



Children & Families
Commission of Orange County

WORK PLAN GUIDELINES

VERSION 7.0
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I. INTRODUCTION

Work plans provide an opportunity for grantees to:

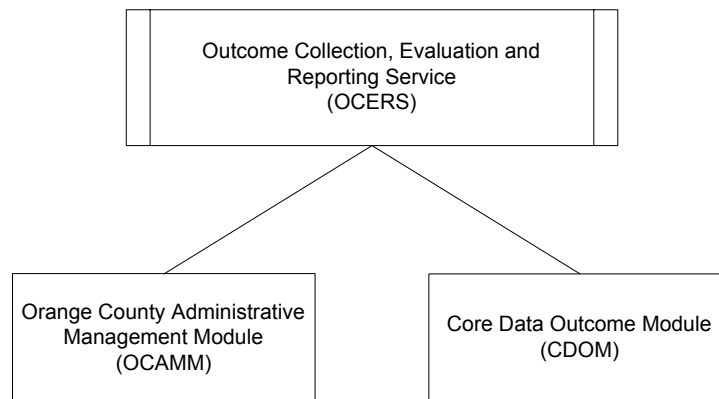
- Link their project with the Commission's Strategic Plan
- Define the major milestones of their project
- Report on their progress toward accomplishing their major milestones
- Report on the number of services provided and/or clients served and helped by their project

Work plans are entered into the Commission's Outcomes Collection, Evaluation, and Reporting Service (OCERS), an internet-based data system that facilitates monitoring and reporting on project milestones.

This document provides guidance to assist applicants/grantees with developing and completing their work plans.

Background Information:

OCERS is comprised of two different modules: the Orange County Administrative Management Module (OCAMM) and the Core Data Outcome Module (CDOM).



OCAMM is a module used for contract monitoring of Commission-funded programs and for collecting data on specific services provided to clients. All grantees have work plans in OCAMM. CDOM, on the other hand, is a confidential client-tracking module used to track data collected on children who have received moderate to intensive services. Only grantees providing service directly to children and families use this module. More information about CDOM can be found on the Commission's website, www.occhildrenandfamilies.org, select *Funding* → *Resources for Grantees* → *OCERS Materials & Forms*.

After a work plan has been entered into OCAMM, grantees provide **monthly** status reports on their progress with achieving their milestones. Commission staff review grantee progress as reported through OCAMM to 1) evaluate contract compliance, 2) review progress with achieving milestones, 3) identify grantees that may need technical assistance, and 4) identify grantees who are implementing successful

strategies. In addition, milestone reports are used to report to the local and State Commissions on the quantity and outcomes of specific services provided to clients.

II. PREPARING YOUR WORK PLAN

NOTE – If your project is part of a Commission-Directed Initiative, such as Bridges for Newborns, State School Readiness, School Readiness Nursing, etc., you will be provided with a work plan template that is populated with milestones on which all the agencies in the initiative report. If there are optional milestones in the template, you will need to select those milestones on which your program will report. Then you will enter the target quantity for each milestone. You also will need to enter the percent funding distribution in Part III of the work plan.

TOOLS NEEDED TO PREPARE YOUR WORK PLAN:

- One copy of the Commission’s List of Strategic Plan Objectives
- One copy of the Commission’s Strategies List
- The work plan template
 - All three documents listed above can be found on the Commission’s website: (www.occhildrenandfamilies.org – select *Funding* → *Resources for Grantees* → *Work Plan*)
- A written list of the major activities to be accomplished with Commission funding (or Exhibit A of your contract, if available)
 - Major activities are typically focused on the end results of multi-step projects. For example, a major activity might be to, “provide in-home visits to at-risk children and their families,” which does not mention all the steps involved in providing those visits, such as hiring staff, developing visitation protocols and reporting mechanisms, etc.
 - However, if some of the steps leading up to the accomplishment of a major activity are, themselves, major activities, you may want to include them on your list as well. For example, if your major activity is to train child care providers to screen children for developmental delays, but first you need to develop a curriculum, then the development of the curriculum may also be a major activity.
 - If your project is a **capacity building** grant, one major activity will be to develop a written service or business plan.

COMPLETING THE WORK PLAN TEMPLATE

Part I: Project Information

Indicate the name of the organization and/or collaborative that is responsible for providing the services, the project name, the name of the lead contact person for the work plan, his/her phone number and email address, and the contract number, if known.

