

**Agenda Item 7
October 1, 2014****DATE:** September 18, 2014**TO:** Children and Families Commission of Orange County**FROM:** Christina Altmayer, Executive Director**SUBJECT:** Catalytic Status Report

SUMMARY:

This item provides a summary status report and request for Commission action on the catalytic funding awards approved at the February and March 2012 Commission meetings. The Children and Families Commission approved two rounds of allocations for catalytic investments for a total investment of \$54,950,000. The catalytic investments were intended to sustain and grow major Commission initiatives despite declining revenues, reduce ongoing demand on the Commission budget, and make system impacts with one-time funding. This agenda item includes an update on each catalytic project and a request for Commission action on reallocating and confirming funding. In sum, over 82% of the funding allocated by the Commission has been executed in agreements, 15% is allocated for specific purposes but does not have an executed agreement, and 3% is unallocated.

DISCUSSION:

While the Commission has been developing “catalytic agreements” since 2008, building on the Bridgespan recommendations from the strategic assessment of the Commission, the Commission made catalytic investments of over \$54 million following the successful lawsuit against the State’s attempt to seize Proposition 10 dollars. By definition, catalytic projects are intended to be one-time funding that sustains Commission funding for multiple years, in most cases at least 10 years, and make a “system” level impact on services for young children. This report provides a status update on the catalytic funding allocations made in February and March 2012 and May 2013. In addition, staff requests approval of two funding recommendations.

Round 1 Catalytic Funding

The Round 1 catalytic investments totaled \$45 million split among six projects including: Children’s Dental Health, Early Literacy and Math, Early Developmental Services/Autism Program, VISTA (Volunteers in Service to America), Healthy Child Development Resources for Children/Pretend City, and a Year Round Emergency Shelter. To date, four projects have executed agreements totaling \$39 million of the \$45 million allocation for Round 1 catalytic funding. Attachment 1 provides a status of catalytic projects since awarded by the Commission in February 2012.

As reported in Attachment 2, projects are proceeding as plan with two exceptions. Pretend City is continuing to explore options for a permanent site. No further disbursements from the catalytic funding will be made until the site is secured. Secondly, staff recommends reallocating the \$475,000 in VISTA catalytic funding to the pool for future programs. Due to grant requirements, the Commission cannot transfer administration of the program to a third party. Staff will continue to

develop cost-savings strategies and recommends the release of the remaining balance of the \$475,000 catalytic reserve and returning funding to the catalytic pool.

Round 2 Catalytic Funding

The Round 2 catalytic projects were approved in March 2012, totaling \$8.75 million, with the expectation that additional planning would be necessary to realize longer-term revenue savings, identify new revenue sources, and/or reduce reliance on Commission funding. These investments include: Partnership for Children's Health, Community Based Prevention Programs, Capacity Building funding cycle, and Nutrition and Fitness. Attachment 2 provides a summary of the Round 2 Catalytic Funding status.

Staff recommends one action to clarify terms and conditions related to the Community Based Prevention Program Catalytic Funding (See page 3 of Attachment 3). Funding was originally intended for program start-up with the expectation that federal funding (Title IV-E waiver) would be available to support the program long-term. Given that the County has recently determined that it will not be pursuing this funding, staff recommends that the catalytic funding continue to be available to support early intervention and prevention services through one-time funding. Catalytic funding would be available for program capacity building such technology, evaluation and planning services and the development of sustainable program funding. With Commission approval, staff will return in December with a recommended plan for implementation.

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 and is reflected in the FY 2012/13 Budget.

PRIOR COMMISSION ACTIONS:

- September 2014 – Funding Allocation to Pay for Success (partnership for Children's Health Round 2)
- May 2014 – Funding Allocation for Emergency Shelters
- April 2014 – Catalytic Funding Update (partnership for Children's Health Round 2)
- March 2014 – Round 1 Emergency Shelter Catalytic Update
- December 2013 – Status Report on Round 1 and Round 2 Catalytic Projects
- September 2013 – Status Report on Round 1 and Round 2 Catalytic Projects
- May 2013 – Approved funding for Pediatric Vision Program
- January 2013 – Approved Partnership for Children's Health Phase II scope of work and funding
- February 2013 – Update and implementing actions for Round 1 and 2 Catalytic Investments
- November 2012 – Update on VISTA Catalytic Investment
- October 2012 – Received Catalytic Investment Progress Report
- March 2012 – Approved implementing actions for Round 2 Catalytic Investments
- February 2012 – Authorized funding allocation for Round 1 Catalytic Investments
- January 2012 – Approved Funding Allocation Plan including funding level of \$45 million for Catalytic Investments

RECOMMENDED ACTIONS:

1. Receive catalytic status report.
2. Direct staff to release the remaining balance of \$475,000 in the VISTA catalytic budget line item and make funds available for catalytic reallocation.
3. Confirm Catalytic Round 2 allocation of up to \$460,000 to support catalytic investment in Early Intervention and Community Based Prevention strategies and remove contingency regarding Title IV E waiver.

