

NORTH BAY RESEARCH INSTITUTE
BUSINESS PLAN
DRAFT

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EXECUTIVE SUMMARY

The North Bay Research Institute will provide the staff and support to conduct a longitudinal cohort study on Sonoma County residents that captures the range of services individuals receive, the community conditions that surround individuals, and the outcomes of individuals as they relate to their services and conditions.

The project will include working with a vendor to select and design a shared measurement system that house all deidentified data, partnering with organizations to select outcomes to measure, and providing ongoing technical assistance and support to those organizations to ensure accurate and reliable data.

The staff of the Institute will include an Executive Director, three Program Evaluators, a Technical Assistance Specialist, an Administrative Aide, and an Information Systems Coordinator. The Institute will receive ongoing oversight from a Board of Directors to ensure the activities of the Institute are meeting the highest standards and are aligned with the mission and goals.

We are seeking an initial grant of \$2 million. After which, the Institute will be sustained by an endowment and funder/organization fees.

INTRODUCTION

Many initiatives in Sonoma County are committed to tracking various indicators. While these indicators give us a glimpse into the overall health of Sonoma County, they focus on the issue at the population level. In addition, many of the indicators were selected because of the accuracy and availability of the data, instead of by interest and need. Although accuracy and availability are extremely important considerations for data, there are indicators and outcomes that organizations in Sonoma County are interested in and know to be important for future outcomes; however, data for those indicators is either not available, not valid, or both. To address this need, as well as explore the outcomes of individuals and the effects of services on those outcomes, the North Bay Research Institute will be home to a large scale longitudinal cohort study on Sonoma County residents.

This project will be the first to examine the long-term effects of multiple services on individual outcomes for Sonoma County residents. It will provide us of a more holistic picture of an individual, taking into consideration the variety of services one receives and the community conditions impacting their situation. The Institute will support the needs of participating organizations by providing them with technical assistance to measure outcomes for their clients, reports showing analysis of their services and clients, and other ongoing support.

The goal of this project is to build a longitudinal data system to assist Sonoma County organizations, funders, and community partners in providing effective services; however, we acknowledge that a project of this scope may attract the attention of external researchers, other counties, and/or state-level policy makers. The Institute will work in collaboration with funders, the Board of Directors, and community members to employ a sustainable growth model that allows for expansion.

The following business plan describes the mission and goals of the North Bay Research Institute, as well as the scope of the project, key staff, and budget.

MISSION AND GOALS

The mission of the North Bay Research Institute is to understand the full impact of the services offered to individuals in Sonoma County and how community conditions affect these impacts. By tracking a cohort of individuals from birth each year, we believe that we will better understand the factors that influence the success and well-being of individuals. If we understand the results of our investments, we will be more informed to make better choices and investments in the future.

The overarching goals of the North Bay Research Institute are as follows:

1. Increase the overall health for all Sonoma County residents, and
2. Increase the quality of life for all Sonoma County residents.

However, we recognize that these goals are long-term commitments and have identified additional short-term goals:

1. Increase the collective knowledge of organizations around outcomes in Sonoma County,
2. Improve funding practices,
3. Improve services to clients through the use of meta-evaluations, and
4. Identify barriers and factors that affect success, health, and well-being.

PROJECT COMPONENTS

Organizations throughout Sonoma County offer services to residents. Although numerous programs and services offered are considered evidence-based practices and have demonstrated the effectiveness of the intervention through research and evaluation, many programs have not been evaluated. To better understand the services offered in Sonoma County and how the collection of services impact an individual over time, the North Bay Research Institute will engage in the following:

1. Shared Measurement System

The North Bay Research Institute will contract with a vendor to create a web-based shared measurement system. The shared measurement system will sit overtop existing data systems, and pull information on individual clients within the cohort (described below). An algorithm will be used to match client data; however once translated into the shared measurement system all data will be deidentified. Through the shared measurement system, staff at the North Bay Research Institute will be able to generate aggregate reports on demographics, community conditions, services, etc.

2. Reports

Aggregate county-level reports on outcome indicators and services will be released annually. In addition, organizations participating in the shared measurement system will receive ongoing reports and the ability to query data through the shared measurement system.

3. Training

Staff at each participating organization will receive in depth training on collecting and entering data and reading reports. Ongoing technical assistance will be provided by the vendor of the shared outcome measurement system, and computer assistance will be provided by IT staff at the North Bay Research Institute. Training will ensure that all organizations are collecting and entering individual information with fidelity.

4. Longitudinal Cohort Model

The shared measurement system will employ a cohort model for tracking Sonoma County residents. Each year, researchers at the North Bay Research Institute will randomly select 70% of babies born in Sonoma County from the preceding year. Parents of these infants will be approached and asked to participate in the research study. By participating, they agree to complete a few predetermined survey forms each year. It is unethical to randomly assign clients to services or not once we are aware of their need; however, by randomly selecting a cohort at birth, we hope to identify clients that will

eventually receive services and those that will not, allowing the researchers to examine the differences between the two groups.

5. Shared Outcomes

The North Bay Research Institute and all participating organizations will work with the vendor to develop and define shared outcomes and variables. We will establish common definitions and measurements of specific outcomes that multiple organizations will then collect for their clients. In addition, those individuals selected to be in the cohort will receive surveys annually to complete that will measure additional shared outcomes. Mailing surveys to all cohort participants will ensure that we capture some information for those clients that do not seek or receive any services.

