

2009 DEC 29 PM 12:35

Agenda Item No. 3

January 6, 2009 Meeting

CLERK OF SUPERIOR COURT
ORANGE COUNTY, CALIFORNIA

DATE: December 18, 2009

TO: Children and Families Commission of Orange County

FROM: Michael M. Ruane, Executive Director 

SUBJECT: Engagement of The Bridgespan Group

SUMMARY:

The Children and Families Commission of Orange County previously engaged the Bridgespan Group in 2007 to conduct a comprehensive Strategic Assessment of the Commission. Their recommendations have provided a framework for programmatic and operational restructuring. Since the release of the final recommendations in March 2008, the Bridgespan Group has provided pro-bono technical assistance and support to staff in implementation. Based on Commission direction at the December 2009 meeting, the recommended action would re-engage the Bridgespan Group to provide in-depth planning and strategic services to develop a portfolio of largely catalytic investments in early literacy and math that:

- Is as focused on evidence and outcomes as the rest of the portfolio
- Has the potential to achieve significant impact with limited resources
- Is a demonstrated model of the catalytic approach for other areas of the portfolio

Background

The Commission's ongoing relationship with the Bridgespan Group began with the Strategic Assessment beginning in 2007. Bridgespan provided an extensive review of the Commission's overall portfolio, organization and approach to outcome evaluation. Their recommendations led to a redesign of the evaluation system, changes in funding, and an increased priority on catalytic and outcome-oriented investments. The strategic assessment included an overall review of each of the Commission goal areas and tools to assist in specific programmatic reviews.

The recommended scope of services for the next phase of work would focus specifically on the Early Learning investments and provide a framework for restructuring of this goal area, given the loss of First 5 California funding and the need to be outcome-oriented and catalytic. Bridgespan has proposed to conduct this second phase at a rate reduced from the prior engagement. Work is anticipated to begin no later than February 1, 2010 and be completed within 90 days. The budget for this work effort will be a maximum of \$135,000 for consulting services plus pre-approved direct expenses.

STRATEGIC PLAN & FISCAL SUMMARY:

Bridgespan's assistance is consistent with the Commission's Strategic Plan and direction to develop catalytic and outcome-based programs. Funding for this effort is consistent with the

approved FY 2009/10 budget and will be funded from the Commission's Capacity Building Funds.

PRIOR COMMISSION ACTIONS:

- November 2009 - Long Range Financial Plan - Commission received a presentation from Mike Perigo, Engagement Partner, Bridgespan Consulting Group
- March 2008 - Financial Presentation and Recommendation on Strategic Assessment, Bridgespan Consulting Group

RECOMMENDED ACTION:

Adopt resolution (Attachment 2) authorizing the Executive Director or designee to prepare and negotiate Agreement PS-82 with the Bridgespan Group for the term beginning on or about January 1, 2010 through June 30, 2010 in an amount not to exceed \$135,000, plus pre-approved direct expenses.

ATTACHMENTS:

1. Bridgespan Preliminary Scope of Work, Developing a Catalytic Portfolio for Early Learning
2. Resolution for Agreement PS-82 with the Bridgespan Group

Contacts: Christina Altmayer

**Bridgespan Preliminary Scope of Work
Developing a Catalytic Portfolio for Early Learning**

Background:

- The Commission is wrestling with whether, how, and over what timeframe to implement the recommendation to shift a greater proportion of the portfolio to early learning and literacy
- The transition has been made more difficult by the economic downturn, which has increased need in the areas of health and homelessness that form the majority of the current portfolio
- The Commission also seeks to shift the portfolio to a greater mix of catalytic funding to continue to increase the impact of its funding in the face of declining resources
- The field of early learning will likely see an increase in federal funding but does suffer from a shortage of evidence-based programs implemented with high fidelity (e.g., there are large streams of funds flowing into Head Start and state-funded pre-K, but these programs typically do not achieve the level of outcomes observed in seminal evidence-based programs)
- The Commission has an interest and willingness to be a leader / catalyst not only at the county level, but also the state and national level

Objective: To develop a portfolio of largely catalytic investments in early literacy and math that:

- Is as focused on evidence and outcomes as the rest of the portfolio
- Has the potential to achieve significant impact with limited resources
- Demonstrates the power of a catalytic approach for other areas of the portfolio

Example types of catalytic investments that may appear in such a portfolio:

- Funding pilots of programs / approaches that could be funded / scaled by others if successful
- Partnering with innovative organizations to catalyze breakthroughs or to focus their work in OC (e.g., Samueli Foundation on early math skills / STEM disciplines linkage)
- Co-funding initiatives that bring state or federal dollars to the county
- Partnering with the K-12 system to create helpful linkages to Pre-K (e.g., integrated curricula, kindergarten-readiness measures)
- Funding planning grants to support scaling of proven programs or to support quality enhancements to existing programs
- Funding evaluation studies of promising programs – to validate their effectiveness

