the following vote of the Children and Families Commission of Orange County on May 2, 2007 to wit:

AYES           Commissioners: \_\_\_\_\_

NOES:           Commissioner(s): \_\_\_\_\_

EXCUSED:      Commissioner(s): \_\_\_\_\_

ABSTAINED:   Commissioner(s) \_\_\_\_\_

\_\_\_\_\_  
CHAIR

STATE OF CALIFORNIA    )  
                                          )  
COUNTY OF ORANGE     )

I, DARLENE J. BLOOM, 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.

\_\_\_\_\_  
DARLENE J. BLOOM  
Clerk of the Commission, Children and Families Commission of  
Orange County, County of Orange, State of California

Resolution No: \_\_\_-07-C&FC

Agenda Date: May 2, 2007

Item No. \_\_\_



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

DARLENE J. BLOOM, Clerk of the Commission

By: \_\_\_\_\_  
Deputy

**EXHIBIT A TO RESOLUTION OF COMMISSION**

(Attach copy(ies) of final executed Agreements)

**CHILDREN AND FAMILIES COMMISSION OF ORANGE COUNTY**

**RESOLUTION NO. \_\_\_-07 C&FC**

**May 2, 2007**

**A RESOLUTION OF THE CHILDREN AND FAMILIES COMMISSION OF ORANGE COUNTY DIRECTING THE EXECUTIVE DIRECTOR AND COMMISSION COUNSEL TO PREPARE AND NEGOTIATE THE FINAL FORM OF STANDARD FORM AGREEMENT WITH ORANGEWOOD CHILDREN'S FOUNDATION, A CALIFORNIA NON-PROFIT CORPORATION, AND MAKING CERTAIN FINDINGS IN CONNECTION THEREWITH**

**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 Agreements ("Master Agreement"), which was approved by the Commission; and

**WHEREAS**, Commission desires to authorize the Executive Director or designee to negotiate the terms and final form of Agreement No. FCI-CB-05 with Orangewood Children's Foundation, to provide technical assistance services to Commission grantees in support of its Capacity Building Program as specified in the May 2, 2007 staff report for this Agenda Item, based upon the standard Master Agreement in an amount not to exceed \$150,000 for a period not to exceed twelve months.

**WHEREAS**, Commission has reviewed the May 2, 2007 staff report for this Agenda Item 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 Commission Chair and Commission Clerk to enter into Agreement No. FCI-CB-05 with Orangewood Children's Foundation, in an amount not to exceed \$150,000 for a twelve month period.

**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 Executive Director to prepare and negotiate the final form of Agreement FCI-CB-05 with Orangewood Children's Foundation, in an amount not to exceed \$150,000 for a twelve month period, to provide technical assistance services to Commission grantees in support of its Capacity Building Program consistent with the May 2, 2007 staff report for this Agenda Item and scope of services referenced therein;

**Section 3** The form of the Agreement with Orangewood Children's Foundation shall be substantially similar to the form of the standard Master Agreement, subject to minor, non-substantive revisions as reviewed and approved by the Executive Director and Commission Counsel. The approval by the Executive Director, or designee, of the final form of the Agreement shall be conclusively evidenced by the execution of such agreement by the Commission Chair and delivery thereof to the Commission Clerk.

**Section 4** Commission hereby approves Agreement FCI-CB-05 with Orangewood Children's Foundation in an amount not to exceed \$150,000 for a twelve month period, to provide technical assistance services to Commission grantees in support of its Capacity Building Program as specified in the May 2, 2007 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 Agreement on behalf of the Commission.

**Section 6** A copy of the final Agreement with Orangewood Children's Foundation, 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 Agreement shall be placed on file in the office of the Clerk of the Commission.

**Section 7** In addition to the authorization of Sections 2, and 3 above, the 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 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 May 2, 2007 to wit:

AYES           Commissioners: \_\_\_\_\_

NOES:           Commissioner(s): \_\_\_\_\_

EXCUSED:      Commissioner(s): \_\_\_\_\_

ABSTAINED:   Commissioner(s) \_\_\_\_\_

\_\_\_\_\_  
CHAIR

STATE OF CALIFORNIA)  
                                          )  
COUNTY OF ORANGE        )

I, DARLENE J. BLOOM, 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.

\_\_\_\_\_  
**DARLENE J. BLOOM**  
Clerk of the Commission, Children and Families Commission of  
Orange County, County of Orange, State of California

Resolution No: \_\_\_-07-C&FC

Agenda Date: May 2, 2007

Item No.



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

DARLENE J. BLOOM, Clerk of the Commission

By: \_\_\_\_\_  
Deputy

**EXHIBIT A TO RESOLUTION OF COMMISSION**

(Attach copy of final executed Agreement FCI-CB-05 with Orangewood Children's Foundation)

Children & Families Commission  
of Orange County:  
Capacity Building Program  
Review & Recommendations

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Altmayer Consulting, Inc.  
Christina Altmayer  
Deena Margolis

*May 2, 2007*

## Capacity Building Program

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- Commission has run Capacity Building Program since 2000 to provide one-time funding for new agency start-up or new program start-up
  - Program received positive evaluation in 2004 and was modified to improve program delivery
  - Successful examples, such as Down Syndrome Association of OC (formally PROUD), have been developed into effective community services
- Challenges and Opportunities
  - Program administration requires disproportionate amount of Commission staff time
  - Opportunity to collaborate with other funders to potentially expand scope and reach of program in Orange County

## Study Objectives and Scope

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- Is the Commission continuing to meet the need for non-profit agencies serving the 0-5 population?
- How can the Commission leverage its investment in capacity building through partnerships?
- How can the Commission maximize its investment in CONNECT?
  