Part II: Project Abstract

Write a brief statement outlining the service to be provided with Commission funding. The abstract does not need to be detailed or contain specific, measurable outcomes or activities. (Envision a short, one paragraph "press release" to the public that states what your project is about).

***Example:** The XYZ Children's Project will train child care providers to screen children ages 0-5 for developmental delays, behavioral problems, and sensory deficits, and to make appropriate referrals when a need is identified.*

Part III: Goal, Outcome, Indicator and Objective

NOTE: It may be easier to complete Part IV before completing Part III.

Using the Commission's List of Strategic Plan Objectives, match each major activity on your list with a Commission goal, outcome, indicator, and objective. Depending on your project, all the major activities may fit under the same objective, or you may need to select multiple objectives.

In general, Capacity Building grantees do not provide direct service unless it is on a limited basis or part of a pilot project. Capacity Building grants are intended to assist agencies in developing the infrastructure and other tools to deliver services in the future. Capacity Building applicants should select the goal, outcome and indicator applicable to the service they are working to develop. For example, if an applicant is seeking funds to develop a program that will provide prenatal counseling for at-risk women, the applicant would select the Healthy Children goal area, the "Increased percent of children born healthy" outcome, and the indicator and objective related to prenatal care.

Once you have matched your major activities to Commission objectives, complete Part III of the work plan template by completing a new row for each objective, and by filling in the Goal, Outcome, Indicator, Objective, and Percent Funding Distribution. (If more than one objective was selected, specify what percentage of the project's total funding will support each objective. The total percentage for all objectives combined must equal 100%.)

The Outcome, Indicator, and Objective entered in your work plan should be word for word from the Commission's Strategic Plan. Please avoid the temptation to create your own objectives or modify what is in the Strategic Plan.

Example: Suppose the funding is for \$600,000 to train child care providers how to assess the immunization status of children entering their care, to assist the families of identified children with applications for health insurance coverage, and to develop an interagency agreement with a partnering agency. Part III of the work plan could be completed like this:

Goal	Outcome(s)	Indicator(s)	Objective(s)	% Funding Distribution
Healthy Children	Increased percent of children who have and use a health home for comprehensive health services to include physical, dental, and mental health	Health Insurance	Increase to 100% the number of children with health coverage	20%
Healthy Children	Increased percent of children who have and use a health home for comprehensive health services to include physical, dental, and mental health	Immunization	Increase age appropriate immunization levels to at least 95%	75%
Quality Services	A consumer-oriented, easily accessible system of services that is responsive to local needs and achieves results	Coordination and Collaboration	Support development of networks of care	5%

Part IV: Milestones

In this section of the work plan, you will enter the specific major activities that your project will undertake to help the Commission achieve the selected objectives.

1. Prepare a blank Part IV table for each **Objective** selected in Part III of the Work Plan. Enter one objective from Part III in each table so that there is a separate table for each objective.
2. For now, leave the strategy column blank.
3. Working from your list of major activities, enter the **Description** of the activity in the table of the objective to which it matches. The milestone description should specify who is responsible and what will be done. Example 1: Project Director will coordinate development of a curriculum to train child care providers to screen children ages 0-5 for developmental delays. Example 2: Promotoras will conduct in-home visits of families with children prenatal to age 5 to identify family needs and provide appropriate interventions and referrals. Example 3: The nurse will ensure that children ages 0-5 are evaluated for height, weight, and body mass index.
4. Enter the **Method** for each major activity, describing how achievement of the activity will be measured; i.e., how will you know the milestone has been accomplished? Please be as specific as possible. Methods should be written so someone new to the project would know what is being measured and when. Continuing with the examples used above: Example 1: a written curriculum was developed. Example 2: in-home visits were provided to families and documented in client records. Example 3: Children are at the expected weight for their age and sex – numerator = number of children in expected range of weight for their age and sex; denominator = number of children evaluated for height, weight, and BMI.

