



April 12, 2019

STAFF REPORT

MEMO TO: SUTTER COUNTY CHILDREN & FAMILIES COMMISSION

FROM: MICHELE BLAKE, EXECUTIVE DIRECTOR

SUBJECT: STRATEGIC PLAN CONTRACT AWARD RECCOMENDATION

RECOMMENDATION: It is the recommendation of the Executive Director that the Commission approve an agreement for strategic planning consultant services with Applied Survey Research.

BACKGROUND: On January 16, 2019 the Commission accepted the staff's recommendation to release a Request for Applications (RFA) as a means to hire a consultant that will facilitate and write the 2020-2025 Sutter County Children & Families Commission strategic plan.

CURRENT PROPOSAL: On January 18, 2019, Commission staff released an RFA seeking a strategic planning consultant. Two agencies applied by the deadline of February 28, 2019. The review panel consisted of Commission staff and one Advisory Committee member. The review results are as follow:

Evaluation Firm	Results	Recommended for Funding
Applied Survey Research	85.3	Yes
Davis Consultant Network	73.6	No

The Strategic Planning Consultant will work with Commission staff to develop work group materials, facilitate work group meetings and produce the 2020-2025 Strategic Plan for the Commission's approval in late 2019.

Strategic Plan 2020-2025

Response to Request for Proposal from First 5 Sutter

February 27, 2019



Submitted by:



Table of Contents

Overview of Applied Survey Research	1
OUR UNDERSTANDING OF YOUR NEEDS.....	1
ORGANIZATIONAL PROFILE	1
RELEVANT PROJECT EXPERIENCE	2
PROPOSED RESEARCH TEAM	3
Proposed Approach	4
PREPARATION FOR STRATEGIC PLAN WORK GROUP MEETINGS.....	4
FACILITATION OF STRATEGIC PLAN WORK GROUP MEETINGS.....	4
WRITE THE 2020-2025 STRATEGIC PLAN	5
Scope of Work	6
Proposed Budget	7
Conflict of Interest Statement.....	8
Attachment 1 – Resumes	12
LISA COLVIG-NICLAI, M.A.....	12
CHRISTINA BRANOM, PH.D.	15
Attachment 2– List of Related First 5 Projects, by County	17

Overview of Applied Survey Research

OUR UNDERSTANDING OF YOUR NEEDS

Applied Survey Research (ASR) is pleased to present this proposal to First 5 Sutter. It is ASR's understanding that the purpose of requested services is to update First 5's strategic plan by: 1) refreshing the understanding of pressing community needs in Sutter County; 2) affirming the strategies in First 5's portfolio; and 3) identifying measurable outcomes for each strategy. We believe that our 39 years of community-based experience makes Applied Survey Research uniquely suited to carry out this project. The following section details our related experience and competencies.

ORGANIZATIONAL PROFILE

Founded in 1980, ASR is a social research firm whose mission is to conduct research that helps people build better communities. For over 39 years, ASR's offices in Watsonville, San Jose, and Sacramento, California have been providing award-winning research services such as community needs assessments, strategic planning, program design, and program evaluation services to a wide range of partners, including federal, state, county and city government agencies, foundations, non-profit organizations, and countywide coalitions. Our research focuses on the issues that most affect vulnerable populations, such as early childhood development and education, school readiness and third grade success, family support, health care, domestic violence, child welfare, juvenile justice, substance use, mental health, housing, and homelessness.

ASR is best regarded for our ability to help partners tell their story, celebrate successes, and make strategic, data-informed improvements toward building better communities. In order to do this, ASR's staffing, approach, and methodologies reflect a unique, intentional blend of theory and praxis. For instance, our team of 25 social scientists includes academicians and practitioners from the fields of psychology, sociology, anthropology, education, public health, and public policy. Our conceptual frameworks and planning approaches draw from the fields of results-based accountability (RBA), collective impact, theory-based evaluation, participatory development, and empowerment evaluation.

Given ASR's commitment to community-focused applied research, the vast majority of ASR's consultation services involve working with partners to increase their evaluation capacity. Our technical assistance includes helping partners to define their most important measurables, identify valid and practical tools, gather and process data, and make meaning from the findings. During data collection, we employ a range of qualitative and quantitative methods such as surveys, focus groups, in-depth interviews, participant observations, and analyses of extant data. Finally, data are useful for partners insofar as they convey meaning and compel

action. ASR has developed great facility in synthesizing and visualizing complex data in ways that have meaning for different kinds of data consumers, using formats such as PowerPoint presentations, dashboards, executive summaries, technical research reports, facilitated data review sessions (fondly referred to as “data parties”), and conference presentations.

