

**PRESENTATION****April 6, 2016**

DATE: March 18, 2016

TO: Children and Families Commission of Orange County

FROM: Christina Altmayer, Executive Director

SUBJECT: Mike Perigo, Partner - The Bridgespan Group

The Children and Families Commission of Orange County approved an agreement with The Bridgespan Group in February 2016 to conduct an updated strategic assessment of the Commission. This updated work is intended to provide a perspective on the Commission's progress on the recommendations made in their 2008 assessment, as well as identify strategies to continue to increase the impact on children and families in Orange County. Mike Perigo is a partner at The Bridgespan Group and the head of education practice. He led the Bridgespan work in 2008 and will lead the updated assessment. The assessment findings and recommendations will be presented by Bridgespan at the June 2016 annual planning meeting.

Mike Perigo joined Bridgespan in January 2007. He has focused on serving a wide range of Bridgespan's education clients, where his work has spanned early childhood education, secondary education, and postsecondary education. He has worked with nonprofit organizations, school districts, charter school networks, public-private partnerships, public commissions, and foundations – all with a focus on improving educational outcomes for disadvantaged students. Mike has also co-authored articles exploring the organizational determinants of superior performance, including “Aspire Public Schools: Building the Organizational Capacity for Healthy Growth.”

Prior to joining Bridgespan, Mike was a partner at Marakon Associates, an international strategy consulting firm. At Marakon, Mike worked across a range of industries, including technology, food and beverages, chemicals and plastics, and financial services, on topics relating to strategy, organization, and management process. In addition to his client work, he led both Marakon's San Francisco office and North American talent organization.

Mike earned a PhD in economics and finance from the Wharton School of the University of Pennsylvania, where he taught economics as an instructor for four years while earning his degree. He received his undergraduate degree in economics and psychology from The University of Michigan and, before returning to graduate school, he worked as an economist at the Federal Reserve Board in Washington, DC.

Mike will provide a presentation on Bridgespan's approach and methodology for conducting the updated assessment at the April meeting and will be available to answer Commissioner questions.



The Bridgespan Group
Collaborating to accelerate social impact

Children and Families Commission of Orange County

Supporting the Commission's Continued Impact

April 6, 2016

Introduction to Bridgespan

- The Bridgespan Group is a nonprofit advisor and resource for mission-driven organizations and philanthropists
- Bridgespan's mission is to build a better world by strengthening the ability of nonprofit organizations to achieve breakthrough results in addressing society's most important challenges and opportunities
- We collaborate with social sector leaders to help scale impact, build leadership, advance philanthropic effectiveness and accelerate learning
- We are honored to have supported the Commission twice before:
 - In 2007-2008, Bridgespan conducted a strategic and organizational review to support the Commission's quest to have as much impact as possible
 - In 2010, Bridgespan supported the Commission in building out the Early Learning portfolio in the face of growing community need and declining revenue

The recommendations we shared in 2008

Our work together in 2007-2008 resulted in four recommendations:

- 1 Prioritize serving the **neediest children** rather than all children, including focusing funding increasingly in needy communities
- 2 Direct more resources to children's **early learning** needs to close the achievement gap facing Orange County children
- 3 Shift the **evaluation system** to focus on children's outcomes in addition to program outputs
- 4 Shift a greater percentage of funding to **catalytic activities** (versus sustaining funding) to maximize the impact of each dollar spent

Objectives for our current work together

- Provide a high-level assessment of the Commission's progress relative to the recommendations made in 2008
- Offer insights and suggestions regarding how the Commission may be best able to increase its impact going forward
- Provide specific suggestions regarding how the Commission might best leverage the significant progress made in achieving the universal administration of the Early Development Index (EDI) in Orange County

Our work with the Pritzker Children's Initiative



PRITZKER

CHILDREN'S INITIATIVE



Photos: Council on Prevention Fund

Achieving Kindergarten Readiness for All Our Children

A Funder's Guide to Early Childhood Development from Birth to Five

By J.B. Pritzker, Jeffrey L. Bradach, and Katherine Kaufmann

What we were looking for

ANIMATING QUESTIONS

- What does the **research** tell us about the importance of early childhood development? What do we know about what works?
- What **outcomes** matter most for very young children, and to what extent are children in low-income families reaching those outcomes today?
- What are the immediate **barriers** to achieving better outcomes for low-income children?
- What are the most effective investments **philanthropy** can make to create meaningful impact for individual children and to achieve step-change improvements in the quality of the systems that surround them in their earliest years?

Five levers to improve early learning outcomes

1

Strengthen public systems of early care and education at state and local levels to ensure continuous quality improvements

2

Scale health and developmental screenings to connect parents and families with resources to optimize their children's holistic development

3

Improve the training, continuing education, professional development, and compensation of early childhood educators

4

Support greater access to high-quality evidence-based programs that help parents and families to foster their children's development

5

Promote and share ongoing program innovation and improvement, especially for those programs supporting parents and informal caregivers

Thirteen high-impact investments

Strengthen public systems of early care and education at state and local levels to ensure continuous quality improvements

1. Provide **technical assistance** for states to accelerate quality improvement efforts
2. Fund **training** for providers pursuing quality improvements

Scale health and developmental screenings to connect parents and families with resources to optimize their children's holistic development

3. Develop and propagate comprehensive **screening and referral systems** at the community level
4. Disseminate promising screening and assessment **questionnaires and tools**
5. Support pediatric practices to integrate screenings and referrals into **well-child visits**

Improve the training, continuing education, professional development, and compensation of early childhood educators

6. Increase the availability of on-the-job **coaching and development** for early childhood educators
7. Fund research and technical assistance to promote **fair compensation** of early childhood educators

Support greater access to high-quality evidence-based programs that help parents and families to foster their children's development

8. Build the **capacity of organizations** implementing evidence-based programs to serve more children and families
9. Invest in innovative **public-private financing mechanisms** for evidence-based programs
10. Expand evidence-based **programs for parents** by advocating for increased state, local, and federal funding
11. Simplify and disseminate **information to assist parents** in choosing high-quality care and education opportunities for their children

Promote and share ongoing program innovation and improvement, especially for those programs supporting parents and informal caregivers

12. Promote quality-improvement efforts for **family, friend, and neighbor care**
13. Foster **innovation** to achieve repeatable results

Our approach for the next two months

- Assess the Commission's work and results relative to the 2008 recommendations
 - Collect and analyze relevant data from the Commission
 - Interview Commissioners and staff
 - Interview local leaders in the field and select grantees
 - Determine progress made, challenges, and opportunities in the work
- Offer additional insights suggestions for consideration
 - Identify and assess key insights and ideas that emerge from the analysis and/or interviews, with a focus on opportunities to extend the Commission's impact
- Provide suggestions on how best to leverage the asset that the Commission has built with the Early Development Index
 - Interview current users of EDI in Orange County
 - Conduct secondary research of other regions using the EDI effectively
 - Develop a set of options to help the Commission realize the full potential of EDI

Key touch points with Commissioners

- Interviews in person or by phone with Commissioners and staff (this week)
- Written report to the Commission (by the end of May)
- Counsel during the Commission's June annual planning meeting