5. Enter the **Type**. If you are measuring something you can count, use **U** for Units; if you plan to measure a percentage, enter **CP** for Calculated Percentage; if the milestone cannot be counted, then enter **A** for Achieved/Not Achieved. Example 1: A – the curriculum is either developed or it is not. Example 2: U – you will count the number of in-home visits provided. Example 3: CP – you will enter a numerator and denominator and OCERS will calculate the percent of children at the appropriate weight.
6. If the Progress Type is U or CP, enter the **Target Quantity** and describe what is being measured (in Example 2, you would enter “200 home visits” for the target quantity; in Example 3, you would enter “45% of children at expected weight”). If the Progress Type is A, then leave the target quantity space blank.
7. Enter the **Start Date and Target Date** for each Milestone’s activity. NOTE: Work plans must fit within a single fiscal year (which starts July 1). Start and target dates must not cross a fiscal year boundary. If a contract encompasses more than one fiscal year, separate work plans must be prepared for each fiscal year.
8. Now use the Commission’s Strategies List (this is a separate list; do not use the strategies found in the List of Strategic Plan Objectives) to identify the most appropriate **Strategy** for each milestone. Enter the strategy exactly as it appears on the strategies list; do not use a strategy that is not on the list. There may be several different strategies for the milestones under one objective, or they may all be the same.
9. Review the entire work plan to see that all your major activities are represented and are listed under the most appropriate objectives.

This table shows the sample milestones described above (note that they are not matched to objectives for this example).

Milestone Number	Strategy	Description	Method	Type	Target Qty	Start Date	Target Date
1	Provider Education – Child Screening, Assessment and Intervention	Project Director will coordinate development of a curriculum to train child care providers to screen children ages 0-5 for developmental delays.	A written curriculum was developed	A		7/1/06	9/30/06
2	Home Visitation – Parents with children ages 0-5	Promotoras will conduct in-home visits of families with children prenatal to age 5 to identify family needs and provide appropriate interventions and referrals	In-home visits were provided to families and documented in client records	U	200 home visits	10/1/06	6/30/07
3	Screening Services – Physical Health	Nurse will measure the height and weight of children in the preschool program and calculate their body mass index (BMI)	Children are within normal BMI range for their age. Ratio is # of children at anticipated BMI / # of children screened	CP	45% of children are within normal BMI range	7/1/06	6/30/07

III. WORK PLAN TEMPLATE

EXHIBIT A-1

Date of Draft:
Commission Lead:

Part I. Organization / Collaborative Name	Project Name	Work Plan Contact Name	Contact's Phone and Email	Contract Number
Part II. Project Abstract (a short description of the project):				
Part III. Goals, Outcomes, Indicators, and Objectives (Select from Commission's Strategic Plan):				
Goal	Outcome(s)	Indicator(s)	Objective(s)	% Funding Distribution
Healthy Children				
Strong Families				
Ready to Learn				
Quality Services				

EXHIBIT A-1

Date of Draft:
Commission Lead:

This page should be deleted from the completed work plan

For each objective in Part III, prepare a table as shown below:

- **OBJECTIVE:** Enter the objective on the first line
- **MILESTONE NUMBER:** Number the milestones in consecutive order or enter the Funding Initiative Milestone number
- **STRATEGY:** Select a Strategy from the Commission’s *List of Strategies* (these are NOT the strategies found in the Commission’s Strategic Plan)
- **DESCRIPTION:** Explain Who will be doing What. Write the description so someone new to the project could understand what is to be done.
- **METHOD:** Describe how you will know when the milestone has been accomplished. Write the method so someone new to the project would know what to measure
- **TYPE:** Select U for Units (something that will be counted, such as number of classes held)
Select CP for Calculated Percent (you must know both the numerator and the denominator – the data system will calculate the percent (example: 5 out of 10 families demonstrated an increase in parenting knowledge)
Select A for Achieved / Not Achieved
- **TARGET QUANTITY:** For U or CP milestones, enter the number or percentage expected to be accomplished during the time period covered by the milestone. Be sure to describe what is being counted (examples: 10 children assisted with health insurance enrollment; 95% of children screened)
- **START DATE:** Enter the date you expect to begin working on the milestone
- **TARGET DATE:** Enter the date you expect to stop working on the milestone. NOTE: Work plans need to fit within a single fiscal year (July 1- June 30). If the contract spans two or more fiscal years, separate work plans need to be prepared for each fiscal year.

