

**Agenda Item 4**  
**May 6, 2015**

**DATE:** April 22, 2015

**TO:** Children and Families Commission of Orange County

**FROM:** Christina Altmayer, Executive Director 

**SUBJECT:** Consultant Agreements

**ACTION:** Adopt resolution authorizing agreements, or amendments to agreements with designated individuals and organizations to provide project management, evaluation, and administrative support consulting services for the specified terms, amounts and conditions.

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**SUMMARY:**

The Children and Families Commission of Orange County's business model and organizational structure relies on technical and project management consultants to help develop and implement strategies established by the Commission. The Commission currently contracts with 30 individuals and firms for consulting services in areas ranging from project management and evaluation to graphic design. The majority of these existing agreements are scheduled to expire on June 30, 2015. In 2014, staff conducted a consulting services Request for Application (RFA) for ongoing project management, administrative support services, evaluation consultants, and established a roster of qualified on-call consultants to provide support on special projects as needed. This staff report requests Commission authority to enter into agreements with the consultants identified in Attachment 1 for Fiscal Year 2015/16, consistent with the approved budget.

**DISCUSSION:**

The Commission's Business Plan identifies the need for consultants in specific areas of technical and project management consulting services. The cost for consultant services included in Attachment 1 in Fiscal Year 2015/16 is estimated to be \$986,000 which is approximately 3.2 percent of the total operating budget of \$30,214,829. This amount reflects a decrease of \$61,000 from FY 2014/15. Of the total amount budgeted for consultant services in FY 2015/16, \$106,000 remains unallocated and has been set aside to address needs as they arise during the coming year. The roster of qualified consultants (Attachment 2) are experts in their fields and will be utilized to support program planning, development and evaluation work as needed. In the event that the Commission requires an expertise not currently addressed by the on-call list, the most qualified individual or firm will be identified and added to the on-call list. The recommended terms, contract amounts and descriptions of scopes of work for each consultant are included in Attachment 1.

**Project Management Consultants**

Project management consultants provide specialized expertise in health, early education, and operational program areas. Consistent with the model employed by the Commission since inception, these consultants provide unique and specialized skills, supplement the Commission's staff, and allow for the Commission to maintain a relatively small full-time staff. The project management consultants are responsible for reviewing program performance throughout the term of the grant,

ensuring quality of services, monitoring for compliance with grant requirements, and providing continuous program support and technical assistance based on their programmatic expertise.

Seven project management consultants are recommended to support the Commission's programs through the next fiscal year. Hourly rates for project management consultants range from \$65 to \$115 per hour and are based on subject matter expertise, experience, and complexity of the project demands.

An additional project management consultant received an agreement during FY 2014/15 to manage the Pay for Success work on behalf of the Commission. The consultant, Ilia Rolon, was selected because of her unique education and experience with the subject matter and associated organizations. The agreement with Ms. Rolon is not anticipated to terminate until September 2015 and any renewal of the agreement would require separate Commission action, based on continued Pay for Success project management needs.

### **Evaluation Consultants**

Proposition 10 requires each County Commission have a plan that describes the goals and objectives to be achieved; the programs, services and projects to be provided; and how measurable outcomes of programs, services, and projects will be determined using appropriate and reliable indicators. To address this mandate, the Commission's Evaluation Manager is supported with assistance from consultants. Collectively, this team designs, coordinates and leads strategies to measure progress toward achievement of the goals and objectives in the Commission's Strategic Plan including ensuring data reporting compliance and analysis of reported data. The Commission's FY 2015/16 evaluation work plan is presented for approval in the Business Plan included in Agenda Item 9. The Evaluation consultants that will support this work receive an hourly rate that range from \$90 to \$115 per hour.

### **Administrative Support Services Consultants**

There are seven administrative support services consultants responsible for maximizing fiscal leveraging opportunities, managing grantee compliance/risk assessment programs, and fund development. The consultants in this category have an hourly range between \$80 to \$125 per hour.

