The following appendices document progress made on the Commission goal area of Capacity Building. This includes two funding subcategories:

- Capacity Building / AmeriCorps / VISTA
- Performance Outcomes Measurement System
APPENDIX 14:
Capacity Building / AmeriCorps / VISTA
FY 14/15

Children & Families Commission of Orange County
Children and Families Commission of Orange County
Capacity Building / AmeriCorps / VISTA Programs Report

This program report describes the Commission’s investments in the Capacity Building / AmeriCorps / Volunteers In Service To America (VISTA) program and the outcome of those investments. The Capacity Building program area is designed to promote an effective and quality delivery system for young child and families.

Background

In 1999, when Commission funding began, two challenges related to the capacity of the non-profit sector quickly became apparent: 1) there was the need to tailor programs to address the unique and specific needs of families with children from birth through age five, and 2) there was a lack of experienced agencies specifically available to address the critical service gaps. The investments within the Capacity Building program focus on strengthening agencies that address the needs of young children and their families. The support provided through the Capacity Building program includes providing onetime seed funding for a new project or program and providing technical assistance for sustainability.

Commission-funded Services in Orange County

Within the Capacity Building goal area, the Commission supports the following programmatic initiatives:

**Leveraging Strategies and National/State Foundation Programs**
Leveraging existing programs to serve the needs of young children. For example, Commission-funded AmeriCorps members serve with key community service organizations supporting programs for children and families.

**Technical Assistance**
Training, technical assistance and administrative support to funded programs to ensure effective, efficient and quality services.

**Capacity Building Grants**
Providing an opportunity for non-profit organizations to increase their capacity through a competitive grant process. Grant dollars can be used for technology enhancements, new program deployment, sustainability, and/or infrastructure improvements. These investments must be tied to increased quality or services for children from birth through age five.

**Evaluation System**
Integrating a performance evaluation process that makes outcomes measurement part of the operations for all Commission funded programs.

Commission Investment

The Commission’s investment in Capacity Building/ AmeriCorps / VISTA programs has been relatively consistent over the last five years, with the exception of catalytic funds. The addition of catalytic funding, beginning in fiscal year 2012/13, have targeted one-time investments that support
the development of new programs, collaborative, and/or expansion of services. Since fiscal year 2010/11, the Commission has invested nearly $15 million in the Capacity Building/ AmeriCorps / VISTA programs.

The Outcomes

Services Provided

In fiscal year 2014/15, the Commission’s investment in Capacity Building/ AmeriCorps / VISTA programs produced the following services for children ages birth through five:

Table 1. Aggregate Data for AmeriCorps/VISTA

<table>
<thead>
<tr>
<th></th>
<th>Children Ages 0-5</th>
<th>Family Members</th>
<th>Service Providers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of people receiving services*</td>
<td>6,145</td>
<td>3,861</td>
<td>N/A</td>
</tr>
<tr>
<td>Number of services provided</td>
<td>6,145</td>
<td>3,861</td>
<td>N/A</td>
</tr>
</tbody>
</table>

*Although each grantee reports an unduplicated count, clients served by more than one program may be counted more than once when data from multiple grantees are added together.

Table 2. Services Provided by Capacity Building / AmeriCorps / VISTA

<table>
<thead>
<tr>
<th>Strategic Plan Outcome</th>
<th>Service</th>
<th>Clients Served</th>
<th>Number of Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>HB.3</td>
<td>Children have and use a regular place for medical and dental care</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Children are linked with health insurance enrollment</td>
<td>979</td>
<td>979</td>
</tr>
<tr>
<td></td>
<td>Children are linked to a health care home</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>CB.1</td>
<td>Increase sustainability</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Dollar amount raised</td>
<td>N/A</td>
<td>$19,821</td>
</tr>
<tr>
<td></td>
<td>Dollar amount of in-kind contribution generated</td>
<td>N/A</td>
<td>$48,069</td>
</tr>
<tr>
<td></td>
<td>Number of volunteers recruited</td>
<td>488</td>
<td>N/A</td>
</tr>
</tbody>
</table>
### Strategic Plan

