

**Agenda Item 7**
October 5, 2016**DATE:** September 26, 2016**TO:** Children and Families Commission of Orange County**FROM:** Kimberly Goll, Executive Director**ACTION:** Receive the 2016-2017 Capacity Building Program Mid-Term Update

SUMMARY:

The Children and Families Commission of Orange County's Strategic Plan includes the goal of Capacity Building which is focused on promoting an effective and quality delivery system for young children and their families. This agenda item includes a mid-term update on the Commission's 2016-2017 Capacity Building grant program.

DISCUSSION:

The Commission's current Capacity Building program is designed to support cohorts of local nonprofit organizations committed to collaboratively strengthening the elements of the service delivery system focused on the health and wellbeing of young children, specifically through the use of collective impact strategies. In 2015 and in response to Commission direction, staff working with The Olin Group developed and presented a new strategy for the Commission's Capacity Building Grant Program. This strategy was approved by the Commission and specifically focuses on bolstering collaborative capacity (i.e. groups of grantees) to work collectively to deliver quality programs, measure impact, and effectively communicate the results. The Capacity Building program is designed to build local capacity to pursue large grant opportunities and to strengthen the ability of the region to improve the collective impact on the health and educational outcomes for children ages 0-5 in Orange County.

The revised Capacity Building program helps these cohorts, selected because of their shared focus on and support of Commission priorities, to develop common or shared goals and action plans, increase understanding of evidenced based standards, expand shared measurement and data collection efforts, and create a case for investment that can engage other stakeholders and funders in these important regional efforts.

In February of 2016, the Commission approved the support of four cohorts of grantees, focused on Commission priorities and willing to work toward regional solutions; a brief summary of each cohort's scope is included below.

- **Early Childhood Mental Health-** Cohort is focusing on conducting and analyzing a survey of early education providers to determine needs, and develop a system-level model to support early care and education providers through increased training and assistance, towards addressing children's behavior and mental health needs.

- **Developmental Screening-** Cohort is focusing on increasing coordination among developmental screening service providers with an end goal that all Orange County children receive developmental screenings using evidence-based tools effort.
- **Santa Ana Early Learning-** Commission support is being used to have the Center for the Study of Social Policy, the Cohort Lead and facilitator, use Early Development Index data and other data sources to develop base line of early learning, health, and financial well-being for Santa Ana families.
- **Family Homeless Prevention-** Commission support is being used to engage a consultant with expertise in homeless programs and performance management to help the cohort focus on the true scope of the family homelessness problem in Orange County, and available inventory appropriate for families with small children, and other resources, to address it.

The intent of these capacity building awards is to encourage and support collective impact strategies within some of the Commission's priority areas. Collective impact strategies include, but are not limited to, the development of a shared agenda, a shared measurement and evaluation system, coordination among partners to support mutually reinforcing activities, and continuous communication. Each cohort is being asked to work through these strategies, conduct assessments, develop theories of change, and create action plans that address and implement the shared agenda and selected strategies.

The Capacity Building program is about half way through the intended process, and each of the cohorts have participated in quarterly trainings on collective impact strategies and practices to help inform their work. The topics for these quarterly trainings have included understanding the difference between collective impact and collaboration, understanding shared measurement, and how to sustain collective impact work. In addition to the quarterly meetings, each cohort receives individualized support that reflects that cohort's particular needs. The Olin Group has provided the technical assistance to the recipients of these capacity building grants.

STRATEGIC PLAN & FISCAL SUMMARY:

The proposed action has been specifically reviewed in relation to the Commission's Strategic Plan and is consistent with the Capacity Building goal. The funding to support this project is included in both the fiscal year 2014/15 and fiscal year 2015/16 budgets within the Capacity Building funding category.

PRIOR COMMISSION ACTIONS:

- February 2016-Approval of Capacity Building funding allocations
- September 2015 – Approval of four Collective Impact Capacity Building Projects
- May 2015 – Approval to release application for Capacity Building funding
- February 2015 – Capacity Building program update
- March 2014 – Capacity Building Goal Area Update

RECOMMENDED ACTION:

Receive the 2016-17 Capacity Building Program Mid-Year Update.