- The Fiscal Leveraging consultant works in partnership with the County of Orange Health Care Agency to ensure eligibility and compliance with requirements for participation in Medi-Cal Administrative Activities and Targeted Case Management programs.
- The Risk Assessment consultant responsible for performing risk assessment and compliance audits for programs requiring more intensive compliance review.
- Strategic Communications consultants work to develop content for Commission's website, social media, policy briefs, and press releases.
- The Fund Development consultant provides support for the Commission's efforts in pursuing sustainability strategies and pursuing grant opportunities as identified in the FY 2014/15 Business Plan approved in April 2014, and FY 2015/16 Business Plan update submitted for your consideration with Agenda Item 9. This includes development of grant applications, program budgets, case statements, and cultivating a list of potential corporate funders, foundations and government grants.

- Graphics Design consultants provide layout, and production services for collateral materials including reports, brochures, newsletters, educational materials, presentation materials, photographic images, special reports, art for web site use, and other printed or electronic media.

### **Roster of Qualified Consultants**

Attachment 2 provides a roster of qualified applicants from which the Commission may draw upon for additional consulting services throughout the year as needs arise, subject to budget limitations. It is anticipated that such additional projects will be limited in scope and within the Executive Director's authority for new agreements. Staff will return to the Commission for approval of any projects which exceed the Executive Director's authority. Placing qualifying applicants on this roster does not obligate the Commission to utilize their services and no commitment is made to issue contracts to them or engage their services in any way.

### **Implementing Actions and Next Steps**

Based on Commission action, staff will work with consultants recommended for funding to execute agreements effective July 1, 2015 for up to a one year term. Pursuant to the RFA, consultant contracts are eligible for renewal for up to two additional one year terms, subject to annual review of the consultant's performance, budgetary considerations, Commission program priorities, and Commission approval. For some consultants, FY 2015/16 will be the second term of their agreement within the current RFA. All consultant agreements will include a requirement to disclose any potential conflicts of interest and to provide assurances that the consultant will refrain from actions giving rise to potential conflicts of interest, which is consistent with the updated Consultant Agreement boilerplate approved by the Commission in December 2013.

### **STRATEGIC PLAN & FISCAL SUMMARY:**

The proposed action has been specifically reviewed in relation to the Commission's Strategic Plan and is consistent with the Commission's goals. The total funding amount of up to \$986,000 for consultant agreements from July 1, 2015 to June 30, 2016, is included in the FY 2015/16 budget within the related categories.

### **PRIOR COMMISSION ACTIONS:**

- May 2014 - Authorized Funding for Consultant Agreements
- April 2014 – Adopted FY 2014/15 Commission Budget and Business Plan
- December 2013 – Approved updated standard form agreements

### **RECOMMENDED ACTION:**

Adopt resolution (Attachment 3) authorizing the Executive Director, or designee, and Commission Counsel to prepare and negotiate Agreements, or Amendments to existing Agreements at Executive Director's sole discretion, with designated individuals and/or organizations to provide project management, evaluation, and administrative support consulting services for the terms, in the amounts, and on the conditions as specified in Attachment 1.