RELEVANT PROJECT EXPERIENCE

ASR’s consultation on over 120 First 5 projects across 16 counties has enabled us to develop innovative approaches for planning and evaluating child health, development, and family support programs. ASR has facilitated many strategic planning efforts, helping our partners pinpoint their best contribution to community outcomes. Specific projects are below.

- ▶ **First 5 Sacramento Strategic Planⁱ:** In 2015-16, ASR facilitated First 5 Sacramento’s 2018-21 strategic plan. The collection of community indicator, community survey, and provider survey data were gathered under ASR’s core evaluation contract with First 5 Sacramento. ASR held internal planning meetings with First 5 staff, and three public meetings with a Commission workgroup. The major steps in the process included: 1) finalizing prioritization criteria and a scoring rubric; 2) scoring the community indicator, provider survey, and community survey data; 3) guiding the Commission workgroup through a prioritization process; and 4) writing the Strategic Plan and accompanying PowerPoint slide deck.
- ▶ **First 5 Yuba Strategic Planⁱⁱ :** From December 2015 to April 2016, ASR conducted First 5 Yuba’s strategic plan. ASR gathered community indicator data to provide a portrait of child and family wellbeing, and conducted key informant interviews with county leaders to pinpoint the unique niches where First 5 investments were especially invaluable. These data helped shape a more defined results portfolio and smaller pool of grantees. ASR then updated all evaluation indicators and tools, and provided grantee trainings by June 2016.
- ▶ **First 5 Solano Strategic Planⁱⁱⁱ:** In 2015, ASR conducted First 5 Solano’s strategic plan, which involved collecting data on the county’s children and families, defining criteria by which to prioritize investments, conducting key informant interviews to gather input about where Solano should best invest its resources, presenting to the Commission’s Systems and Policy Committee at critical junctures, writing the final report, and delivering the final presentation to the Commission. ASR has also created a Systems Change Plan and is evaluating its implementation.
- ▶ **First 5 Santa Clara County Results Planning:** In Spring 2017, ASR launched the Steps to Success project, an effort to help First 5 identify its most important indicators, and build a system that would supply those data, including updated evaluation dashboards for each program and department, inserting these metrics into grantee contracts, building program dashboards in Persimmony and department dashboard in Excel (and soon, into

Tableau). Now, for the first time, there is a steady stream of critical process and outcome data that is viewable by both First 5 and contracted programs each quarter; these data will guide program improvements and highlight successes for the county.

- ▶ **Solano County Board of Supervisors Needs Assessment.** In Fall 2018, ASR was hired by the County Administrator’s Office to design and implement a comprehensive review of the status of Solano County residents, and use this data to inform the Board’s grant making and partnerships. A planning team was formed, which consists of two county supervisors and county departments heads. Key activities have included: 1) review of 85 community indicators, 2) key informant interviews with 43 stakeholders, and 3) community survey via SurveyMonkey with over 600 respondents. Next, ASR will lead the planning team through a prioritization session, and will create a resource guide for the prioritized human service needs.

Additionally, ASR has also helped large public agencies complete strategic plans, including Solano County Oral Health Assessment (2018), San Mateo County Human Services Agency (2008, 2013), San Mateo Juvenile Probation Local Action Plan (2010, 2016), and Santa Clara County Juvenile Probation Local Action Plan and strategic plan (2015-6).

PROPOSED RESEARCH TEAM

ASR has assembled a team uniquely suited to meet First 5 Sutter’s Strategic Planning needs in a timely, focused, and efficient manner.

- ▶ **Lisa Colvig-Niclai, MA, Vice President of Evaluation.** Ms. Colvig-Niclai holds a master’s degree in Evaluation from Stanford University, where she completed Dr. Fetterman’s program in Empowerment Evaluation. In her 20 years with Applied Survey Research, Lisa has been the principal investigator on numerous large-scale evaluations, including multi-year evaluations for First 5s in Alameda, Contra Costa, Del Norte, Napa, Sacramento, Santa Clara, San Benito, San Francisco, Santa Cruz, Siskiyou, Solano, and Yuba. Lisa excels at quickly discerning partners’ needs, questions, or messages, and ensuring that ASR’s assessment, strategic planning or evaluation projects gather the right data and convey messages in clear, impactful ways. Prior to her tenure at ASR, Lisa was a planning and evaluation consultant for PLAN International Indonesia, and was deployed throughout the Indonesia to conduct participatory planning and evaluation sessions with PLAN’s 17 program offices and supported villages.
- ▶ **Christina Branom, PhD, Project Manager.** Dr. Branom has over a decade of social research experience, supporting and directing a range of projects in the fields of psychology, education, and child development. At ASR, she has coordinated several large First 5-sponsored school readiness assessments with kindergarten students, teachers, and families in Sacramento, Sutter, Siskiyou, Santa Clara, and Alameda Counties. As an evaluator for First 5 Solano, First 5 San Benito, and First 5 Yuba, she has guided partners

through strategic planning and evaluation design, developed measurement tools, collected and analyzed community- and program-level data, and developed reports for First 5 and their partners. Her work has been presented at national conferences and published in peer-reviewed journals, including *Child Psychiatry and Human Development*. Dr. Branom earned her MA in psychology from Stanford University and an MSW and PhD in social welfare from University of California, Berkeley.