**Outcome**

CB.2 Increase access and efficiency, quality and effectiveness

<table>
<thead>
<tr>
<th>Service</th>
<th>Clients Served</th>
<th>Number of Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical assistance is provided, such as assistance with sustainability plans, evaluation activities, and providing quality services</td>
<td>16</td>
<td>28</td>
</tr>
<tr>
<td>Providers receive trainings to build the capacity of the agency to increase quality services</td>
<td>29</td>
<td>25</td>
</tr>
</tbody>
</table>

### Program Highlights and Outcomes

**Volunteers In Service To America (VISTA)**

The Commission participates in the statewide VISTA collaborative and in fiscal year 2014/15, received an allocation of seven VISTA members. The members are placed within non-profit or public agencies and provide indirect support for projects that benefit low-income families who have children ages five years or younger. The members participated in a number of activities with the organization, such as supporting evaluation work, outreach and education campaigns, collaboration building, and sustainability. In fiscal year 2014/15, VISTA members recruited over 350 volunteers to support the efforts of the non-profits in their communities.

**AmeriCorps**

Twenty-three AmeriCorps members supported the Commission’s Early Learning programs at the Boys and Girls Clubs of Garden Grove and THINK Together. Both agencies receive Commission funding to provide early learning services targeted at low-income children in Orange County. In fiscal year 2014/15, the AmeriCorps provided direct services to over 640 children. Of these children, 84% improved their developmental skills for school readiness. The children who receive the services are assessed on three developmental areas using the Teaching Strategies GOLD assessment. Teaching Strategies GOLD can be used with any developmentally appropriate early childhood curriculum and is based on 38 research-based objectives that include predictors of school success and are aligned with the Common Core State Standards, state early learning guidelines, and the Head Start Child Development and Early Learning Framework.

In addition to providing direct services to children, the AmeriCorps members are charged with assisting agencies with developing long-term sustainability. One way they do this is through the recruitment and support of volunteers. In fiscal year 2014/15, AmeriCorps members recruited 119 short and long term volunteers for the agencies they work with.

**Capacity Building Grants**

Over the last fiscal year, a survey and focus groups were developed and implemented to better assess the skills, capacity and knowledge of Commission grantees, including:

1. To what extent are Commission grantees implementing evidence-based programs and what is their experience with replicating or expanding evidence-based models?
2. What is the experience of Commission grantees with participating in multi-agency collaboratives, also known as collective impact?
3. How do Commission grantees rate themselves regarding their experience and ability to evaluate their programs?
4. What do Commission grantees consider their best strategies for ensuring sustainability of their programs?
5. What desire, capacity, experience, and success do Commission grantees have with applying for federal grants?
Based on the survey data and focus group findings, it appears that Commission-funded grantees, while achieving positive results and collaborating to grow programs and impact regionally, need to develop competencies in the following areas to increase their competitiveness for national, federal or other discretionary grant competitions:

- Deeper understanding of service coordination and collaboration as they relate to collective impact;
- Implementing and effectively utilizing evaluation systems;
- Federal grant preparedness, grant application procedures, reporting, resources/personnel; and
- Fund development.

**Medi-Cal Administrative Activities (MAA) and Targeted Case Management (TCM)**

The Commission’s fiscal leveraging program uses Proposition 10 revenue to match other available funds including federal, state, and other grant funding sources. The Commission, in partnership with the County of Orange Health Care Agency, has developed a local capacity for agencies to leverage Commission Proposition 10 grant awards as eligible certified public expenditures to receive federal Medicaid reimbursement for their participation in:

- Medi-Cal Administrative Activities (MAA), in order to outreach and assist individuals to access Medi-Cal and health care services; and
- Targeted Case Management (TCM), which is a case management program targeting high-risk populations in order to assist them in gaining access to needed medical, social, educational, and other services.

Community benefits in using Proposition 10 revenue to leverage Commission funds include:

- Increased access for children to health prevention and medical services. Agencies leveraging dollars can incrementally increase service capacity over time to meet community demands;
- Increased responsiveness of the health care system in providing health care services for young children and their families. Medi-Cal Administrative Activities include developing strategies to increase system capacity, close service gaps, and promote inter-agency coordination;
- Increased overall fiscal stability, flexibility and responsiveness of community-based agencies during fluctuating economic conditions; and
- Commission staff and consultants who work on children’s health programs including planning, coordinating work among agencies, and policy analysis can participate in the Medi-Cal Administrative Activities program to allow reimbursement for the cost of their time spent on these activities.