### **ATTACHMENTS:**

1. Consultant Recommendations
2. Roster of Qualified Consultants
3. Resolution for Consultant Agreements

## CONSULTANT RECOMMENDATIONS

Project Management	Contract Number	Consultant	Term	FY 15/16 Funding	Comments
Bridges Maternal Child Health Network	C-297	Jacqueline Tran	07/01/15-06/30/16	\$43,000	Responsible for representing the Bridges Maternal Child Health Network on countywide planning bodies and integration of program services among partners such as high birth hospitals, community based service providers, and public health nursing. This consultant will support program evaluation including development of a partner supported dashboard of performance metrics, practice improvement including technical assistance, oversight of training, and-development of best practices and curricula for service providers.
Bridges Maternal Child Health Network and Homeless Prevention	C-298	Margarita McCullough	07/01/15-06/30/16	Bridges \$64,000	Responsible for program oversight, monitoring of data compliance, and identifying any program improvement/corrective action plans for Bridges and Homeless Prevention agreements.
				Homeless \$20,000	
School Readiness Nursing and Community Health Centers	C-299	Dian Milton	07/01/15-06/30/16	School Nursing \$62,000	Responsible for program oversight, monitoring of data compliance and identifying any program improvement/corrective action plans for school readiness nursing and clinical services, including community clinics, pediatric vision, and community developmental programs.
				Community Health Centers \$10,000	
Nutrition and Physical Activity	C-289	Arlene Turner	07/01/15-06/30/16	\$10,000	Responsible for providing technical assistance to Commission funded programs on best practices regarding active play and nutrition in young children.
Early Learning	C-300	Lisa Burke	07/01/15-06/30/16	\$38,000	Responsible for program oversight, monitoring of data compliance and identifying any program improvement/corrective action plans for early learning programs. Responsible for providing technical assistance for early learning programs, including business planning for sustainability, and monitoring catalytic investments in early literacy and math programs.
Early Learning	C-301	Cinda Muckenthaler (Muckenthaler & Associates, Inc.)	07/01/15-06/30/16	\$125,000	Responsible for program oversight, monitoring of data compliance and identifying any program improvement/corrective action plans for school district early learning programs. Will work closely with school districts on

## CONSULTANT RECOMMENDATIONS

Project Management	Contract Number	Consultant	Term	FY 15/16 Funding	Comments
					sustainability plans and developing long-term funding strategies.
Early Learning Quality Improvement Programs	C-291	Jennifer Burrell (Knowledge Ideas Dedication & Solutions, Inc.)	07/01/15-06/30/16	Child Signature Program* \$50,000	Responsible for program oversight, monitoring of data compliance, service coordination of the Child Signature Program and transition as appropriate to the new First 5 CA IMPACT program.
				Pediatric Health Services \$12,000	Responsible for program oversight, monitoring of data compliance and identifying any program improvement/ corrective action plans for pediatric health services early developmental programs and developmental screenings.

\* Child Signature Program is a grant funded by First 5 California and the Commission receives reimbursement for these expenditures.

Evaluation	Contract Number	Consultant	Term	FY 15/16 Funding	Comments
Contract Data Compliance	C-304	Barbara J. Oliver	07/01/15-06/30/16	\$50,000	Responsible for conducting review of data entered in to the online system to ensure complete reporting and compliance with Commission requirements.
Evaluation	C-291	Jennifer Burrell (Knowledge Ideas Dedication & Solutions, Inc.)	07/01/15-06/30/16	\$15,000	Responsible for implementation of the Early Developmental Index for the participating agencies.
Evaluation	C-300	Lisa Burke (Burke Consulting)	07/01/15-06/30/16	\$10,000	Responsible for developing quarterly and annual evaluation reports.
Evaluation	C-302	Limor Zimskind (Limor Consulting, Inc.)	07/01/15-06/30/16	CARES Plus* \$10,000	Responsible for evaluation of CARES Plus program.
				Child Signature Program* \$10,000	Responsible for evaluation of Child Signature Program
				Evaluation \$50,000	Responsible for evaluation special project services on an as needed basis related to implementing the POMS FY 2014/15 Work Plan such as initiative specific evaluations, program specific evaluations, external evaluation, best practices, and other data analysis. Amount will be a total-not to exceed.