Lisa will direct the implementation of this strategic plan, and Christina will manage the day-to-day details. Lisa and Christina will be supported by various ASR staff to help with tasks such as setting up site visits, taking notes during site visits, and summarizing notes.

Proposed Approach

PREPARATION FOR STRATEGIC PLAN WORK GROUP MEETINGS

ASR's first task in this project will be to convene a preliminary planning meeting with the First 5 Sutter Executive Director and staff to review the statutory requirements for developing strategic plan. We also will discuss the goals of the strategic plan, framed as planning questions, and identify the supporting data, as seen in the table below. We will also update the timeline, a draft of which is presented in this proposal. The result of this initial meeting will be an updated roadmap or timeline for this project.

PLANNING QUESTION	COMMUNITY INDICATORS	COMMUNITY SURVEY	FOCUS GROUP
1. What are the most pressing needs in the community?	◆	◆	◆
2. What is First 5 Sutter's best contribution to meet the needs?		◆	◆
3. What are the strengths and weakness of First 5 Sutter's current strategies? How can these strategies be strengthened, in terms of <i>reach, program delivery, systems collaboration, and opportunities for policy change</i> ?		◆	◆

FACILITATION OF STRATEGIC PLAN WORK GROUP MEETINGS

ASR anticipates holding approximately three in-person meetings with the strategic planning workgroup. The first meeting will be a "kickoff" to review the planning goals, roadmap, and data to be collected (as described above). If First 5 Sutter desires a prioritization process to be part of this plan, then prioritization criteria can also be discussed at this first meeting.

Next, ASR has proposed collecting key data that will answer the planning questions of this project. (However, if First 5 Sutter has other resources to collect data, then the 31 hours allocated for this task can be used for additional workgroup meetings or partner conversations.) Data collection will happen thorough the following methods:

- ▶ **Community Indicators:** ASR will collect data from published data sources on up to 15 community indicators. These may include indicators of child and family wellbeing such as birth outcomes, access to preschool, kindergarten readiness (from ASR's research), family income and employment, health access and early success in school. ASR will build data charts in a PowerPoint deck for ease of sharing with the workgroup;
- ▶ **Community Survey:** ASR can also assist with creating and launching a Community Survey to gather perspectives on the biggest needs of children and families in the county, and suggestions on ways strengthen First 5 Sutter programs. This survey will be set up in SurveyMonkey and distributed across First 5 Sutter's networks. Results will be displayed in the PowerPoint deck.
- ▶ **Focus Group:** ASR suggests convening a 2-hour discussion with key stakeholders who have broad perspectives on the needs of children and families. Questions will focus on the most pressing needs in the county, how First 5 Sutter can best respond, and strengths and weaknesses of First 5 Sutter's programs. Results will be summarized in the afore-mentioned PowerPoint deck.

In Meeting 2, ASR will present the community indicator, survey, and focus group data to the workgroup and seek their reactions. We will ask them to embellish the findings with their own perspectives in order to round out the validity of the findings.

In Meeting 3, ASR will lead the workgroup through a discussion about strategic improvements to First 5 Sutter programs to meet community needs, and prioritization of such projects, if desired. We will also discuss desired short-term outcome indicators (referred to as a Strategic Framework). These short-term outcomes indicators form the 'connective tissue' between the efforts of First 5 Sutter and their longer-term goals, and can be used to update the evaluation plans for each funded program or strategy. Following the meeting, we can discuss desired funding allocations per strategy with First 5 Sutter if needed.

WRITE THE 2020-2025 STRATEGIC PLAN

The final stage of the project will be to write the 2020-2025 Strategic Plan. ASR will meet with Commission staff to review statutory requirements and draft a table of contents for the plan. ASR recommends building the plan in PowerPoint, using the same deck that was created during data collection, as this would save resources in rearticulating the data collection findings into a new document. Keeping the Strategic Plan in PowerPoint also makes it ready for presentation whenever needed.

ASR will draft the Plan, discuss it with First 5 Sutter, and make any necessary changes. ASR will then present to the Strategic Plan to the Commission.