6. Confidentiality/Security

An algorithm designed by the vendor of the shared measurement system will keep identifying information of participants separate from the shared outcomes being tracked. Each participating organization is responsible for maintaining their own confidentiality procedures. No individual level data will ever be reported to maintain the confidentiality of all cohort participants. In addition, strict security procedures will limit the access to the shared measurement system and ensure that only trained staff with grounds for access will be allowed to use the shared measurement system.

MANAGEMENT TEAM/SUPPORT STAFF

1. Key Personnel

Executive Director

With input from the Board of Directors, provides leadership and administrative policy direction for the North Bay Research Institute. Manages the overall operations of the Institute and plans, develops, and directs research initiatives to support the Institute's mission. Establishes and maintains effective communication and working relationships with related organizations and key staff.

Program Evaluator (3)

Under the general direction of the Executive Director, analyzes, researches, plans, develops, monitors, and evaluates data from the shared measurement system. Assists in the development of short-term and long-term goals for the Institute. Develops procedures for evaluating the effectiveness of programs and services. Generates reports on the data analysis findings.

Administrative Aide

Performs paraprofessional technical administrative, accounting, and/or human resources work in support of the North Bay Research Institute. Assists Program Evaluators and Technical Assistance Specialist with tasks. Assists in various general administrative processes. Participates in meetings and is responsible for taking minutes.

Technical Assistance Specialist

Acts as a liaison to the participating organizations and assists organizations with data collection, entry, reporting, and analysis. Ensures that organizations maintain fidelity.

Information Systems Coordinator

Responsible for managing the IT operations of the North Bay Research Institute and developing and administering the IT budget. Provides direction to the shared measurement system vendor. Coordinates and directs the implementation of new computer systems and programs, and provides IT related assistance to participating organizations.

2. Management and Staff Compensation

Executive Director

Salary: \$91,185.27

Benefits: \$45,592.64

Program Evaluator

Salary: \$63,845.00

Benefits: \$31,922.50

Administrative Aide

Salary: \$48,692.51

Benefits: \$24,346.26

Technical Assistance Specialist

Salary: \$61,611.78

Benefits: \$30,805.89

Information Systems Coordinator

Salary: \$73,633.00

Benefits: \$36,816.5

3. Board of Directors

The Board of Directors is an appointed group whose purpose is to support the mission of the North Bay Research Institute. Members will have a vetted interest in the mission of the Institute and will have the experience and expertise to provide oversight in the following areas: the implementation of the Institute's policies, approval of the annual budget, and the availability of adequate financial resources. Board will include a minimum of nine (9) and a maximum of twelve (12) members from the following entities:

One (1) member from the County of Sonoma Board of Supervisors

One (1) member from health care

One (1) member from social services

One (1) member from criminal justice

One (1) member from business

One (1) member from philanthropic organizations

Up to two (2) members from higher education

Up to two (2) members from community-based organizations

Up to two (2) members from the community at large

MARKETING PLAN

1. Market Strategy

Sonoma County is committed to becoming the healthiest county by 2020, and many initiatives currently exist in Sonoma County that track population-level indicators. Additional indicators and outcomes are of interest to certain groups; however, they are not currently collected. The North Bay Research Institute will gain consensus from community organizations and partners on shared outcomes to track for individuals in Sonoma County. Many of the outcomes that will be chosen will be those that are not currently measured.

The North Bay Research Institute will give organizations insight into the community conditions and individual outcomes they are currently trying to address in their organization by collecting and analyzing shared data. The research staff at the Institute will provide organizations with the tools to measure specific outcomes and technical assistance staff will help with data collection and entering.

The incentive for organizations to participate in the shared measurement system is to increase their capacity to collect data on clients and the community that they do not currently have the ability to do. Organizations will also receive detailed reports on their services and the clients they serve, and will contribute to a larger, county-wide report on all cohort participants. In addition, organizations that did not previously have the capacity to evaluate their programs will now be provided with evaluation results, which will allow them to implement better services.

2. Pricing

Many funders currently require their grantees to conduct evaluations as a part of their contract, and some even allocate funding for these evaluations. By agreeing to collect data on shared outcomes, organizations will receive technical assistance and detailed reports. Enhancing organizations' capacity to collect accurate data is valuable to funders, and as such, funders interested in having their organizations participate in the shared measurement system will be required to pay an annual fee of \$20,000 per 10 organizations entering directly into the shared measurement system. Organizations and funders will also have option of having the shared measurement system pull the data from their current system. In which case, funders will be required to pay an annual fee of \$10,000 per 10 organizations. Pricing for individual organizations will be determined on a case by case basis.

Fees for researchers or government agencies that have an interest in using the data will be determined based on the scope of that entity's project.

BUDGET PLAN

	FY 14/15	FY 15/16	FY 16/17
Funds Available			
Initial Grant	\$2,000,000	\$0	\$0
Funder/Organization Fee	\$200,000	\$250,000	\$300,000
Endowment (5%)	\$0	\$100,000	\$100,000
Total Available	\$2,200,000	\$1,634,000	\$1,107,000
Funds Spent			
Staff Salary and Benefits	\$700,000	\$721,000	\$742,630
Computers and Equipment	\$10,000	\$0	\$0
Shared Measurement System	\$100,000	\$100,000	\$100,000
Material Cost	\$3,000	\$3,000	\$3,000
Supplies	\$3,000	\$3,000	\$3,000
Administrative Overhead	\$100,000	\$100,000	\$100,000
Total Spent	\$916,000	\$927,000	\$948,630
Net Cash	\$1,284,000	\$707,000	\$68,370

APPENDICES