## CONSULTANT RECOMMENDATIONS

				\$54,000	Responsible for implementation of the Early Developmental Index for school districts.
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Administrative Support Services	Contract Number	Consultant	Term	FY 15/16 Funding	Comments
Fiscal Leveraging	C-303	Laura Massena	07/01/15-06/30/16	\$45,000	Responsible for coordination of fiscal leveraging efforts related to County-Based Medi-Cal Administrative Activities and Targeted Case Management.
Risk Assessment / Compliance	C-305	Sherry Johnstone (Johnstone Consulting, Inc.)	07/01/15-06/30/16	\$84,000	Responsible for performing risk assessments and compliance audits of programs requiring more intensive compliance reviews.
Strategic Communications	C-312	Kathleen Freed (Cornerstone Communications)	07/01/14-06/30/15	\$50,000	Responsible for managing the Commission's website and social media sites, coordinating content and updates, and assisting in the development and execution of the Commission's communications strategy.
Strategic Communications	C-300	Lisa Burke (Burke Consulting)	07/01/15-06/30/16	\$29,000	Responsible for providing support for strategic communications special projects.
Fund Development	C-306	Anne Olin (The Olin Group, Inc.)	07/01/15-06/30/16	\$125,000	Responsible for development of grant proposals and identifying grant opportunities for the Commission and/or funded grantee partners. Provide technical assistance for development and implementation of the Commission's capacity building program.
Graphic Design	C-313	Mark Mendoza (AdGyld)	07/01/14-06/30/15	\$20,000	Combined budget of \$20,000 for all graphic design services. Provide layout, and production services for collateral materials including reports, brochures, newsletters, educational materials, presentation materials, photographic images, special reports, art for web site use, and other printed or electronic media.
	C-314	Luis Alvarado (Luis Alvarado Design)			

## ROSTER OF QUALIFIED CONSULTANTS

<b>Subject Matter Expertise</b>	
(Pediatric Health Services, Development Screening, Bridges Maternal Child Health Network, Community Health Services, School Readiness Nursing, Homeless Prevention, Early Learning, and Early Learning Quality Improvement Programs)	
<ul style="list-style-type: none"> <li>• Ames &amp; Associates</li> <li>• Burke Consulting (Lisa Burke)</li> <li>• Curt Degenfelder Consulting, Inc.</li> <li>• Deba Rubin</li> <li>• Dian Milton</li> <li>• Focali Consulting, LLC (Deena Margolis)</li> <li>• Forman Consulting (Susan Forman)</li> <li>• HMWC CPAs and Business Advisors (Debra Beauregard)</li> <li>• Knowledge, Ideas, Dedication, and Solutions, Inc. (Jennifer Burrell)</li> <li>• Ilia Rolon</li> </ul>	<ul style="list-style-type: none"> <li>• Laura Massena</li> <li>• Marc R. Thibault</li> <li>• Margarita McCullough</li> <li>• My Team Effort (Cindy Miller)</li> <li>• NP Strategies (Rebecca Alvarez)</li> <li>• Parsons Consulting (Kari Parsons)</li> <li>• Sandy Peffer Stone</li> <li>• The Olin Group (Anne Olin)</li> <li>• Weisenburger, Inc. (Gretchen Weisenburger)</li> <li>• Arlene Turner</li> </ul>
<b>Evaluation</b>	
<ul style="list-style-type: none"> <li>• Burke Consulting (Lisa Burke)</li> <li>• Dian Milton</li> <li>• Focali Consulting, LLC (Deena Margolis)</li> <li>• Forman Consulting (Susan Forman)</li> <li>• HMWC CPAs and Business Advisors (Debra Beauregard)</li> <li>• Children and Families Future, Inc.</li> <li>• Ersoylu Consulting</li> <li>• Health Management Associates</li> <li>• Keene Insights</li> <li>• School of Education, University of California, Irvine</li> <li>• Turning West, Inc.</li> </ul>	<ul style="list-style-type: none"> <li>• Jacqueline Tran</li> <li>• Limor Consulting (Limor Zimskind)</li> <li>• My Team Effort (Cindy Miller)</li> <li>• Parsons Consulting (Kari Parsons)</li> <li>• The Olin Group (Anne Olin)</li> <li>• Barbara Aved Associates</li> <li>• EVALCORPS</li> <li>• Harder + Company Community Research</li> <li>• Noelle Banuelos</li> <li>• Pedroso Consulting</li> <li>• Walter R. McDonald &amp; Associates</li> </ul>
<b>Administrative Support Services</b>	
(Fiscal Leveraging, Contract Compliance/Risk Assessment, Strategic Communications, Graphic Design, Contract Development, and Fund Development)	
<ul style="list-style-type: none"> <li>• AdGyld</li> <li>• Ames &amp; Associates</li> <li>• Anila Neumeister</li> <li>• Burke Consulting (Lisa Burke)</li> <li>• Cornerstone Communications (Kathleen Freed)</li> <li>• Focali Consulting, LLC (Deena Margolis)</li> <li>• HMWC CPAs and Business Advisors (Debra Beauregard)</li> </ul>	<ul style="list-style-type: none"> <li>• Johnstone Consulting (Sherry Johnstone)</li> <li>• Laura Massena</li> <li>• Luis Alvarado Design</li> <li>• M.H.M &amp; Associates</li> <li>• Muckenthaler &amp; Associates, Inc. (Cinda Muckenthaler)</li> <li>• Sandy Peffer Stone</li> <li>• The Olin Group (Anne Olin)</li> </ul>