ATTACHMENTS:

1. Catalytic Funding Summary
2. Status Report on Round 1 Catalytic Funding
3. Status Report on Round 2 Catalytic Funding

Contact: Kim Goll

**Children and Families Commission of Orange County
Catalytic Funding Summary**

Catalytic Funding		Total Program Allocations	Executed / In- Process Agreement	Reserved Funding	Remaining Funding
Round 1 (Feb. 2012)	Children's Dental	20,000,000	20,000,000		
	Early Developmental Services/Autism	7,000,000	7,000,000		
	Year Round Emergency Shelter	7,000,000	7,000,000		
	Early Learning and Math	5,000,000	5,000,000		
	Healthy Child Development/Pretend City	5,500,000	500,000	5,000,000	
	VISTA/AmeriCorps	500,000	25,000		475,000
Round 2 (Mar. 2012)	Capacity Building Grant Program	3,250,000	3,140,000	110,000	
	Partnership for Children's Health	3,000,000	297,260	2,702,740	
	Prevention Services	500,000	40,000		460,000
	Nutrition and Fitness	500,000	40,000	460,000	
	Vision	1,500,000	1,500,000		
	Unallocated Catalytic Funding ¹	1,200,000			1,200,000
TOTAL		54,950,000	44,542,260	8,272,740	2,135,000

Notes:

1. Unallocated Catalytic Funding includes the additional allocation of \$200,000 FY 2013/14 revenue surplus pending approval of Agenda Item 8.

Status Report on Round 1 Catalytic Funding

The Center for Autism and Neurodevelopmental Disorders

Total Dollars Allocated: \$7,000,000 (matched by The Thompson Foundation)

Overall Status: On Plan

The Catalytic investment has been foundational for both clinic operations and policy advocacy. The Advisory Board of the Center for Autism has been formed and the Executive Director serves as the Board Secretary. The Center relocated to its expanded facility in Irvine and continues to fill new clinical and non-clinical positions. An Executive Director position was created to advance strategic and long-range planning and increase philanthropic support. Health Management Associates facilitated the development of key performance metrics for the Center. Implementation and management of the performance metrics began July 1. A University of California Summit on Translational Research convened its first summit on autism to identify opportunities for collaboration on multi-campus research projects. The Center was selected as one of two new centers to participate in the Autism Treatment Network. Children on Medi-Cal are now eligible to receive Applied Behavioral Analysis (ABA) services. The California Department of Health Services is conducting stakeholder engagement related to implementation. While drawdown of funding has been slower than originally planned, the Center is working towards meeting performance targets and progress has been consistent with the catalytic funding requirements.

Early Literacy and Math (THINK Together)

Total Dollars Allocated: \$5,000,000

Overall Status: On Plan

THINK Together began managing the Commission's Early Literacy Program in FY 2011/12. In FY 2012/13, the program was expanded to include mathematics in addition to literacy, and THINK Together received a \$5 million catalytic grant from the Commission. Currently, the Early Literacy and Math Program supports young children's early learning and school readiness through direct services to children, parent engagement and education, and provider training. Key program elements include:

- A center-based early literacy and math program where children and their parents attend twice a week for 15 weeks; uses evidence based curriculum (High Scope)
- Raising a Reader book bags
- Waiting room readers/gently used books to support Reach Out and Read
- Read for the Record and other community events
- Book Bank (gently used book collection and distribution)
- Early Childhood STEM conference for early educators' professional development

Since the catalytic grant was awarded, THINK Together has purchased a facility, completed improvements, and consolidated and relocated staff into the space. The savings from owning rather than renting a facility in Orange County will be used to sustain the Early Literacy and Math Program through 2022. THINK Together's service payback began in 2012/13; with Commission direct operating funds decreasing each year until this fiscal year (2014/15) when

the Commission's contribution rests at \$250,000, while the total program budget remains at \$1 million.

THINK Together recently completed a visioning/strategic plan process to ensure the program not only continues beyond the Commission's investment, but also expands. For this effort, they secured the assistance of a planning group that works with nonprofit organizations, NP Strategies. THINK Together has also adopted an evidence based curriculum (High Scope) for the center-based early literacy and math program, which is being implemented at the seven centers in four school districts. In terms of professional development, after a successful 2014 event with more than 400 early childhood educators participating, THINK Together is spearheading the 2015 Early Childhood STEM conference in partnership with the Children's Center at CalTech.

Healthy Smiles

Total Dollars Allocated: \$20,000,000

Overall Status: On Plan with exception that fiscal agent agreement on hold

The Commission's \$20 million/10 year catalytic investment made in FY 2012/13 just completed its second year of operation. The catalytic investment focused on sustaining Healthy Smiles current services as well as expansion into two key areas: increasing access to services in South Orange County; and, increasing public awareness about the importance of oral health. In the second year, Healthy Smiles launched a public awareness campaign to evaluate the visibility of Healthy Smiles and promote the importance of early screening and prevention. The campaign focused on avoiding tooth decay, baby bottle tooth decay and promoting brushing and regular oral health checkups with the tag line of "*Brush 2x a Day to prevent Tooth Decay.*" Within the past fiscal year Healthy Smiles had 39 media activities related to the public awareness campaign.

