

Recommended Capacity Building Cohorts-UPDATED

Cohort Details	Commission Priority Area	Cohort Milestones	Commission Support	Maximum Obligation
<p><i>Focus Area</i> Children’s Mental Health</p> <p><i>Cohort Lead</i> Children’s Home Society of California *</p> <p><i>Cohort Members</i></p> <ul style="list-style-type: none"> • Children’s Hospital of Orange County • Orange County Department of Education • Regional Center/Comfort Connection • Social Science Research Center, California State University Fullerton 	<p>Reduce preschool expulsions and increase early detection of behavioral and mental health concerns for young children.</p>	<ul style="list-style-type: none"> • Conduct survey of early care and education providers and analyze results to assess needs, opportunities, and support for technical assistance to address children’s behavioral and mental health needs • Prepare landscape analysis • Research and analysis program models and their feasibility in Orange County • Develop Theory of Change • Develop strategies to align services and systems • Develop shared measurement system 	<p>1. The Commission will make available through The Olin Group in kind support provided that includes;</p> <ul style="list-style-type: none"> ▪ Project Manager will be provided to the project for up to 150 hours to assist in facilitation to achieve milestones and deliverables <ul style="list-style-type: none"> • Coordinate and facilitate monthly meetings with cohort • Assist in the development of a System Mapping, Theory of Change, Shared vision statement, development of evaluation framework • Research funding structures of other program models and analysis of the feasibility of those structures in Orange County • Provide updates to the Commission’s project team as necessary ▪ Quarterly meetings to provide technical assistance meeting for all cohorts topics to include <ul style="list-style-type: none"> • Collective impact process and Approach • Implementation of Collective Impact and Continuous Communication • Evaluating Collective Impact • Sustaining Impact ▪ Sustainability Technical assistance including but not limited to identification of grant opportunities, technical assistance for application strategy and review of applications. <p>2. The Commission will providing up to \$50,000 of Funding for External Consultant(s)</p> <ul style="list-style-type: none"> ▪ Evaluation- Further analysis of the child care survey which may include reviewing the survey results with other contextual data such as Early Developmental Index, Conditions of Children, and other school district data. Assist in the development of a shared measurement systems. ▪ Research- Identify, research, and summarize key findings of other similar Children’s Mental Health system changing efforts nationally (including review of funding, evaluation, and implementation). 	<p>\$50,000</p>

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<p><i>Focus Area</i> Early Learning</p> <p><i>Cohort Lead</i> Center for the Study of Social Policy*</p> <p><i>Cohort members</i></p> <ul style="list-style-type: none"> • Delhi Community Center • El Sol Academy • Orange County Labor Federation 	<p>Increase the number of Santa Ana children that are ready to learn when they enter school.</p>	<ul style="list-style-type: none"> • Using Commission Early Developmental Index and other data sources, develop baseline data including but not limited to; early learning outcomes, health status of children, and financial well-being for families. • Develop an initial Theory of Change with: including but not limited to key metrics for early learning, health, and family economic well-being; strategies to achieve early learning outcomes; measurable goals. • Engage additional stakeholders and map out their interest and resources. • Build commitment to implement CI strategies. • Assess cohort organization's shared measurement system. 	<p>1. The Commission will make available through the following in kind support provided that includes;</p> <ul style="list-style-type: none"> • Project Manager will be provided updates to the Commission's project team as necessary • Access and assistance with the analysis of the Commission's Early Developmental Index Data for Santa Ana • Assistance in the analysis and development of cohort's shared measurement system <p>2. The Commission will provide up to \$125,000 of funding for the Center for the Study of Social Policy to provide;</p> <ul style="list-style-type: none"> ▪ Santa Ana data analysis and presentation ▪ All cohort facilitation and administration ▪ All cohort deliverable preparation and submittal to Commission (Theory of Change Landscape Mapping, Assessment of Shared Measurement System) ▪ Development and vetting of Theory of Change ▪ Identification of potential cohort member, engagement and feedback ▪ Development of Collective Impact Strategies with cohort members ▪ Assessment of Shared measurement system opportunities 	<p>\$125,000</p>