Scope of Work

Sutter County Children & Families Commission Strategic Plan Consultant Services

Scope of Work Form

FY 18/19-19/20

Agency Name: Applied Survey Research

Major Category/Task	Activities	Deliverables	Due Date
Preparation for Strategic Plan Work Group Meetings	Preliminary planning meeting with ED and staff about statutory requirements for developing strategic plan, timeline, as well as data collection strategy at each phase	Draft Process Map	Apr-19
	Finalize work plan / roadmap of planning process and necessary agendas	Final Process Map	May-19
Facilitation of Strategic Plan Work Group meetings	Meeting 1: Planning goals, roadmap, and data to be collected	Updated Process Map, if needed	May-19
	Data Collection: Up to 15 community indicators (in PPT)	PPT deck: Community Indicators	May-19
	Data Collection: Community Survey (biggest needs; broad ways to strengthen First 5 Sutter programs)	PPT deck: Community Survey Results	Jun-19
	Data Collection: Focus Group discussion (Biggest needs as well as how to strengthen First 5 Sutter programs)	PPT deck: Focus Group Results	Jun-19
	Create PowerPoint presentation of findings	PPT of the above	Jul-19
	Meeting 2: Review community indicator, survey, focus group data		Jul-19
	Meeting 3: Discuss strategic improvements to First 5 Sutter programs to meet community needs, including desired short-term indicators (Strategic Framework)	PPT deck: Improvements and short-term indicators per strategy	Aug-19
Write the 2020-2025 Strategic Plan	Meet with Commission staff to review statutory requirements (phone meeting)		Sep-19
	Write the 2020-2025 Strategic Plan, ensuring that statutory requirements are met (written in PPT)	PPT deck of mission, vision, principles, top needs, key strategies and indicators	Sep-19
	Present Strategic Plan to Commission		Sep-19

Proposed Budget

The budget below is based on ASR's rate of \$150 per hour, an all-inclusive rate which covers senior staff salaries, taxes, and benefits for the staff (approximately 38%), direct expenses for the project such as any mileage incurred or meeting supplies, and a 15% indirect fee covering rent, leases, agency taxes, and executive salaries. ASR will submit monthly invoices debiting against the categories and line items outlined in the Project Budget, above, so that it is clear where ASR stands with respect to tasks completed and budget remaining.

	Phase/ Task	Timeline	Hours	Cost
1	Preparation for Strategic Plan Work Group Meetings		11	\$ 1,650
	Preliminary planning meeting with ED and staff about statutory requirements for developing strategic plan, timeline, as well as data collection strategy at each phase	Apr-19	6	
	Finalize work plan / roadmap of planning process and necessary agendas	May-19	5	
2	Facilitation of Strategic Plan Work Group meetings		63	\$ 9,450
	Meeting 1: Planning goals, roadmap, and data to be collected	May-19	8	
	Data Collection: Up to 15 community indicators (in PPT)	May-19	15	
	Data Collection: Community Survey (Biggest needs; broad ways to strengthen First 5 Sutter programs)	Jun-19	8	
	Data Collection: Focus Group discussion (Biggest needs as well as how to strengthen First 5 Sutter programs)	Jun-19	8	
	Create PowerPoint presentation of findings	Jul-19	8	
	Meeting 2: Review community indicator, survey, focus group data	Jul-19	8	
	Meeting 3: Discuss strategic improvements to First 5 Sutter programs to meet community needs, including desired short-term indicators (Strategic Framework)	Aug-19	8	
3	Write the 2020-2025 Strategic Plan		26	\$ 3,900
	Meet with Commission staff to review statutory requirements (phone meeting)	Sep-19	2	
	Write the 2020-2025 Strategic Plan, ensuring that statutory requirements are met (written in PPT)	Sep-19	22	
	Present Strategic Plan to Commission	Sep-19	2	
			100	\$ 15,000

Conflict of Interest Statement

TO: Sutter County Children & Families Commission
1531-A Butte House Road
Yuba City, CA 95993

SUBJECT: Application in Response to RFA for Strategic Planning Services

TYPE OF BUSINESS/AGENCY: (CHECK ONE)

Public Corporation **Private Nonprofit** Private for Profit Individual Owner
 Partnership
 Other – specify: _____

Applied Survey Research

Name of Applicant (Legal Entity)

Name, Parent Corporation (if applicable)

San Jose headquarters: 1871 the Alameda, Suite 180, San Jose, Ca 95126
Sacramento location: 5813 Pebble Creek Dr, Rocklin, Ca 95765

Address of Applicant (Street, City, State, Zip Code)

94-2711764

Applicant's Federal Tax Identification Number/Individual's SSN

Lisa Colvig-Niclai, Vice President of Evaluation, 408-483-8471

Contact Person (Please Print) (Name, Title, Phone Number)

Lisa Colvig-Niclai, Vice President of Evaluation

Name and title of person(s) authorized to sign for agency

APPLICANT'S STATEMENTS

1. Number of years prospective contractor has been in business under present business name, as well as prior or related business names: **39**
2. Number of years prospective contractor has been licensed: **39**
3. Number of years of experience prospective contractor has had in providing required, equivalent, or related services: _____
4. List contracts completed in last five years.
At any given time, ASR has about 60 active contracts. We will list the most relevant ones below.