In addition to the public awareness campaign, Healthy Smiles used the addition of a second mobile van to launch a targeted increase in services to South Orange County, which often have more limited access to services. Over the 2013/14 fiscal year Healthy Smiles' South County outreach provided education to over 4,000 parents and 8,000 children, conducted over 6,000 dental screenings for 0-5 children, and referred almost 1,500 children for follow up treatment. Services outside South County included 10,000 additional children and 3,000 parents. Ninety four percent (94%) of children had no cavities at the end of services compared to 58.5% at the beginning of services.

When the initial award was made to Healthy Smiles, there was an expectation that the funding would be transferred to a fiscal agent that would administer the disbursement of funds, consistent with the grant agreement terms. As reported to the Commission, in December 2013 identifying a cost-effective fiscal sponsor has been challenging. Healthy Smiles continues to work with St. Joseph's Health System on a fiscal sponsorship agreement, but currently remains on a reimbursement contract with the Commission. The Commission will continue to monitor contract compliance and disburse funds consistent with the terms until a fiscal sponsor can be identified.

Pretend City**Total Dollars Allocated: \$5,500,000****Overall Status: Progress pending identification of permanent site**

The Commission allocated \$5,500,000 to Pretend City to launch a capital campaign for a permanent facility that would continue to focus on the importance of comprehensive screening and link children age 0-5 to services. In 2013, the Commissions approved releasing \$500,000 of the catalytic award to support the initial stages of conducting a capital campaign feasibility study, including hiring a capital campaign manager and a new facilities project manager. The agreement is structured so that Pretend City is required to repay in full through development services any funding that has been expended for this scope of work. The service payback provision would also be triggered if at any point during the agreement, Pretend City determines that it is not able to move forward on a new permanent location.

Pretend City continues to work to identify a site for their permanent facility and has explored multiple options over the past 18 months. Currently, they are working with the City of Tustin on two potential sites that would allow them to enter into a long-term low/no cost lease agreement. In parallel, their Capital Campaign continues to identify individual donors that are willing to participate in a Leadership Council that will guide the campaign through event hosting and lead donor identification. A critical and necessary next step is the identification of the physical site; Commission staff has indicated to the leadership team at Pretend City that we could not make any additional payments until a permanent site has been secured. The Commission agreement does not include specific sunset provisions.

Emergency Shelter/HomeAid**Total Dollars Allocated: \$7,000,000****Overall Status: On target, \$2.9 of \$7 million committed to specific projects**

In February 2012, the Commission approved \$7,000,000 of catalytic funding to support the construction and operation of emergency shelter projects focused on the unique needs of families with children ages 0-5. HomeAid Orange County is the administrative lead for this catalytic investment. An initial allocation of \$750,000 was made to Casa Teresa in May of 2012 to create a new emergency shelter for pregnant women. In order to identify additional projects, HomeAid conducted a request for applications and has identified six potential emergency shelter projects, three of which received Commission funding allocations in May 2014, allocating \$2,151,500 in Commission funding. These projects represent a combined 29 unit increase to the county's emergency shelter system for families. HomeAid and Commission staff continues to work with each of these providers to satisfy the conditions of award and to develop a comprehensive business plan that focuses on sustainability and integration with other county homeless service providers, specifically the Family Redirection program.

VISTA Program Redesign

Total Dollars Allocated: \$500,000

Overall Status: Project determined to be unfeasible; reallocate funding

VISTA, Volunteers in Service to America, is funded from the Corporation for National and Community Service (CNCS) that provides volunteer members to support nonprofits. The Commission is the statewide lead for the federal grant that allocates VISTA members annually that work on building the capacity of non-profit organizations. The VISTA catalytic investment was intended to provide one-time funding to reduce the Commission's program administration costs, by transferring the administration to a community partner, while continuing the service model. The \$500,000 catalytic investment would have been allocated to a community partner to help ease the transition of the financial obligation until they were able to raise enough money to sustain the program.

Discussions with the CNCS representatives that oversee the Commission's grant indicated that if the Commission chose to transfer the program to a community partner it would no longer be eligible for renewal funding (the statewide program has not competed in more than five years) and due to reduced federal funding for new projects the program could be at risk. The program officer from CNCS encouraged staff to review other cost reducing strategies such as limiting the number of host agencies and concentrating the scope of the VISTA's work to target outcomes, and examining the ability of host agencies to cover the cost of the VISTA member.

Given CNCS response that limited the ability of the Commission to transfer the program to another community partner, there is no longer the need for the catalytic investment that was set aside. Staff recommends that these funds be released and allocated to Unallocated Catalytic Investment budget category.

As indicated in Agenda Item 5, the Commission staff continues to look at opportunities to reduce the ongoing annual financial contribution from the Commission. Specifically staff and the newly selected program administrator will look at program models that reduce the administrative burden and have the ability to implement a cost share model.