Potential elements of work involved to support the development of the portfolio:

- Develop a set of principles / guidelines with which to form potential portfolios
- Create a landscape of opportunities for catalytic funding in general
- Survey potential opportunities to leverage state, federal, or philanthropic dollars
- Look at what other funders are doing that may be comparable or interesting to CFCOC
- Interview leading thinkers on potential breakthrough investments

- Assess the current early literacy portfolio against similar criteria
- Create 2-3 alternative portfolios for consideration
- Support discussions with the Commission

Potential outputs:

- Catalytic principles and guidelines
- A landscape of opportunities
- Portfolio / investment recommendations

Potential duration and resourcing:

- Depending on the final scope, this work effort could be accomplished in 2-3 months with a small team – with a potential second phase for implementation support, if necessary.

CHILDREN AND FAMILIES COMMISSION OF ORANGE COUNTY

RESOLUTION NO. ___-10-C&FC

January 6, 2010

A RESOLUTION OF THE CHILDREN AND FAMILIES COMMISSION OF ORANGE COUNTY DIRECTING THE EXECUTIVE DIRECTOR TO PREPARE AND NEGOTIATE AGREEMENT NO. PS-82 WITH THE BRIDGESPAN GROUP; AND MAKING CERTAIN FINDINGS IN CONNECTION THEREWITH

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, Commission adopted its Strategic Plan to define how funds authorized under the Act and allocated to the Commission should best be used to meet the critical needs of Orange County's children prenatal to five years of age as codified in the Act; and

WHEREAS, the Executive Director and Commission Counsel have prepared a standard Master Agreement for Consultant/Professional Services ("Master Agreement"), which was approved by the Commission; and

WHEREAS, the Commission desires to authorize the Executive Director or designee to prepare and negotiate Agreement No. PS-82 with The Bridgespan Group in an amount not to exceed \$135,000 for the term beginning on or about January 1, 2010 through June 30, 2010 to conduct a strategic assessment of the Commission's Early Learning Program as specified in the January 6, 2010 staff report for this Agenda Item; and

WHEREAS, Commission has reviewed the staff report relating to the Scope of Services to be provided and hereby finds and determines that the proposed Agreement is in furtherance of and consistent with the Commission's Strategic Plan; and

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 hereby authorizes the Executive Director, or designee, to prepare and negotiate the terms, conditions and final form of Agreement PS-82 with The Bridgespan Group, in an amount not to exceed \$135,000 plus pre-approved expenses for the term beginning on or about January 1, 2010 through June 30, 2010 to conduct a strategic assessment of the Commission's Early

Learning Program consistent with the January 6, 2010 staff report and scope of services referenced therein.

Section 3 The form of Agreement PS-82 with The Bridgespan Group shall be substantially similar to the form of the standard Master Agreement, subject to minor, non-substantive revisions as reviewed and approved by the Executive Director or designee. The approval by the Executive Director of the Agreement PS-82 shall be conclusively evidenced by the execution and delivery of the Agreement by the Commission Chair to the Commission Clerk.

Section 4 Commission hereby approves the Agreement No. PS-82 with The Bridgespan Group to conduct a strategic assessment of the Commission's Early Learning Program as specified in the January 6, 2010 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, Agreement PS-82 on behalf of the Commission.

Section 6 A copy of the final Agreement PS-82 with The Bridgespan Group, when executed by the Commission Chair, or Executive Director, 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. The 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 his designee) is hereby authorized, on behalf of the Commission, (i) to sign all documents necessary and appropriate to carry out and implement the Service Agreement, (ii) to cause the issuance of warrants, (iii) to administer the Commission's obligations, responsibilities, and duties to be performed under such agreement, and (iv) during the term thereof to provide waivers, administrative interpretations, and minor modifications of the provisions of such agreement 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 January 6, 2010 to wit:

AYES: Commissioners: _____

NOES: Commissioner(s): _____

EXCUSED: Commissioner(s): _____

ABSTAINED: Commissioner(s) _____

CHAIR

STATE OF CALIFORNIA)
)
COUNTY OF ORANGE)

I, DARLENE J. BLOOM, 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.

DARLENE J. BLOOM
Clerk of the Commission, Children and Families Commission of
Orange County, County of Orange, State of California

Resolution No: ___-10-C&FC

Agenda Date: January 6, 2010

Item No. ____



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

DARLENE J. BLOOM, Clerk of the Commission

By: _____
Deputy

EXHIBIT A TO RESOLUTION OF COMMISSION

(Attach copy of final executed Agreement No. PS-82 with The Bridgespan Group)