Year	Contracting Agency	Type of Service	Location	Approximate Amount
2015-2016	First 5 Solano	Strategic planning and evaluation	Fairfield	\$140,000
2015-2016	First 5 Solano	Foundation Study	Fairfield	\$21,000
2015-2016	First 5 Contra Costa	Strategic planning and evaluation	Concord	\$250,000
2015-2016	First 5 Alameda	School Readiness assessment	Alameda	\$120,000
2015-2016	First 5 San Francisco	School Readiness assessment, Family Resource Center strategic planning	San Francisco	\$130,000
2015-2016	First 5 Yuba	Needs Assessment, Strategic planning and evaluation	Marysville	\$65,000
2015-2016	First 5 San Benito	Evaluation	Hollister	\$32,000
2015-2016	First 5 San Mateo	Family Engagement Strategic Planning	San Mateo	\$27,000
2014-2015	First 5 San Mateo	Early Childhood Education Strategic Planning	San Mateo	\$25,000
2016-2017	Napa Valley Early Learning Initiative	Sustainability Planning	Napa	\$20,000
2018	Solano County Public Health	Oral Health Assessment	Fairfield	\$70,000

5. List contracts, or other commitments (e.g. consulting arrangements), currently in force.

Year	Contracting Agency	Type of Service	Location	Approximate Amount
2018-19	First 5 Solano	Evaluation and planning	Fairfield	\$120,000
2018-19	Solano County Board of Supervisors	Needs Assessment and Strategic Plan	Fairfield	\$72,000
2018-19	First 5 Sacramento	Evaluation	Sacramento	\$200,000
2018-19	First 5 Santa Clara	Evaluation	San Jose	\$330,000
2018-19	First 5 Santa Clara / County Office of Ed	School Readiness Assessment	San Jose	\$100,000
2018-19	First 5 Contra Costa	Evaluation	Concord	\$150,000
2018-19	Mental Health Services Oversight and Accountability Commission	Strategic Plan	Sacramento	\$300,000
2018-19	First 5 Alameda	School Readiness assessment 2019	Alameda	\$170,000
2018-19	First 5 Yuba	Evaluation	Marysville	\$30,000
2018-19	First 5 San Benito	Evaluation	Hollister	\$32,000
2018-19	First 5 Siskiyou	School Readiness Assessment Evaluation	Yreka	\$15,000

6. Provide details of any failure or refusal to complete a contract.

None

7. If not a governmental agency, complete the following:

a. Does the agency hold a controlling interest in any other organization?

Yes No

b. Is the agency owned or controlled by any other person or organization?

Yes No

c. Financial interest in any other business: None

d. Name of persons with whom the prospective contractor has been associated in business as partners or business associates in the last five years:

Name of Business Associate

Name of Business

Not applicable.

8. Briefly describe any litigation involving the agency, or principal officers thereof, in connection with any contract.

Not applicable.

9. Is all major equipment necessary to complete this project currently on hand?

Yes

No

10. List any commitments or potential commitments, which may impact assets, lines of credit, or guarantor letters, or otherwise affect the applicant's ability to perform the contract services.

None

Certification

I certify that all statements in this document, Applicant's Statements, are true. This certification constitutes a warranty, the falsity of which shall entitle the Commission to pursue any remedy authorized by law, which shall include the right, at the option of the Commission, of declaring any contract made as a result hereof to be void. I agree to provide the Commission with any other information the Commission determines is necessary for the accurate determination of the agency's qualification to provide services.

I certify that Applied Survey Research (agency's name) will comply with all requirements specified in the RFA and any contract resulting from this RFA process which are applicable to the services which we wish to provide. I agree to the right of the Sutter County Children & Families Commission, County, State, and Federal government(s) to audit the financial and other records of the agency named above.

Lisa Niclai

Print Name of Applicant or Authorized Agent

Signature of Applicant or Authorized Agent

Vice President of Evaluation

Title of Applicant or Authorized Agent

Date _____

Attachment 1 – Resumes

LISA COLVIG-NICLAI, M.A.