**Fiscal Leveraging Program Highlights**

Since inception of the program, the Commission and its agency partners have generated close to $47 million in federal funding. In total, 32 Medi-Cal Administrative Activities, and six Targeted Case Management claiming units in addition to the Commission have participated in the fiscal leveraging program.

**New Providers Participating in the Fiscal Leveraging Program**

In fiscal year 2014/15, Boys and Girls Clubs of Garden Grove, Mission Hospital, Help Me Grow Orange County and the CHOC/UCI Center for Autism and Neurodevelopmental Disorders of Southern California were added to Orange County’s community fiscal leveraging plan as additional claiming units.
Fiscal Leveraging Program Investments in the Community

Leveraged funds have been used to reinvest in continued programs and to support community projects. Examples of how leveraged funds have been reinvested in the community include the following projects:

- City of Garden Grove, Magnolia Park Family Resource Center – Expanded the Readiness on the Road Program, an important resource for promoting health access;
- Delhi Center – Supported annual health fair, partnered with existing community resources to make medical, dental and vision screenings available, including a wellness program;
- Institute for Healthcare Advancement (IHA) – Provided health access workshops in the community focused on IHA’s “What to Do When Your Child Gets Sick” book;
- Share Our Selves – Support access to pediatric health care at the newly established Children and Families Health Center in Newport Beach; and
- University of California, Irvine – Key investments at the Center for Autism and Neurodevelopmental Services to include enhanced interpreter services, updated the website to facilitate access to the Center, and expanding access for Occupational Therapy service.

The Commission approved its Fiscal Leveraging Plan with the County in December 2001. The fiscal year 2014/15 Community Plan Claiming Units included:

- 16 MAA grantees and Commission staff/consultants;
- 4 TCM grantees; and
- Approximately 125 grantee and Commission staff participated in program training.

The California Department of Health Care Services released new program policies and procedures that required several local program processes to be updated to align with the new procedures including developing new tools and increased trainings. The Fiscal Leveraging Management Team has been adapting the current systems and processes to meet the new requirements. Due to Commission and community efforts to increase the number of children who have and use health coverage, 97% of Orange County’s children under the age of six have health insurance (U.S. Census 2014 data). Approximately 40% of these children are enrolled in Medi-Cal (CalOptima Fast Facts, June 2015 and California Department of Finance data).

Capacity Building Challenges

Proposition 10 funding, allocated by the Commission, is making a difference in providing one time seed funding for a new projects or programs, to providing technical assistance for sustainability. The biggest challenges continue to be longer-term sustainable revenue for the programs that are funded. The Commission’s declining revenue make it imperative that all efforts are made to fully maximize local, state, and federal leveraging opportunities, strengthen the business practices of the non-profit sector to ensure the most efficient delivery system possible, and continue to invest in new ideas and programs that can make a positive impact on the system of care for families with children from birth through age five.
APPENDIX 15:
Evaluation System
FY 14/15
Children and Families Commission of Orange County
Evaluation System Report

This program report describes the Commission’s investments in its Evaluation System and the outcome of those investments. It also documents achievement of statutory accountability requirements and the Commission’s recommendations and actions to improve programs and strategies for all Orange County children.

Background

The Commission evaluates the programs it funds to assess their effectiveness in improving the lives of children and families, to guide program improvements and to comply with statutory requirements. The Commission has adopted a comprehensive evaluation plan that includes both process and short, intermediate, and long term outcome measures. The evaluation framework includes both Commission-wide and initiative-specific evaluations. In addition, the Commission participates in the development of community-wide data.

Commission-Funded Services in Orange County

In fiscal year 2014/15, the Commission funded 126 organizations to implement 248 individual programs serving children, families, and providers to ensure young children are healthy and ready to learn. The Commission annually reviews the performance of these investments to document the manner in which the funds were expended and the progress toward and the achievement of program goals and objectives.