**CHILDREN AND FAMILIES COMMISSION OF ORANGE COUNTY**

**RESOLUTION NO. \_\_\_-14-C&FC**

**May 6, 2015**

**A RESOLUTION OF THE CHILDREN AND FAMILIES COMMISSION OF ORANGE COUNTY DIRECTING THE EXECUTIVE DIRECTOR AND COMMISSION COUNSEL TO PREPARE AND NEGOTIATE NEW AGREEMENTS, OR AMENDMENTS TO CURRENT AGREEMENTS AT THE EXECUTIVE DIRECTOR'S SOLE DISCRETION, WITH DESIGNATED INDIVIDUALS AND/OR ORGANIZATIONS TO PROVIDE CONSULTING SERVICES FOR PROJECT MANAGEMENT, EVALUATION AND ADMINISTRATIVE SUPPORT SERVICES; AND, AUTHORIZING APPROVAL AND EXECUTION OF SUCH AGREEMENTS AND/OR AMENDMENTS TO 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**, 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 Services ("Master Agreement"), which was approved by the Commission; and

**WHEREAS**, the Commission desires to enter New Agreements, or Amendments to Current Agreements at the Executive Director's sole discretion, with each of the individuals and/or organizations, hereinafter referred to as the "Consultant" in each of the Agreements or Amendments to Agreements identified in the staff report for the May 6, 2015 Commission meeting to provide Consulting Services for Project Management, Evaluation and Administrative Support Services for the terms and in the amounts and on the conditions as described in Attachment 1 therein; and

**WHEREAS**, each Consultant desires to enter into the applicable Agreements, or Amendments to Agreements 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 May 6, 2015 Commission meeting relating to the scopes of services to be provided and hereby finds and determines that the proposed Agreements, or Amendments to 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, or Amendments to Agreements with each of the Consultants, for the terms and in the amounts and on the conditions as specified in Attachment 1 to the May 6, 2015 staff report for this Agenda Item; 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 authorizes the Executive Director, or designee, and Commission Counsel to prepare and negotiate Agreements, or Amendments to Agreements, with each of the Consultants as described in Attachment 1 to the May 6, 2015 staff report for this Agenda Item to provide Consulting Services for Project Management, Evaluation and Administrative Support Services for the terms and in the amounts and on the conditions, consistent with the May 6, 2015 staff report and scope of services referenced therein; and

**Section 3** The form of any New Agreements with the Consultants, for the terms and in the amounts specified in Attachment 1 to the May 6, 2015 staff report for this Agenda Item 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 and Commission Counsel. The approval by the Executive Director or designee of the New Agreements, and/or Amendments to Existing Agreements 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 New Agreements, or Amendments to Existing Agreements at the Executive Director's sole discretion, with each of the Consultants as described in Attachment 1 to the May 6, 2015 staff report for this Agenda Item to provide Consulting Services for Project Management, Evaluation and Administrative Support Services for the terms and in the amounts and on the conditions as specified in the May 6, 2015 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 New Agreements and/or Amendments to Current Agreements on behalf of the Commission.

**Section 6** A copy of each final New Agreement and/or Amendment to Existing 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 or Amendment 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.



**EXHIBIT A TO RESOLUTION OF COMMISSION**

(Attach copy(ies) of final executed New Agreements and/or Amendments to Existing Agreements)