Status Report on Round 2 Catalytic Funding

Capacity Building

Total Dollars Allocated: \$3,250,000

Overall Status: On Plan

In November 2012, the Commission approved \$3.390 million for 27 Capacity Building grants that support the development of new programs or supported the expansion of existing successful programs. The agreements require the grantees to submit an implementation plan outlining the agencies plans for management and operations of the expanded scope. Once the program has been in operation, they are required to submit a final report that includes preliminary evaluation results. The plans are reviewed and approved by the agency's board of directors then submitted to the Commission for comment. As part of the Capacity Building grant awards the Commission also approved funding for evaluations, which will begin as the grantees submit their final reports. Staff will return to the Commission by the end of the fiscal year with the results of the program evaluation.

Partnership for Children's Health (Sustainability Strategies & Philanthropy)

Total Dollars Allocated: \$3,000,000

Overall Status: Work Continuing

The Commission allocated \$3,000,000 to proactively develop strategies to sustain the proven programs that are positively impacting children in Orange County's health and readiness for school. The initial work focused on assessing resources to better position the Commission and Orange County to attract federal, state and local funding and identifying potential support for Commission projects for federal funding. At the June Planning Meeting, the Commission received presentations on internal efforts that staff has employed, as well as potential partnerships that can support program sustainability, and provided direction to staff. Since June, Commission staff has worked with The Olin Group, the Commission's fund development consulting firm, to redesign their scope of work to regularly identify and vet national and federal funding opportunities that align with Commission priorities. Since implementing this process, multiple grant opportunities have been prioritized and referred to partners.

In response to Commission direction, staff is exploring how 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. The Olin Group has developed a survey to assess the skills, capacity and knowledge of Commission grantees related to outcome reporting, replication and expansion of programs, and collective impact. In addition, the survey asks questions related to perceived challenges in pursuing federal funding, including cultural or infrastructural obstacles. The survey data will inform the developing recommendations on the Commission's capacity building grant program.

Finally, the Commission has launched the Pay for Success project funded through the Nonprofit Finance Fund and the James Irvine Foundation. At the September meeting, the

Commission allocated \$225,000 from this catalytic funding to support the Commission's Pay for Success grant for the Bridges Maternal Child Health Network. Staff will continue to aggressively pursue sustainability strategies.

Community Based Prevention Programs

Total Dollars Allocated: \$500,000

Overall Status: Work Continuing; Requires Approval of Change in Terms

Catalytic funding of up to \$500,000 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. The Commission facilitated a local prevention planning effort that included ongoing sessions between the Commission, the County Social Services Agency (SSA) and a core group of community-based organizations. 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 were recommended and approved by the Commission in January 2013. The recommendation included; (1) Investigating the potential to develop a place based strategy building off of Children Bureau's Magnolia Place, (2) Support the development of a business plan for implementing Neighbor to Neighbor, and (3) One time support for Emergency Intervention Services if the County pursued a waiver for Title IV-E. Brief status reports are provided below:

- **Place-Based Strategy (Anaheim)** – The Commission is continuing to work with representatives from the Anaheim community to expand early intervention and prevention services. Building on initial feasibility and planning work completed in 2013, the Commission is now supporting a planning effort with representatives of the Anaheim Village Collaborative. Up to \$25,000 of Round 2 Catalytic funding was allocated to the Anaheim City School District (serving as fiscal intermediary) to support the development of a business plan for the Anaheim Village Collaborative. The collaborative, known as the Village, has been meeting for the last three years with the mission to *ensure that children of all ages and families of Anaheim make quality life choices to support their well being through physical, intellectual, and mental health.* The Commission investment was matched by both the Orange County Community Foundation and the Samuelli Foundation. The Business plan is scheduled to be completed by December 2014. Commission staff will continue to provide assistance to the collaborative.
- **Title IV-E Waiver** - In January 2013, the Commission set aside \$400,000 of the \$500,000 in catalytic funding to support the initial implementation of expanded prevention services that would target reducing the number of families entering the child welfare system. The specific program services included offering those families reported to the Child Abuse Registry, and that were under investigation, immediate front end services. The funding was contingent on the County Social Services Agency (SSA) receiving a Title IV-E waiver, which would provide a sustainable funding source for these expanded services. The Commission has been notified that the County will not be pursuing a Title IV-E waiver. Given that the County will not be pursuing the Title IV-E

waiver, but that both SSA and the Commission are still interested and committed to providing prevention services, staff is recommending continuation of the allocation for prevention strategies. This would allow time for Commission staff, SSA staff and community partners to identify opportunities for one time catalytic investments that could substantially increase prevention services offered to families with children ages 0-5. Potential opportunities include; looking at increased integration between other Commission funded programs and the at-risk families reported to the Child Abuse Registry and supporting infrastructure and evaluation efforts of community based prevention programs such as Neighbor to Neighbor.