ATTACHMENT:

2016-2017 Capacity Building Program Mid-Term Update

Contact: Kimberly Goll

2016-2017 Capacity Building
Program: **Mid-Term Update**



Children & Families Commission of Orange County

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

A presentation from





- **Past Commission Capacity Building grants** invested in the infrastructure of individual agencies
- **In 2014**, a scan of national and federal funding opportunities identified the importance of multi-agency collaboratives
- **In 2016**, the Commission launched a new effort to build capacity in the region

Purpose of 2016 Capacity Building Program

- To promote **Collective Action**
- To encourage the use of **Shared Measurements**
- To develop **Common Agendas**
- To support the expansion of **Proven Interventions**
- To minimize **Duplicative of Effort**

Components of 2016 Program



2016 Capacity Building Grant Program Design

Work Plan Goals	Fostering a Shared Agenda	Using Data with Purpose	Pursuing Investment
Associated Deliverables	Landscape Analysis and Theory of Change	Identified Indicators and Shared Measures	Implementation Plan and Case for Support
Resources Provided	<i>Each funded cohort has received individualized facilitation support of their work plan, and quarterly trainings to support collective impact best practices and peer to peer learning.</i>		

Funded Cohorts



Early Childhood Mental Health

- To identify current landscape of services and resources
- To assess the challenges facing early education providers
- To Identify potential models for service

Developmental Screening

- To increase coordination among developmental screening service providers
- To ensure all Orange County children receive developmental screenings with evidence based tools

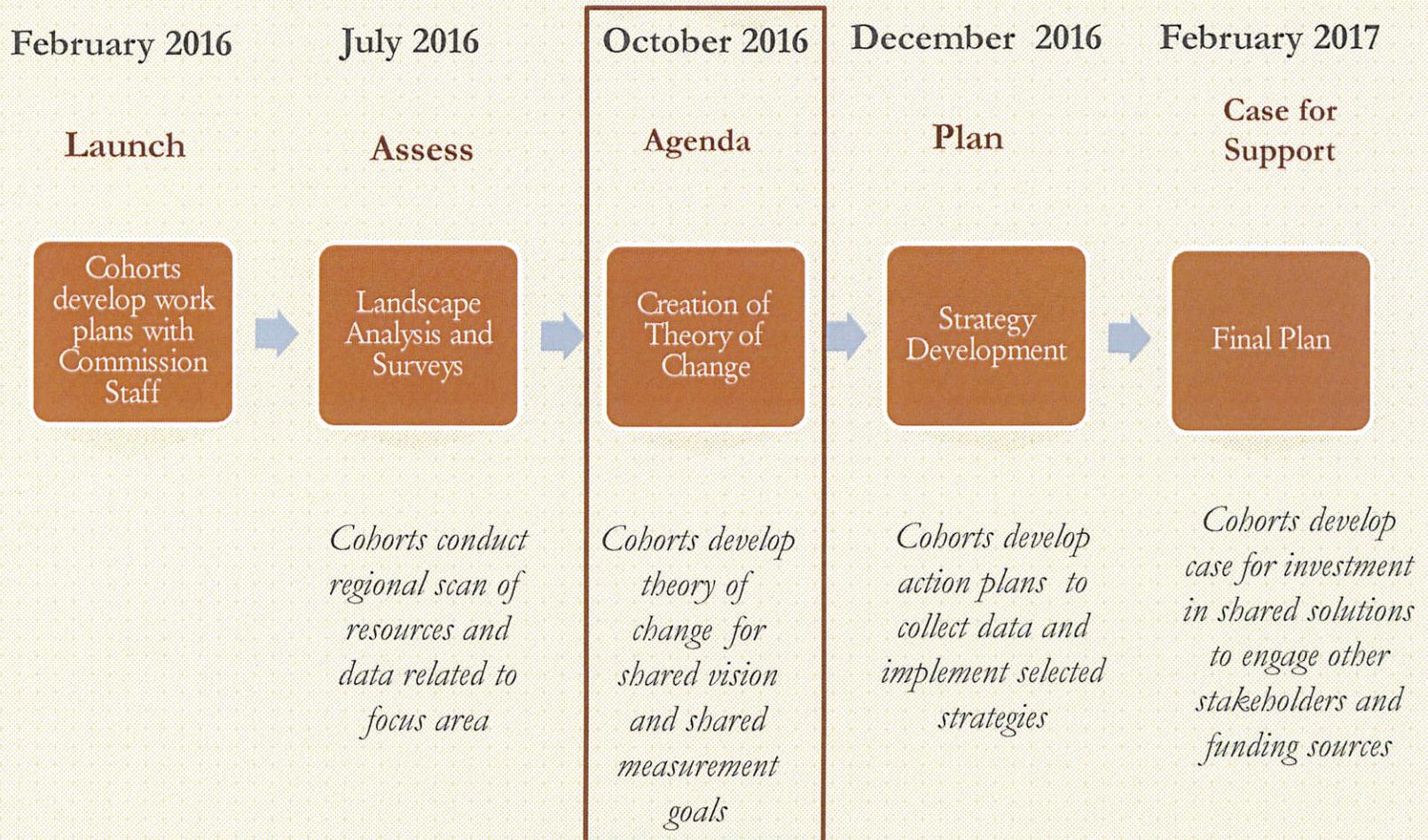
Santa Ana Early Learning

- To develop a base line of early learning, health, and financial well-being for Santa Ana families

Family Homeless Prevention

- To identify current inventory available to help homeless families
- To identify the truly homeless families and triage for services

Where We Are In The Process



All Cohort Trainings



All cohort member quarterly trainings on collective impact with practical discussions on opportunities and challenges of the model, and discussion and sharing across each cohort's progress.