- Study conducted between September 2006 and February 2007
  - Reviewed 2004 Sphere Institute evaluation
  - Interviewed CONNECT staff/reviewed scope of services
  - Conducted literature review
  - Interviewed 2006 Capacity Building Program grantees
  - Interviewed state and local foundations
  - Developed recommendations to strengthen and modify the program

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## Key Findings: Program Services

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- Commission's program includes most of the scope and approach recognized as promising practices in Capacity Building
  - Scope
    - Board Development
    - Business Planning
    - Evaluation
    - Infrastructure/Capital Development
    - Fund Development
    - Human Resources
    - Leadership/Succession Planning
    - Strategic Planning
  - Approach
    - Assessment of Present Capacity
    - Facilitation by Neutral Third Party
    - Peer Learning

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## Key Findings: Grantee Evaluation

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- Grantee Feedback Overwhelming Positive:
  - Most of the grantees found the grant program to be an excellent opportunity
  - Several noted the unique level of technical support and guidance from CONNECT
  - All found CONNECT staff to be supportive and extremely helpful
  - All grantees commended the highly structured business plan review process, while noting the challenges involved
- Opportunities
  - Several grantees felt that additional time was needed to incorporate the feedback from the review panel in their final business plans
  - Several grantees indicated that they would appreciate additional feedback from the Commission on their progress

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## Key Findings: Foundation Partnerships

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- Commission interviewed 15 foundations to assess availability of similar programs and to evaluate opportunities for joint partnership
- |                                           |                                      |
|-------------------------------------------|--------------------------------------|
| ■ Annenberg Foundation                    | ■ Orange County Community Foundation |
| ■ California Endowment                    | ■ Orange County United Way           |
| ■ California Wellness                     | ■ Pacific Life Foundation            |
| ■ Fieldstone Foundation                   | ■ Samueli Foundation                 |
| ■ HealthCare Foundation for Orange County | ■ Sisters of St. Joseph              |
| ■ Irvine Health Foundation                | ■ Weingart Foundation                |
| ■ Kaiser Permanente                       | ■ Wells Fargo                        |
| ■ Keck Foundation                         |                                      |

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## Key Findings: Foundation Partnerships

- 13 out of 15 foundations provide, or have provided, capacity building programs for Orange County non-profits
  - 8 foundations provide discrete programs
  - 5 foundations embed capacity building support in specific program areas or the foundation's overall grantmaking
- Program Elements:
  - Grant amounts range from \$7,000 to \$300,000
  - Average length of grant is 18 - 24 months
  - 3 out of 13 foundations have also contracted with CONNECT to provide technical assistance for their grantees
  - Many of the foundations also provide program grants to their capacity building grantees
  - 3 foundations provide capacity building in the form of training programs or forums for non-profits
  - Several of the grant programs are no longer operational or are under review by the foundation

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## Foundations Interested in Exploring Potential Partnership with the Commission

- |                                           |                                       |
|-------------------------------------------|---------------------------------------|
| ■ Annenberg Foundation                    | ■ Orange County Community Foundation* |
| ■ California Endowment*                   | ■ Pacific Life Foundation             |
| ■ Fieldstone Foundation                   | ■ Samueli Foundation*                 |
| ■ HealthCare Foundation for Orange County | ■ Sisters of St. Joseph               |
| ■ Irvine Health Foundation                | ■ Weingart Foundation*                |
| ■ Kaiser Permanente                       |                                       |

\* Currently participates in limited matching fund programs with Commission

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## Summary Conclusions

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- OC non-profit sector overall is relatively young and inexperienced, and quite challenged to meet the growing needs of County citizens without a significant investment in capacity building
  - Foundations interviewees noted that grant applications from Orange County non-profits are much weaker than those submitted by their San Diego counterparts
  - Recent report released by UCLA identifies gap in OC non-profit sector as compared with other regions
- The Commission's program provides a unique service in OC and mirrors those best practices highlighted in the literature
- No other public or private foundation in OC provides a similar comprehensive set of capacity building services
- There is a broad array of foundation-sponsored capacity building efforts in OC, with many of these programs focusing on components of capacity building not included in the Commission's program

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## Recommendations

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- Continue to improve the Capacity Building Grant Program
  - In the interim, outsource additional program administration responsibilities to CONNECT
  - Provide each grantee with a mentor whose expertise is in the same area as the non-profit grantee
- To support sustainability of an organization's program, the Commission should consider providing follow-up program grants to the most promising capacity building grantees
  - Explore potential of program as incubator for future program grants
- Explore opportunities to partner with other foundations/organizations on an expanded program
  - Consider funding partnerships that focus on specific sectors
  - Explore a partnership with those foundations that have also contracted with CONNECT

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## Recommended Next Steps

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- Convene leadership from interested foundations to discuss potential partnering and long-term funding commitments
- Implement changes to program administration to streamline and reduce administrative responsibilities
- Examine Capacity Building Program as part of the strategic assessment to determine on going role and continued funding