Commission Investment

Evaluation activities are implemented primarily by the Commission’s Evaluation Manager and evaluation consultant along with leveraging the Commission’s evaluation relationships in collaborative projects. The annual work plan, approved by the Commission, includes activities and leveraged funding from grants, foundations and other community collaborative projects. Since fiscal year 2010/11, the Commission has invested more than $3.75 million on evaluation expenses.

<table>
<thead>
<tr>
<th>Evaluation System Investments</th>
<th>Fiscal Years 2010/11 - 2014/15</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010/11</td>
<td>$875,500</td>
</tr>
<tr>
<td>2011/12</td>
<td>$657,853</td>
</tr>
<tr>
<td>2012/13</td>
<td>$848,695</td>
</tr>
<tr>
<td>2013/14</td>
<td>$623,625</td>
</tr>
<tr>
<td>2014/15</td>
<td>$761,700</td>
</tr>
</tbody>
</table>
Services Provided

In fiscal year 2014/15, the Commission’s investment in its Evaluation System produced the following services:

Table 1. Services Provided by Evaluation System

<table>
<thead>
<tr>
<th>Strategic Plan Outcome</th>
<th>Service</th>
<th>Number Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>CB.2 Increase access and efficiency, quality and effectiveness</td>
<td>Community-wide Evaluation Reports</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Program Specific Evaluation Reports</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>Community Data Reports</td>
<td>2</td>
</tr>
</tbody>
</table>

Program Highlights and Outcomes

The Commission’s Evaluation System measures progress toward achievement of the Commission’s goals and objectives. Initiatives as well as individual programs are evaluated. The evaluation reports developed in fiscal year 2014/15 are summarized below.

Community-wide Evaluation Reports

Early Development Index (EDI)

Since 2007, the Commission has partnered with school districts to implement the Early Development Index (EDI) to collect information about kindergarten aged children and measure developmental progress in five areas: physical health and well-being; social competence; emotional maturity; language and cognitive skills; and communication skills and general knowledge. This year marked the first year of 100 percent public school participation, representing almost 35,000 children. Key findings from data collected between fiscal year 2011/12 and 2014/15 indicate that:

- Countywide, 24.2% of students with an EDI were vulnerable (bottom 10th percentile) on one or more developmental areas; 27.6% were at-risk (10th-25th percentile) on one or more developmental areas; and 48.2% were on track (above 25th percentile) on all five developmental areas.
- Kindergarten students who participated in transitional kindergarten (TK) were less likely to be vulnerable on one or more developmental areas than those without a TK experience (15.3% versus 24.1%).
- More children who were English Language Learners (ELL) had vulnerabilities on one or more developmental areas than non-ELL students (31.0% versus 18.5%, respectively).
- Children eligible to receive free or reduced price lunch were more likely to be vulnerable on one or more developmental area than those not eligible for free or reduced price lunch (25.3% versus 23.3%, respectively).
- Children whose parents volunteered at school tended to be less vulnerable on one or more domains than those whose parents did not volunteer (16.5% versus 29.5%, respectively).
- Hispanic students were more likely to be vulnerable on one or more developmental area than Asian or White students (30.8%, 18.4%, and 16.5%, respectively).

Early Childhood Learning and Innovation Network for Communities (EC-LINC)

The Commission, in partnership with the Center for the Study of Social Policy and other national early childhood experts, participates in the leadership team for the national Early Childhood Learning and Innovation Network for Communities (EC-LINC). EC-LINC is dedicated to improving results for young children by accelerating the development of community-based, integrated early childhood systems including:
tackling shared challenges, building and disseminating knowledge of strategies used, and developing opportunities for local leaders and state and federal policy makers to work together to accelerate deployment of strategies. In fiscal year 2014/15, EC-LINC received Commission support for the development and analysis of standardized measures across nine sites in the U.S., including Orange County.

**Program Specific Evaluation Reports**

*Learning Link*

Since 2002, the Commission has provided funding for Learning Link programs. The goal of the Learning Link program is to provide an accessible and creative learning environment that helps young children to be better prepared for kindergarten and guides parents in their role as their children’s first teachers. The Learning Link evaluation is being carried out in two phases. In fiscal year 2014/15, the Phase I evaluation report for Learning Link was completed.