Vice President of Evaluation
Applied Survey Research
Email: lisa@appliedsurveyresearch.org

KEY SKILLS

Lisa is a seasoned community planner, researcher and facilitator with over 25 years of experience connecting people, ideas and resources to help build better communities. With ASR for 20 years, Lisa heads up the company's Sacramento office, where her primary role is to design needs assessments, facilitate strategic plans, provide guidance on program development, and create evaluations with various levels of rigor and complexity. Across these methodologies, Lisa infuses key approaches such as participatory planning, monitoring and evaluation (PM&E), theory-based evaluation (TBE) and empowerment evaluation (EE), to help groups identify the change they need to see, the efforts they need to create that change, and the most relevant data to tell their story. Key partner contracts include First 5 Alameda, First 5 Contra Costa, First 5 San Francisco, First 5 Solano, First 5 Santa Clara, First 5 San Mateo, First 5 Santa Cruz, First 5 San Benito, First 5 Sacramento, First 5 Yuba, and First 5 Siskiyou and Solano County Board of Supervisors. Before joining ASR, Lisa worked abroad for 4 years as a technical consultant with Plan Indonesia, helping to facilitate community strategic planning and evaluation of child-focused community development projects. She is also skilled at creating engaging visuals (diagrams, logic models, dashboards, briefs) to display data and information. Lisa has travelled extensively in South East Asia and the Pacific, and is fluent in spoken and written Indonesian.

EDUCATION

- 2003 **MA, Evaluation and Policy Analysis**, Stanford University, School of Education, Stanford, CA.
- 1995 **Institute Keguruan dan Ilmu Pendidikan, (IKIP) Malang**, East Java, Indonesia, sponsored through US-based Council on International Education Exchange.
- 1995 **BA, Cultural Anthropology**, University of California Santa Cruz, Santa Cruz, CA. Minor in South East Asian Studies

PROFESSIONAL EXPERIENCE

**Vice President
of Evaluation
Services,**
Applied Survey
Research

San Jose, CA, 03/10 – present

- Continuous expansion of ASR’s services throughout California and the United States.
- Designed and conducted **needs assessments** to understand the status of key populations, quality of life issues, or systems fragmentation. Examples include Silicon Valley Latino Report Card, Status of Women and Girls Report, Kaiser Permanente South Bay and San Mateo, Ready Schools assessment in San Mateo County, San Mateo County Juvenile Justice Local Action Plan
- Designed and conducted **strategic planning** to identify critical *desired results, indicators and strategies* for numerous county First 5s: Contra Costa, Santa Cruz, Santa Clara, Madera, San Benito County, San Francisco. Have also supported several large healthcare providers to clarify their desired results and indicators: *Kaiser Permanente San Jose, Kaiser Permanente Santa Clara, Santa Clara County Community Benefit Coalition, Sequoia Health Care District, El Camino Hospital and District*. Have assisted public agencies (*San Mateo County Human Services Agency, Family Wellness Court*) and smaller CBOs (*SDOMOS Mayfair, Alum Rock Counseling Center*) to identify essential agency or program-wide outcomes and indicators. Nearly all strategic planning efforts culminate in a dashboard of critical indicators or metrics for partners to continue tracking their impact over time.
- Design and implementation or direction of **evaluations** of all sizes and experimental levels, from formative, largely qualitative inquiry or case studies (*GFS Home Literacy Practices study*) to cross sectional, case-control studies with treatment and comparison groups (*our school readiness assessment studies*), and longitudinal studies tracking outcomes such as student achievement and juvenile delinquency (*San Mateo Probation evaluation 2008-present*). Projects range from large education, health, family violence, juvenile justice or cross-sector initiatives to small single program evaluations.
- **Provide evaluation capacity building** trainings and assistance to funders, grantees and community collaboratives to help them identify their desired results and define simple metrics they can use to measure progress (logic modeling, evaluation plan, design, selection or creation of measures or protocols, implementation, analysis, reporting and action steps).

**Director of
Evaluation,**
Applied Survey
Research

San Jose, CA, 02/03 – 03/10

- Responsibilities include expanding evaluation services throughout the Bay Area, opening satellite office in the Bay Area, managing evaluation team members, and continuing to refine theory-based, participatory evaluation methodologies to help clients refine their programs for children, families and communities.

**Project
Manager,**
Applied Survey
Research

Watsonville, CA, 07/01 – 02/03

- Acquired, designed, managed, and assisted in the management of numerous assessment and evaluation projects valued at over \$1,000,000. Projects relate to enhancing the well-being of children and their families, such as reduction of poverty and family violence, success in school and equitable access to resources.
- Intensive use of analytical and facilitation skills, including situation assessment and root cause analysis, program theory and logic modeling, identification of appropriate indicators and measurement tools, coordination of appropriate statistical procedures, and dissemination of findings.

Senior Research Analyst,
Applied Survey Research

Watsonville, CA 02/99 – 07/01

- Designed and implemented community needs assessments, including identification of indicators and measures, instrument design and administration of primary data collection, acquisition of local, state and national secondary data, statistical analyses, creation of written reports and visual data presentations.