- **Neighbor to Neighbor** - In November of 2013, the Commission allocated \$100,000 of Capacity Building funding to support developing a business plan for the Neighbor to Neighbor program. Neighbor to Neighbor is a unique prevention strategy that addresses at-risk families that are reported to the Child Abuse Registry hotline, but who are ineligible for child welfare services because the report does not meet the legal threshold for action. Through Neighbor to Neighbor, these at risk families are provided an opportunity to receive voluntary, family centered, community based, services. While the families that volunteer to receive services only represent a portion of the families that would benefit from prevention services, the program provides an opportunity to prevent the maltreatment of children and reduce the number of children entering the Orange County child welfare system. The challenge is that the program is being deployed through the partnership of community based child abuse prevention agencies and no sustainable source of revenue has been identified. Staff recommends including the Neighbor to Neighbor program and the Commission funded business plan into the discussions with SSA to identify potential opportunities to support child abuse prevention strategies with the Commission catalytic funding.

Commission action is requested to confirm the availability of \$460,000 in catalytic funding for the Community-based Prevention Services, recognizing that federal Title IV-E waiver funds are not available for sustainability and other funds will need to be identified.

Fitness and Nutrition

Total Dollars Allocated: \$500,000

Overall Status: Work Continuing

The Commission allocated \$500,000 to support both breastfeeding and community based nutrition and fitness programs targeting families with children 0-5. Previously, the Commission approved allocations of;

- \$15,000, to develop recommendations related to increasing sustained breastfeeding rates; and,
- \$25,000 to continue the work of Arlene Turner, the Commission's fitness and nutrition consultant, that focuses on the promotion of community based services that promote nutrition in fitness.

While both of these allocations have developed insight into potential future Commission investments, the work of Dr. Candice Taylor Lucas will also be critical. Dr. Lucas is the UCI pediatrician supported by Commission funding. She has been focused on training healthcare professionals on increasing the understanding of evidence based pediatric obesity prevention programs. Commission staff will be reviewing the work of Arlene Turner, Dr. Lucas as well as the work of Dr. Patricia Riba, and the recommendations regarding breastfeeding to prepare a comprehensive catalytic investment strategy that will be presented to the Commission at the December 2014 meeting.

Vision**Total Dollars Allocated: \$1,500,000****Overall Status: On Plan**

In May 2013, the Commission allocated funding for the Pediatric Health Services Committee designated vision project. A key focus of the pediatric health project is to leverage the leadership of the new The Gavin Herbert Eye Institute at the University of California, Irvine (UCI) that opened in September 2013. Dr. Lingua (UCI) has been working with the School Readiness Nurses and community partners to implement key projects developed through the Commission's vision planning. School Readiness Nurse carry-forward dollars were used to upgrade vision screening technology to PlusOptix screeners. Fourteen (14) devices are now available and the nurses received PluOptix training at their September meeting. A Pediatric Vision Program Manager position has been created and is in active recruitment. The Institute has been participating with other pediatric vision projects at the Universities of California in Los Angeles, San Francisco, and San Diego, and Prevent Blindness America to discuss strategies, data collection and potential funding opportunities. The Department of Health Care Services has convened a Vision Services Stakeholder process to solicit ideas on approaches to increase access to and utilization of vision care services for children.

Status Report on Round 1 Catalytic Funding

Early Developmental Services/Autism Programs (The Center for Autism and Neurodevelopmental Disorders)

Total Dollars Allocated: \$7,000,000 (matched by The Thompson Foundation)

Overall Status: On Target

The Catalytic investment has been foundational for both clinic operations and policy advocacy. The Advisory Board of the Center for Autism has been formed and the Executive Director serves as the Board Secretary. The Center relocated to its expanded facility in Irvine and continues to fill new clinical and non-clinical positions. An Executive Director position was created to advance strategic and long-range planning and increase philanthropic support. Health Management Associates facilitated the development of key performance metrics for the Center. Implementation and management of the performance metrics began July 1. A University of California Summit on Translational Research convened its first summit on autism to identify opportunities for collaboration on multi-campus research projects. The Center was selected as one of two new centers to participate in the Autism Treatment Network. Children on Medi-Cal are now eligible to receive Applied Behavioral Analysis (ABA) services. The California Department of Health Services is conducting stakeholder engagement related to implementation. While drawdown of funding has been slower than originally planned, the Center is working towards meeting performance targets and progress has been consistent with the catalytic funding requirements.

Early Literacy and Math (THINK Together)

Total Dollars Allocated: \$5,000,000

Overall Status: On Target

THINK Together began managing the Commission's Early Literacy Program in FY 2011/12. In FY 2012/13, the program was expanded to include mathematics in addition to literacy, and THINK Together received a \$5 million catalytic grant from the Commission. Currently, the Early Literacy and Math Program supports young children's early learning and school readiness through direct services to children, parent engagement and education, and provider training. Key program elements include:

- A center-based early literacy and math program where children and their parents attend twice a week for 15 weeks; uses evidence based curriculum (High Scope)
- Raising a Reader book bags
- Waiting room readers/gently used books to support Reach Out and Read
- Read for the Record and other community events
- Book Bank (gently used book collection and distribution)
- Early Childhood STEM conference for early educators' professional development

Since the catalytic grant was awarded, THINK Together has purchased a facility, completed improvements, and consolidated and relocated staff into the space. The savings from owning rather than renting a facility in Orange County will be used to sustain the Early Literacy and Math Program through 2022. THINK Together's service payback began in 2012/13; with

Commission direct operating funds decreasing each year until this fiscal year (2014/15) when the Commission's contribution rests at \$250,000, while the total program budget remains at \$1 million.