Training 1:
What is
Collective
Impact?
Theory vs
Practice

Training 2:
Data and
Shared
Measurements
& Partnership
Assessment

Training 3:
Collaboration or
Collective Impact
& Using Your
Assessment to
Build Your Vision

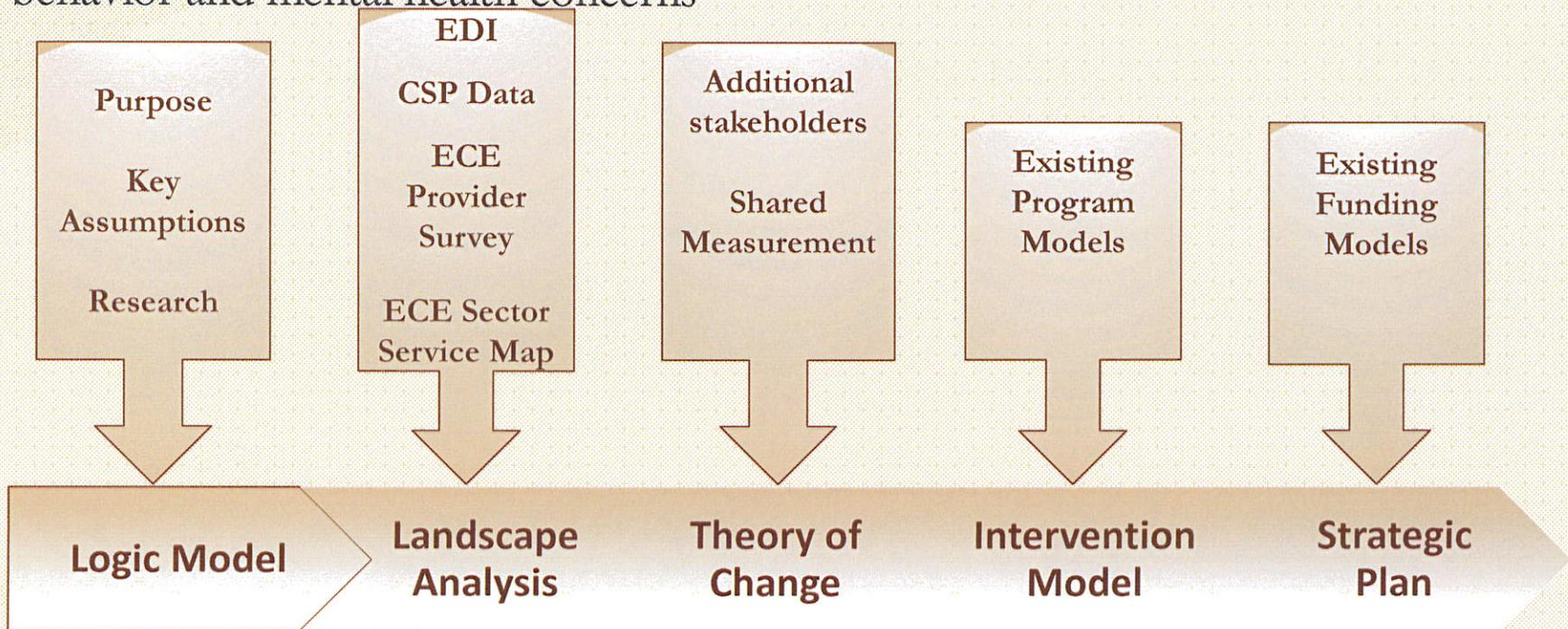
Training 4:
Developing a
Case for
Investment



Early Childhood Mental Health Cohort



Purpose: To improve mental health outcomes for children in Orange County through the creation of a coordinated countywide system to support the ability of early childhood education providers to more effectively serve children with behavior and mental health concerns



Mid-Cycle Findings



- Variability in each cohorts progress
- Cohorts face unique challenges to the completion of the landscape analysis
- Assessment work highlighting both data sources that were previously unknown to cohort members, and significant gaps in knowledge
- Robust, shared vision development has been fostered by collaborative work
- Efforts to develop shared measurements systems made difficult by availability data on selected indicators
 - No routine data collection across ECE providers on number of children expelled from preschool for behavior problems
 - No countywide and family shelter data for homeless families
 - No universal data base for developmental screenings



- Quarterly trainings
 - a powerful platform to discuss challenges of complex collaboration
 - defining a solution that is within reach of the cohort members who have assembled around the problem
- Identification of Stakeholder Roles
 - Critical to the creation of shared measurement systems and common agendas
 - Needed to validate and support cohort efforts going forward
 - Several conversations have focused on how to move forward when not all stakeholders are engaged