Consultant,
PLAN
International
Indonesia

Surabaya, Indonesia 08/95 – 12/98

- Provided planning and evaluation technical assistance to the County Management Team, including Country Director, Country-level managers, the Technical Services Manager, and to 17 Program Unit Managers representing 50,000 sponsored children and their families.
- With the Country Sponsorship and Grants Manager, responsible for designing and carrying out sponsorship innovations and special projects in the *Building Relationships* program domain.
- Heavy use of analytical, writing and facilitation skills for resolving organizational, fiscal, and programmatic challenges. Analyses drew on participatory rural appraisal techniques (PRA), such as mapping, root cause analyses, stakeholder analysis, observation, group and individual interviews. Worked extensively with children, families and communities in the field to carry out participatory planning or evaluation efforts.
- Organizational and staff development activities included creating workshops with Country Management Team for program unit directors, country reorganization effort in 1996 and strategic planning effort in 1998, and the annual sponsorship training for field staff. All services to the organization and communities were provided in a manner as to build local staff or community capacity.

ACADEMIC HONORS AND AWARDS

Graduated with honors in Cultural Anthropology and Southeast Asian Studies, 1995.

CHRISTINA BRANOM, PH.D.

Project Manager, Applied Survey Research
 Email: christina@appliedsurveyresearch.org

KEY SKILLS

Over a decade of research in the fields of social welfare, child development, education, and health. Expertise in designing and implementing evaluations for community-based organizations, utilizing a participatory approach to qualitative, quantitative, and mixed methods designs. Social work experience with children and families.

EDUCATION

2013 **Ph.D., Social Welfare**, University of California, Berkeley, CA
 2010 **M.S.W., Mental Health & School Social Work**, University of California, Berkeley, CA
 2007 **M.A., Psychology**, Stanford University, Stanford, CA
 2006 **B.A., Psychology**, Stanford University, Stanford, CA

PROFESSIONAL EXPERIENCE

Project Manager, Applied Survey Research. 05/13-Present

- Overseeing and managing evaluations related to child development, family support, and school readiness: designing evaluation plans, developing measurement tools, collecting and analyzing community- and program-level data, writing reports, and presenting to boards and commissions. Supervising staff research assistants on evaluation support tasks.

Graduate Student Instructor, University of California, Berkeley 01/13-05/13

- Led discussion sections on social science research methods for master's degree students in social welfare.

Graduate Student Researcher, University of California, Berkeley, 01/09-05/13

- Studied effects of teachers and schools on student motivation, culminating in a doctoral dissertation titled *The School Context of Gender Disparities in Math Motivation*.
- Created publications, trainings, and other resources for behavioral health providers serving families affected by child abuse and neglect, substance abuse, and/or HIV/AIDS.
- Studied conceptions of social justice in social science disciplines and the treatment of social justice in social work practice textbooks.

Lab Manager & Student Supervisor, Stanford University, 01/07-07/08

- Coordinated and ran studies on the language development of infants and toddlers, including children at risk for language delay. Managed daily operations of research lab. Trained and supervised 15 undergraduate research assistants.

PUBLICATIONS AND PRESENTATIONS

- Branom, C.** (2017, April). *The role of protective factors in school readiness among boys of color*. Oral presentation at the annual American Educational Research Association Annual Meeting, San Antonio, TX.
- Austin, M., **Branom, C.**, & King, B. (2013). Introduction: Balancing moral indignation with social empathy. In M. Austin (Ed.), *Social justice and social work: Rediscovering a core value of the profession*. Thousand Oaks, CA: Sage.
- Branom, C.** (2013). Social psychological perspectives on morality and social justice. In M. Austin (Ed.), *Social justice and social work: Rediscovering a core value of the profession*. Thousand Oaks, CA: Sage.
- Branom, C.** (2013, January). *The school context of gender disparities in math motivation*. Oral presentation at the annual Society for Social Work Research Conference, San Diego, CA.
- Branom, C.** (2012). Community-based participatory research as a social work research and intervention approach. *Journal of Community Practice*, 20(3), 260-273.