THINK Together recently completed a visioning/strategic plan process to ensure the program not only continues beyond the Commission's investment, but also expands. For this effort, they secured the assistance of a planning group that works with nonprofit organizations, NP Strategies. THINK Together has also adopted an evidence based curriculum (High Scope) for the center-based early literacy and math program, which is being implemented at the seven centers in four school districts. In terms of professional development, after a successful 2014 event with more than 400 early childhood educators participating, THINK Together is spearheading the 2015 Early Childhood STEM conference in partnership with the Children's Center at CalTech.

Children's Dental Health (Healthy Smiles)

Total Dollars Allocated: \$20,000,000

Overall Status: On Target with exception that Fiscal Agent Agreement

The Commission's \$20 million/10 year catalytic investment made in FY 2012/13 just completed its second year of operation. The catalytic investment focused on sustaining Healthy Smiles current services as well as expansion into two key areas: increasing access to services in South Orange County; and, increasing public awareness about the importance of oral health. In the second year, Healthy Smiles launched a public awareness campaign to evaluate the visibility of Healthy Smiles and promote the importance of early screening and prevention. The campaign focused on avoiding tooth decay, baby bottle tooth decay and promoting brushing and regular oral health checkups with the tag line of "*Brush 2x a Day to Prevent Tooth Decay.*" Within the past fiscal year, Healthy Smiles had 39 media activities related to the public awareness campaign.

In addition to the public awareness campaign, Healthy Smiles used the addition of a second mobile van to launch a targeted increase in services to South Orange County, which often has more limited access to services. Over the 2013/14 fiscal year Healthy Smiles' South County outreach provided education to over 4,000 parents and 8,000 children, conducted over 6,000 dental screenings for 0-5 children, and referred almost 1,500 children for follow up treatment. Services outside South County provided 10,000 additional children and 3,000 parent services. Ninety four percent (94%) of children had no cavities at the end of services compared to 58.5% at the beginning of services.

When the initial award was made to Healthy Smiles, there was an expectation that the funding would be transferred to a fiscal agent that would administer the disbursement of funds, consistent with the grant agreement terms. As reported to the Commission, in December 2013 identifying a cost-effective fiscal sponsor has been challenging. Healthy Smiles continues to work with St. Joseph's Health System on a fiscal sponsorship agreement, but currently remains on a reimbursement contract with the Commission. The Commission will continue to monitor contract compliance and disburse funds consistent with the terms until a fiscal sponsor can be identified.

Healthy Child Development Resources (Pretend City)

Total Dollars Allocated: \$5,500,000

Overall Status: Progress pending identification of permanent site

The Commission allocated \$5,500,000 to Pretend City to launch a capital campaign for a permanent facility that would continue to focus on the importance of comprehensive screening and link children ages 0-5 to services. In 2013, the Commission approved releasing \$500,000 of the catalytic award to support the initial stages of conducting a capital campaign feasibility study, including hiring of a capital campaign manager and a new facilities project manager. The agreement is structured so that Pretend City is required to repay in full through development services any funding that has been expended for this scope of work. The service payback provision would also be triggered if at any point during the agreement, Pretend City determines that it is not able to move forward on a new permanent location.

Pretend City continues to work to identify a site for their permanent facility and has explored multiple options over the past 18 months. Currently, they are working with the City of Tustin on two potential sites that would allow them to enter into a long-term low/no cost lease agreement. In parallel, their Capital Campaign continues to identify individual donors that are willing to participate in Leadership Council that will guide the campaign through event hosting and lead donor identification. A critical and necessary next step is the identification of the physical site. Commission staff has indicated to the leadership team at Pretend City that we could not make any additional payments until a permanent site has been secured. The Commission agreement does not include specific sunset provisions.

Year Round Emergency Shelter (HomeAid)

Total Dollars Allocated: \$7,000,000

Overall Status: On target, \$2.9 of \$7 million committed to specific projects

In February 2012, the Commission approved \$7,000,000 of catalytic funding to support the construction and operation of emergency shelter projects focused on the unique needs of families with children ages 0-5. HomeAid Orange County is the administrative lead for this catalytic investment. An initial allocation of \$750,000 was made to Casa Teresa in May of 2012 to create a new emergency shelter for pregnant women. In order to identify additional projects, HomeAid conducted a request for applications and has identified six potential emergency shelter projects, three of which received Commission funding allocations in May 2014, allocating \$2,151,500 in Commission funding. These projects represent a combined 29 unit increase to the county's emergency shelter system for families. HomeAid and Commission staff continue to work with each of these providers to satisfy the conditions of award and to develop a comprehensive business plan that focuses on sustainability and integration with other county homeless service providers, specifically the Family Redirection program.