Recommended Capacity Building Cohorts-UPDATED

Cohort Details	Commission Priority Area	Cohort Milestones	Commission Support	Maximum Obligation
<p><i>Focus Area</i> Developmental Screenings</p> <p>Cohort Lead CHOC Hospital/ Help Me Grow*</p> <p>Cohort Members</p> <ul style="list-style-type: none"> • CHOC Primary Care Clinics • American Academy of Pediatrics • Blind Children’s Learning Center • Cal Optima • Orange County Child Abuse Prevention Center • Regional Center Orange County/Comfort Connection Family Resource Center • Family Support Network • MOMS Orange County • Orange County Department of Education • Pretend City • Providence Speech and Hearing • The Center for Autism • Western Youth Services 	<p>Increase the coordination among developmental screening service providers by establishing a common agenda and shared measurement system.</p>	<ul style="list-style-type: none"> • Develop landscape analysis • Develop Shared Vision • Develop Theory of Change • Develop cohort evaluation framework • Develop cohort case for investment 	<ol style="list-style-type: none"> 1. The Commission will make available through The Olin Group in kind support provided that includes; <ul style="list-style-type: none"> ▪ Project Manager will be provided to the project for up to 150 hours to assist in facilitation to achieve milestones and deliverables <ul style="list-style-type: none"> • Coordinate and facilitate monthly meetings with cohort • Development of a System Mapping, Theory of Change, Shared vision statement, development of evaluation framework • The technical assistance needed for this scope of work project manager with expertise in consensus-building and data sharing within broad coalitions to facilitate and oversee the development of the cohort’s theory of change. • Provide updates to the Commission’s project team as necessary • Quarterly meetings to provide technical assistance meeting for all cohorts topics to include <ul style="list-style-type: none"> • Collective impact process and Approach • Implementation of Collective Impact and Continuous Communication • Evaluating Collective Impact • Sustaining Impact Sustainability technical assistance including but not limited to identification of grants, technical assistance for application strategy and review of applications. 2. The Commission will provide up to \$50,000 of funding to additional project consultants that will help to advance the work and outcomes identified in the Theory of Change. 	<p>\$50,000</p>

Recommended Capacity Building Cohorts-UPDATED

Cohort Details	Commission Priority Area	Cohort Milestones	Commission Support	Maximum Obligation
<p><i>Focus Area</i> Families Homeless Prevention</p> <p><i>Cohort Lead</i> Mercy House Living Centers*</p> <p><i>Cohort Member</i> American Family Housing Family Assistance Ministries Families Forward Pathways of Hope South County Outreach</p>	<p>Develop baseline report that identifies the demand for homeless family services and the resources with the county to address those needs, develop common agenda and measurement system to best leverage existing resources to meet needs.</p>	<ul style="list-style-type: none"> • Develop baseline and landscape analysis • Develop Shared Vision • Develop Theory of Change • Develop cohort evaluation framework 	<p>1. The Commission will make available through the following in kind support provided that includes;</p> <ul style="list-style-type: none"> • Project Manager will provide coordination among cohort participants and updates to the Commission’s project team as necessary. ▪ Quarterly meetings to provide technical assistance meeting for all cohorts topics to include <ul style="list-style-type: none"> • Collective impact process and Approach • Implementation of Collective Impact and Continuous Communication • Evaluating Collective Impact • Sustaining Impact • Sustainability technical assistance including but not limited to identification of grants, technical assistance for application strategy and review of applications. <p>2. The Commission will provide up to \$125,000 to Mercy House to engage consultant(s) that has specific expertise in homeless systems of care to provide;</p> <ul style="list-style-type: none"> • Conduct necessary discovery and background research to develop a landscape analysis and baseline report that identifies demands and resources for existing homeless family system of care • Develop specific strategies that more effectively and efficiently serve homeless families • Develop Theory of Change • Develop Shared Vision • Develop Shared Measurement System • Conduct outreach and engagement with other community partners, agency boards, and staff 	<p>\$125,000</p>

*Cohort Lead Agency

**Agenda Item 8
February 3, 2016**

DATE: January 20, 2016

TO: Children and Families Commission of Orange County

FROM: Christina Altmayer, Executive Director 

SUBJECT: Approve Implementing Actions for Commission Capacity Building Grants

ACTION: Adopt Resolution Authorizing Agreements for Capacity Building Program

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. The Capacity Building programs include AmeriCorps, Capacity Building Grants, Fund Leveraging and Sustainability, and Evaluation. This agenda item includes an update on the Commission's Capacity Building grant program and requests approval for the award of \$350,000 of the \$500,000 capacity building funds included in the Fiscal Year 2015/16 Budget.

DISCUSSION:

The Commission's 2015 Capacity Building program is designed to support cohorts of local nonprofit organizations committed to strengthening the service delivery system through the use of collective impact strategies. The Commission Capacity Building application approved four projects from the summer Capacity Building process at the October 2015 Commission meeting. The recommended cohort members and project outcomes are summarized in Attachment 1. Commission staff has been meeting with each of the cohorts with support from The Olin Group, the Commission's sustainability and technical assistance provider for these grantees. The meetings have resulted in refining the scope of work, confirming intended outcomes, and identifying the technical assistance required for each project.