Phase I documented the Commission-funded Learning Link programs and models, including program structure, services provided, annual costs, ways parents access program, and data collection processes. It also provided proposed research questions to explore in Phase II, which will evaluate the effectiveness of the Learning Link programs by addressing the overarching question: is the Learning Link program an effective strategy for improving child and family outcomes?

*Catalytic Funding*

The Commission’s Catalytic funding strategies provide an opportunity for the Commission to impact outcomes for children without requiring ongoing investments. This is key in a climate where revenue is forecasted to continue to decline between 3-5% annually over the next 10 years. The Evaluation System work plan includes the development of an evaluation process to manage accountability of the Catalytic funding investments to ensure the ability to communicate the results and impact of these investments to the Commission. In fiscal year 2014/15, an evaluation plan was developed, which lays out a strategy for documenting and highlighting successes, challenges, and lessons learned as well as offering recommendations for ongoing quality improvement and initiative refinement. The overall question to be addressed by the Catalytic evaluation is: Is Catalytic Investment a successful strategy for maximizing diminishing Commission resources?

*THINK Together, Early Literacy and Math Program*

The 2014/15 school year marked the fourth year of the collaborative partnership between the Commission and THINK Together. Through this collaboration, the Early Literacy and Math Program (ELMP) promotes early literacy and math readiness in Orange County. The ELMP report indicates that most programmatic objectives for each service provided through the program were met and, in many cases, exceeded. The 2014/15 report provides insight into the successes and lessons learned, including key recommendations for fiscal year 2015/16 year. Highlights include:

- **Book Bank Program** again successfully exceeded book collection and distribution goals, with 90,371 children’s books being redistributed to multiple communities across Orange County.
- **Read for the Record** again exceeded the targeted number of children read to. In addition, strong relationships were maintained with signature programs, particularly the Festival of Children Foundation.
- **Raising a Reader** program continued as an integrated program component at the Center-Based Program sites, and has expanded to new external partner sites.
- **Center-Based Programs** implemented the High Scope curriculum based on the documented validity and alignment to programmatic goals set for ELMP students. The Early Developmental Index (EDI) continues to serve as a valuable resource in identifying areas of high-need and allocating resources.
• **Reach Out and Read** program has undergone several significant changes throughout the previous two years, as part of the strategic downsizing of the program. THINK Together hired a Reach Out and Read facilitator to go deeper with literacy-rich environments at the existing clinics, and also to focus on recruiting and placing volunteers at the 13 sites that have agreed to sign the Memorandum of Understanding. Furthermore, THINK Together is reviewing the National Reach Out and Read program model and will be making strategic attempts to align their programming to that of the national model.

**Pay for Success**

The Bridges Maternal Child Health Network supports children’s success by identifying health and developmental concerns during the critical first years of life, and providing families with education, screening, and linkage to services including referrals for home visitation services by public health nurses and other professional staff. With decreasing Commission revenues, innovative approaches to program sustainability are being explored to diversify the program’s funding base, including innovative funding mechanisms such as “Pay for Success” contracts. In fiscal year 2014/15, Third Sector Capital Partners completed a Phase 1 Feasibility report on the Commission’s efforts to implement a Pay for Success funding strategy for sustainability of the Bridges Network. The final phase of feasibility will continue to progress towards Pay for Success project construction. This final phase will focus on gaining additional commitment from CalOptima and designing a robust evaluation that captures the value of the Bridges Network.

**Community Data Reports**

*Child Signature Program-3 (CSP-3)*

In fiscal year 2014/15, local evaluation tools were developed in order to collect information not gathered through First 5 California’s evaluation. Tools included surveys for teachers (intake and exit), nutrition survey, and a survey to capture information on the teachers and children served.

*Comprehensive Approaches for Raising Educational Standards (CARES) Plus*

In fiscal year 2014/15, tools were developed and refined to collect provider information, including intake and exit surveys for both new and returning participants. In addition, a write up was developed, which analyzed the intake and exit surveys and measured the impact of the CARES Plus program.