VISTA Program Redesign

Total Dollars Allocated: \$500,000

Overall Status: Project Determined to be Unfeasible, Reallocate Funding

VISTA, Volunteers in Service to America, is funded from the Corporation for National and Community Service (CNCS) that provides volunteer members to support nonprofits. The Commission is the statewide lead for the federal grant that allocates VISTA members annually that work on building the capacity of non-profit organizations. The VISTA catalytic investment was intended to provide a one-time investment to reduce the Commission's program administration costs by transferring the administration to a community partner, while continuing the service model. The \$500,000 catalytic investment would have been allocated to a community partner to help ease the transition of the financial obligation until they were able to raise enough money to sustain the program.

Discussions with CNCS representatives that oversee the Commission's grant indicated that if the Commission chose to transfer the program to a community partner it would no longer be eligible for renewal funding (the statewide program has not competed in more than five years) and due to reduced federal funding for new projects the program could be at risk. The program officer from CNCS encouraged staff to review other cost reducing strategies such as limiting the number of host agencies and concentrating the scope of the VISTA's work to target outcomes, and examining the ability of host agencies to cover the cost of the VISTA member.

Given CNCS response that limited the ability of the Commission to transfer the program to another community partner, there is no longer the need for the catalytic investment that was set aside. Staff recommends that these funds be released and allocated to Unallocated Catalytic Investment category.

As indicated in Agenda Item 5, the Commission staff is continues to look at opportunities to reduce the ongoing annual financial contribution form the Commission. Specifically staff and the newly selected program administrator will look at program models that reduce the administrative burden and have the ability to implement a cost share model.

Status Report on Round 2 Catalytic Funding

Capacity Building

Total Dollars Allocated: \$3,250,000

Overall Status: On Target

In November 2012, the Commission approved \$3.25 million for 27 Capacity Building grants that support the development of new programs or supported the expansion of existing successful programs. The agreements require the grantees to submit an implementation plan, outlining the agencies plans for management and operations of the expanded scope. Once the program has been in operation, they are required to submit a final report that includes preliminary evaluation results. The plans are reviewed and approved by the agency's board of directors then submitted to the Commission for comment. As part of the Capacity Building grant awards the Commission also approved funding for evaluations, which will begin as the grantees submit their final reports. Staff will return to the Commission by the end of the fiscal year with the results of the program evaluation.

Partnership for Children's Health (Sustainability Strategies & Philanthropy)

Total Dollars Allocated: \$3,000,000

Overall Status: Work Continuing

The Commission allocated \$3,000,000 to proactively develop strategies to sustain the proven programs that are positively impacting Orange County children's health and readiness for school. The initial work focused on assessing resources to better position the Commission and Orange County to attract federal, state and local funding on identifying potential support for Commission projects. At the June Planning Meeting, the Commission received presentations on internal efforts that staff has employed as well as potential partnerships that can support program sustainability and provided direction to staff. Since the June Planning meeting staff has worked with The Olin Group, the Commission's fund development consulting firm, to redesign their scope of work to regularly identify and vet national and federal funding opportunities that align with Commission priorities. Since implementing this process, multiple grant opportunities have been prioritized and referred to partners.

In response to Commission direction, staff is exploring how 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. The Olin Group has developed a survey to assess the skills, capacity and knowledge of Commission grantees related to outcome reporting, replication and expansion of programs, and collective impact. In addition, the survey asks questions related to perceived challenges in pursuing federal funding, including cultural or infrastructural obstacles. The survey data will inform the developing recommendations on the Commission's capacity building grant program.

Finally, the Commission has launched the Pay for Success project funded through the Nonprofit Finance Fund and the James Irvine Foundation. At the September meeting, the Commission allocated \$225,000 from this catalytic funding to support the Commission's Pay

for Success grant for the Bridges Maternal Child Health Network. Staff will continue to aggressively pursue sustainability strategies.

Community Based Prevention Programs

Total Dollars Allocated: \$500,000

Overall Status: Work Continuing; Requires Approval of Change in Terms

Catalytic funding of up to \$500,000 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. The Commission facilitated a local prevention planning effort that included ongoing sessions between the Commission, the County Social Services Agency (SSA) and a core group of community-based organizations. 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 were recommended and approved by the Commission in January 2013. The recommendation included; (1) Investigating the potential to develop a place based strategy building off of Children Bureau's Magnolia Place, (2) Support the development of a business plan for implementing Neighbor to Neighbor, and (3) One time support for Emergency Intervention Services if the County pursued a waiver for Title 4E. Brief status reports are provided below:

- **Place-Based Family Strengthen Strategy (Anaheim)** – The Commission is continuing to work with representatives from the Anaheim community to expand early intervention and prevention services. Building on initial feasibility and planning work completed in 2013, the Commission is now supporting a planning effort with representatives of the Anaheim Village Collaborative. Up to \$25,000 of Round 2 Catalytic funding was allocated to the Anaheim City School District (serving as fiscal intermediary) to support the development of a business plan for the Anaheim Village Collaborative. The collaborative, known as the Village, has been meeting for the last three years with the mission to ensure that children of all ages and families of Anaheim make quality life choices to support their well being through physical, intellectual, and mental health. The Commission investment was matched by both the Orange County Community Foundation and the Samueli Foundation. The business plan is scheduled to be completed by December 2014. Commission staff will continue to provide assistance to the collaborative.