Examples:

Part IV. OBJECTIVE: Increase the proportion of parents who have and use good parenting skills							
Milestone Number	Strategy	Description	Method	Type	Target Quantity	Start Date	Target Date
01	Parenting Education – Parenting Skills	Teacher provides classes for parents on how to manage difficult behaviors	Parenting classes are held as documented by flyers and training outline	U	5 parenting classes	7/1/06	6/30/07
02	Parent Education – Parenting Skills	Program Manager administers parenting skills assessment at the beginning and end of the classes	Parents demonstrate improved knowledge of good parenting practices	CP	80% of parents increased knowledge	7/1/06	6/30/07
03	Service Integration – Program Evaluation	Project Director will prepare a report on the pilot project results	Report on the pilot project describes successes and recommendations for improvements	A		11/1/06	6/30/07

EXHIBIT A-1

Date of Draft:
Commission Lead:

Part IV. OBJECTIVE:							
Milestone Number	Strategy	Description	Method	Type	Target Quantity	Start Date	Target Date

Part IV. OBJECTIVE:							
Milestone Number	Strategy	Description	Method	Type	Target Quantity	Start Date	Target Date

Part IV. OBJECTIVE:							
Milestone Number	Strategy	Description	Method	Type	Target Quantity	Start Date	Target Date

IV. SAMPLE WORK PLAN

EXHIBIT A-1

Date of Draft: 12/8/06
Commission Lead: Curly Monster

Part I. Organization / Collaborative Name	Project Name	Work Plan Contact Name	Contact's Phone and Email	Contract Number
We Help Agency	School Ready Kids	Jane Doe	123-555-1234 jdoe@ocwha.org	F##-##-##
Part II. Project Abstract (a short description of the project):				
The We Help Agency's School Ready Kids program will help children be prepared for school by making sure they have health insurance and are up-to-date with their immunizations. The program also will provide parents with information that will help them prepare their children for school.				
Part III. Goals, Outcomes, Indicators, and Objectives (Select from Commission's Strategic Plan):				
Goal	Outcome(s)	Indicator(s)	Objective(s)	% Funding Distribution
Healthy Children	Increased percent of children who have and use a health home for comprehensive health services to include physical, dental, and mental health	Health Insurance	Increase to 100% the number of children with health coverage	24%
Healthy Children	Increased percent of children who have and use a health home for comprehensive health services to include physical, dental, and mental health	Immunization	Increase age appropriate immunization levels to at least 95%	36%
Strong Families				
Ready to Learn	Increased caregiver knowledge and skills to promote children's readiness for school	Parent Knowledge of School Readiness	Increase parents' knowledge and involvement in preparing children for school	40%
Quality Services				

EXHIBIT A-1

Date of Draft: 12/8/06
Commission Lead: Curly Monster

Part IV. OBJECTIVE: Increase to 100% the number of children with health coverage							
Milestone Number	Strategy	Description	Method	Type	Target Quantity	Start Date	Target Date
01	Financial: Health Insurance Enrollment Assistance	Nurse will identify children without health insurance and make referrals and/or assist with health insurance enrollment	Children receive referrals and/or assistance with health insurance enrollment	U	30 children	7/1/06	6/30/07

Part IV. OBJECTIVE: Increase age appropriate immunization levels to at least 95%							
Milestone Number	Strategy	Description	Method	Type	Target Quantity	Start Date	Target Date
02	Health and Treatment Services: Immunizations	Nurse will ensure that immunizations are current for all children ages 0-5. Nurse will refer children to immunization providers when necessary	Children are up-to-date on their immunizations or have received referrals for immunizations as necessary	U	30 children are up-to-date on immunizations	7/1/06	6/30/07

Part IV. OBJECTIVE: Increase parents' knowledge and involvement in preparing children for school							
Milestone Number	Strategy	Description	Method	Type	Target Quantity	Start Date	Target Date
03	Outreach Efforts: Information Dissemination	Program Director will develop a brochure in English and Spanish to promote school readiness services to families	Brochure is printed and available to families in English and Spanish	A		7/1/06	10/31/06
04	Parent Education: Literacy	Program Director will provide classes for parents to increase their understanding of early literacy and knowledge of how to create a literacy-rich environment at home	Literacy classes for parents are held	U	10 Literacy classes	9/1/06	6/30/07
05	Service Integration: Program Evaluation	Program Director will assess parents' knowledge of early childhood literacy before and after the classes	Parents demonstrate an increased knowledge of early childhood literacy and how to create a literacy-rich environment at home Numerator = number of parents showing increased knowledge from the pre to the post test Denominator = number of parents completing the pre and post tests	CP	98% of parents show increased knowledge	9/1/06	6/30/07