The intent of these capacity building awards is to encourage and support collective impact strategies within the Commission's priority focus areas. Collective impact strategies include, but are not limited to the development of a shared agenda, measurement and evaluation system, coordination among mutually reinforcing activities, and continuous communication. As part of the Commission's support each of the cohorts will be provided quarterly trainings on collective impact strategies and practices to help inform their cohort's work. The individualized support recommended for each cohort varies and reflects discussions among Commission staff, cohort members, and The Olin Group. For two of the cohorts the identified needs for project management, technical assistance, and deliverable preparation can be provided by The Olin Group and within the Commission's existing agreement. The scope of the remaining two cohort's work requires specialized expertise that is outside The Olin Group's current scope of work. Commission support will be provided to the cohort lead agency to secure the appropriate consultant(s).

Attachment 1 identifies the cohort and cohort leaders, the Commission priority area the cohorts will be focused on, the required deliverables, and level and description of Commission support. The following is a brief summary of each cohort's scope.

- Children's Mental Health- Cohort will be focused on conducting and analyzing the survey of early education providers to determine needs, opportunity and support of increase training and assistance to address children's behavioral and mental health needs. Project management, technical assistance, and deliverable preparation will be provided through the Commission's existing agreement with The Olin Group, with additional Commission support of \$50,000 available to cohort for evaluation of survey data and research on potential program models.
- Developmental Screening- Cohort will focus on increasing coordination among developmental screening service providers to establish a common agenda, Theory of Change and shared measurement system. Project management, technical assistance, and deliverable preparation will be provided through the Commission's existing agreement with The Olin Group, with additional Commission support of \$50,000 available to help advance the work and outcomes identified in the Theory of Change.
- Santa Ana Early Learning- Commission support will be used to have the Center for the Study of Social Policy, Cohort Lead, 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. Using the baseline and working with cohort partners they will also develop a shared vision for change, theory of change, and build stakeholder support for collective impact strategies.
- Family Homeless Prevention- Commission support will be used to engage a consultant with expertise in homeless programs and performance management. Cohort, working with the consultant, will be responsible for developing a comprehensive landscape analysis that identifies both the existing demand for shelter services, with the current county inventory of shelters appropriate for families with small children. Additionally, the consultant scope of work will include development of shared vision for change, performance measures specific to ending family homeless, and recommend type and quantity of housing/shelter programs needed to achieve ending family homelessness. This report will inform the work of HomeAid and the Commission and future investments within the Emergency Shelter catalytic allocation.

The May 2015 Commission meeting authorized the use of \$500,000 to support this round of Capacity Building. Staff is recommending the allocation of \$350,000 of the capacity building allocation to support the current work plan outlined for each of the four cohorts. Consistent with the term sheet approved by the Commission at the May 2015 meeting, the remaining \$150,000 may be used to provide additional match funding to implement specific strategies that have been developed as a result of the collective impact process. Any allocation of the remaining \$150,000 would require Commission approval and only those cohorts that successfully completed the deliverable would be eligible.

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 FY 2014/15 and FY 2015/16 budgets within the Capacity Building funding category.

PRIOR COMMISSION ACTIONS:

- 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:

Adopt resolution (Attachment 2) authorizing the Executive Director or designee and Commission Counsel to prepare and negotiate agreements for a term of one year beginning February 1, 2016 and ending January 31, 2017, with the identified cohort leads and the terms identified in Attachment 1.

ATTACHMENTS:

1. Recommended Capacity Building Cohorts
2. Resolution with Designated Cohort Lead Entities

Contact: Kim Goll

Recommended Capacity Building Cohorts

Cohort Details	Commission Priority Area	Cohort Milestones	Commission Support	Maximum Obligation
<p><i>Focus Area</i> Children's Mental Health</p> <p><i>Cohort Lead</i> Children's Home Society*</p> <p><i>Cohort Members</i></p> <ul style="list-style-type: none"> • Children's Hospital of Orange County • Orange County Department of Education • Regional Center 	<p>Reduce preschool expulsions and increase early detection of behavioral and mental health concerns for young children.</p>	<ul style="list-style-type: none"> • Conduct survey of early care and education providers and analyze results to assess needs, opportunities, and support for technical assistance to address children's behavioral and mental health needs • Prepare landscape analysis • Research and analysis program models and their feasibility in Orange County • Develop Theory of Change • Develop strategies to align services and systems • Develop shared measurement system 	<p>1. The Commission will make available through The Olin Group in kind support provided that includes;</p> <ul style="list-style-type: none"> ▪ Project Manager will be provided to the project for up to 150 hours to assist in facilitation to achieve milestones and deliverables <ul style="list-style-type: none"> • Coordinate and facilitate monthly meetings with cohort • Assist in the development of a System Mapping, Theory of Change, Shared vision statement, development of evaluation framework • Research funding structures of other program models and analysis of the feasibility of those structures in Orange County • Provide updates to the Commission's project team as necessary ▪ Quarterly meetings to provide technical assistance meeting for all cohorts topics to include <ul style="list-style-type: none"> • Collective impact process and Approach • Implementation of Collective Impact and Continuous Communication • Evaluating Collective Impact • Sustaining Impact ▪ Sustainability Technical assistance including but not limited to identification of grant opportunities, technical assistance for application strategy and review of applications. <p>2. The Commission will providing up to \$50,000 of Funding for External Consultant(s)</p> <ul style="list-style-type: none"> ▪ Evaluation- Further analysis of the child care survey which may include reviewing the survey results with other contextual data such as Early Developmental Index, Conditions of Children, and other school district data. Assist in the development of a shared measurement systems. ▪ Research- Identify, research, and summarize key findings of other similar Children's Mental Health system changing efforts nationally (including review of funding, evaluation, and implementation). 	<p>\$50,000</p>

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Recommended Capacity Building Cohorts

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*Cohort Lead Agency

CHILDREN AND FAMILIES COMMISSION OF ORANGE COUNTY

RESOLUTION NO. ___-16-C&FC

February 3, 2016

A RESOLUTION OF THE CHILDREN AND FAMILIES COMMISSION OF ORANGE COUNTY DIRECTING THE EXECUTIVE DIRECTOR AND COMMISSION COUNSEL TO PREPARE AND NEGOTIATE AGREEMENTS WITH DESIGNATED COHORT LEAD ENTITIES FOR CAPACITY BUILDING PROGRAMS; 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, the Commission desires to prepare and negotiate an Agreement with each of the cohort lead entities (hereinafter referred to as the “Contractors”), identified in the staff report for the February 3, 2016 Commission meeting for capacity building programs for a term of one year, beginning on February 1, 2016 and ending January 31, 2017, and in the amounts and on the conditions as described in Attachment 1 therein; and

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

WHEREAS, Commission has reviewed the staff report for the February 3, 2016 Commission meeting relating to the scopes 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 Contractors for a term of one year, beginning on February 1, 2016 and ending January 31, 2017, and in the amounts and on the conditions as specified in Attachment 1 to the February 3, 2016 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, and Commission Counsel to prepare and negotiate an Agreement with each of the Contractors as described in Attachment 1 to the February 3, 2016 staff report for this Agenda Item for capacity building

programs for a term of one year, beginning on February 1, 2016 and ending January 31, 2017, and in the amounts consistent with the February 3, 2016 staff report and scope of services referenced therein.

Section 3 The form of any Agreement with the Contractors, for the terms and in the amounts specified in Attachment 1 to the February 3, 2016 staff report for this Agenda Item shall be substantially similar to the standard Operational Agreements, subject to minor, non-substantive revisions as reviewed and approved by the Executive Director or designee and Commission Counsel. The approval by the Executive Director or designee of the Agreement 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 each of the Contractors as described in Attachment 1 to the February 3, 2016 staff report for this Agenda Item for capacity building programs for a term of one year, beginning on February 1, 2016 and ending January 31, 2017, and in the amounts as specified in the February 3, 2016 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 Agreement 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. 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 Section 2 above, the Executive Director, or designee, is hereby authorized, on behalf of the Commission, (i) to sign all documents necessary and appropriate to carry out and implement the 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 February 3, 2016 to wit:

AYES Commissioners: _____

NOES Commissioner(s): _____

EXCUSED Commissioner(s): _____

ABSTAINED Commissioner(s): _____

CHAIR

STATE OF CALIFORNIA)
)
COUNTY OF ORANGE)

I, ROBIN STIELER, 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.

Robin Stieler
Clerk of the Commission, Children and Families Commission of
Orange County, County of Orange, State of California

Resolution No: __-16-C&FC

Agenda Date: February 3, 2016

Item No. __



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

ROBIN STIELER, Clerk of the Commission

By: _____
Deputy

EXHIBIT A TO RESOLUTION OF COMMISSION

(Attach copy(ies) of final executed Agreements)