- **Early Intervention Services (Title IV-E Waiver)** - In January 2013, the Commission set aside \$400,000 of the \$500,000 in catalytic funding to support the initial implementation of expanded prevention services that would target reducing the number of families entering the child welfare system. The specific program services included offering those families reported to the Child Abuse Registry, and that were under investigation, immediate front end services. The funding was contingent on the Social Services Agency (SSA) receiving a Title IV-E waiver, which would provide a sustainable funding source for these expanded services. The Commission has been notified that the County will not be pursuing a Title IV-E waiver. Given that the county will not be

pursuing the Title IV-E waiver, but that both SSA and the Commission are still interested and committed to providing prevention services, staff is recommending continuation of the allocation for prevention strategies. This would allow time for Commission staff, SSA staff and community partners to identify opportunity for one time catalytic investments that could substantially increase prevention services offered to families with children ages 0-5. Potential opportunities include; looking at increased integration between other Commission funded programs and the at-risk families reported to the Child Abuse Registry and supporting infrastructure and evaluation efforts of community based prevention programs such as Neighbor to Neighbor.

- **Neighbor to Neighbor Capacity Building Project** - In November 2013, the Commission allocated \$100,000 of Capacity Building funding to support the development of business plan for the Neighbor to Neighbor program. Neighbor to Neighbor is a unique prevention strategy that addresses at-risk families that are reported to the Child Abuse Registry hotline, but who are ineligible for child welfare services because the report does not meet the legal threshold for action. Through Neighbor to Neighbor, these at-risk families are provided an opportunity to receive voluntary, family centered, community based services. While the families that volunteer to receive services only represent a portion of the families that would benefit from prevention services, the program provides an opportunity to prevent the maltreatment of children, and reduce the number of children entering the Orange County child welfare system. The challenge is that the program is being deployed through the partnership of community based child abuse prevention agencies and no sustainable source of revenue has been identified. Staff recommends including the Neighbor to Neighbor program and the Commission funded business plan into the discussions with SSA and the potential opportunities to support child abuse prevention strategies with the Commission catalytic funding.

Commission action is requested to confirm the availability of \$460,000 in catalytic funding for the Community-based Prevention Services, recognizing that federal Title IV-E waiver funds are not available for sustainability and other funds will need to be identified.

Fitness and Nutrition

Total Dollars Allocated: \$500,000

Overall Status: Work Continuing

The Commission allocated \$500,000 to support both breastfeeding and community based nutrition and fitness programs targeting families with children 0-5. Previously, the Commission approved allocations of;

- \$15,000 to develop recommendations related to increasing breastfeeding rates; and,
- \$25,000 to continue the work of Arlene Turner, Commission's fitness and nutrition consultant, that focuses on the promotion of community based services that promote nutrition in fitness.

While both of these allocations have developed insight into potential future Commission investment, the work of Dr. Candice Taylor Lucas is the University of California, Irvine

pediatrician that is supported by Commission funding. She has been focused on training healthcare professionals on increasing the understanding of evidence based pediatric obesity prevention programs. Commission staff will be reviewing the work of Arlene Turner, Dr. Lucas, as well the work of Dr. Patricia Riba, and the recommendations regarding breastfeeding to prepare a comprehensive catalytic investment strategy that will be presented to the Commission at the December 2014 meeting.

Pediatric Vision

Total Dollars Allocated: \$1,500,000

Overall Status: On Plan

In May 2013, the Commission allocated funding for the Pediatric Health Services Committee designated vision project. A key focus of the pediatric health project is to leverage the leadership of the new The Gavin Herbert Eye Institute at the University of California, Irvine (UCI) that opened in September 2013. Dr. Lingua (UCI) has been working with the School Readiness Nurses and community partners to implement key projects developed through the Commission's vision planning. School Readiness Nurse carry-forward dollars were used to upgrade vision screening technology to PlusOptix screeners. Fourteen devices are now available and the nurses received PlusOptix training at their September meeting. A Pediatric Vision Program Manager position has been created and is in active recruitment. The Institute has been participating with other pediatric vision projects at the Universities of California at Los Angeles, San Francisco, San Diego, and Prevent Blindness America to discuss strategies, data collection and potential funding opportunities. The Department of Health Care Services has convened a Vision Services Stakeholder process to solicit ideas on approaches to increase access to and utilization of vision care services for children.