Attachment 2– List of Related First 5 Projects, by County

County First 5	ASR Project
First 5 Alameda	<ul style="list-style-type: none"> ▪ School Readiness Assessment, 2008-present ▪ Kindergarten Readiness-Third Grade Longitudinal Study, 2018-19 ▪ Help Me Grow assessment (2013), evaluation (2015), parent satisfaction study (2018) ▪ Developmental Services evaluation, 2017-present
First 5 Contra Costa <i>(county-wide evaluator)</i>	<ul style="list-style-type: none"> ▪ Follow-up Study of Parenting Practices amongst First 5 Center participants, 2010 ▪ Comprehensive Evaluation, 2010 to present ▪ School Readiness Assessment, 2016, 2017
First 5 Del Norte	<ul style="list-style-type: none"> ▪ School Readiness Assessment, 2011-13 ▪ Parent Information Form (at kindergarten), 2013-present
First 5 Napa	<ul style="list-style-type: none"> ▪ School Readiness Assessment for the Napa Valley Early Learning Initiative (2014-2016) ▪ NVELI Sustainability Plan, 2017
First 5 Marin	<ul style="list-style-type: none"> ▪ School Readiness Assessment, 2010-14
First 5 Sacramento <i>(county-wide evaluator)</i>	<ul style="list-style-type: none"> ▪ School Readiness Assessment, 2012, 2013, 2014, 2015, 2016, 2017 ▪ Comprehensive Evaluation 2015-present ▪ Strategic Plan 2018-2021 ▪ Systems Sustainability Plan, 2017 ▪ Reducing African American Infant and Child Death Initiative evaluator (RAACD), 2018-present ▪ CalWORKS Home Visiting evaluation, 2019-
First 5 San Benito <i>(county-wide evaluator)</i>	<ul style="list-style-type: none"> ▪ Comprehensive Evaluation, 2011-present
First 5 San Francisco <i>(county-wide evaluator)</i>	<ul style="list-style-type: none"> ▪ Preschool for All program evaluation, 2010-present ▪ School Readiness Assessment, 2007, 2009, 2011, 2013, 2015, 2017 ▪ Kindergarten Readiness-Third Grade Longitudinal Study, 2018-19 ▪ Family Resource Center evaluation planning, 2015-2017 ▪ Early Childhood Education technical assistance evaluation, 2016-2017
First 5 San Mateo	<ul style="list-style-type: none"> ▪ Children’s Report Card, 2001 ▪ School Readiness Assessment, 2001, 2002, 2003, 2004, 2005, 2008, 2009 ▪ Kickoff to Kindergarten evaluation, 2001-2009, 2013 ▪ Preschool for All school readiness assessment/evaluation, 2005, 2008 ▪ Community Planning process for Early Childhood development grants, 2015 ▪ Community Planning process for Family Engagement grant, 2016

County First 5	ASR Project
First 5 Santa Clara <i>(county-wide evaluator)</i>	<ul style="list-style-type: none"> ▪ Targeted School Readiness Assessments: 2011-2013 (Cesar Chavez, Quality Matters), 2016 – 2017 - 2018 (Alum Rock Pre-K to 3 Initiative), 2017 (Summer Bridge) ▪ Countywide School Readiness Assessment, 2004-2006, 2008, 2018 ▪ Evaluation of SEEDS (home-based literacy coaching for informal providers) ▪ Strategic Results Planning (Data Dashboarding to Tell the Story), 2010 ▪ Steps to Success Evaluation Planning 2016-17 ▪ Comprehensive Evaluation, 2017-present
First 5 Santa Cruz	<ul style="list-style-type: none"> ▪ Children’s Report Card, 2003 ▪ Comprehensive Evaluation (Triple P, SEEDS, Child Snapshots), 2001 to 2016
First 5 Siskiyou <i>(county-wide evaluator)</i>	<ul style="list-style-type: none"> ▪ School Readiness Assessment 2017, 2018 ▪ Family Intake Form and evaluation technical assistance ▪ Annual Report, 2017, 2018 ▪ Agency-wide Evaluation Plan, 2018 ▪ Annual Strategic Plan, 2018
First 5 Solano <i>(county-wide evaluator)</i>	<ul style="list-style-type: none"> ▪ Comprehensive Evaluation, 2012-present ▪ Strategic Plan 2015-2020 ▪ Solano Kids Thrive Collective Impact planning and evaluation, 2014-present ▪ Systems Change action Plan, evaluation and implementation support, 2015-present ▪ Early Childhood Mental Health Assessment, 2017 ▪ Help Me Grow Evaluation Report, 2016 ▪ Foundation Study, 2016, 2018 (Update)
First 5 Sutter	<ul style="list-style-type: none"> ▪ School Readiness Assessment, 2018
First 5 Ventura	<ul style="list-style-type: none"> ▪ Grantee evaluation training, 2008
First 5 Yuba <i>(county-wide evaluator)</i>	<ul style="list-style-type: none"> ▪ Strategic Plan 2015-16 ▪ Comprehensive Evaluation, 2016-present ▪ School Readiness Assessment, 2018-19

ⁱ See First 5 Sacramento’s strategic plan: <http://www.first5sacramento.net/About-Us/Documents/StrategicPlan/First5SacramentoStrategicPlan2018-21.pdf>

ⁱⁱ See First 5 Yuba’s strategic plan: http://www.first5yuba.org/uploads/2/9/4/6/29467203/first_5_yuba_strategic_plan_approved_04.28.16.pdf

ⁱⁱⁱ See First 5 Solano’s strategic plan: <https://www.solanocounty.com/civicax/filebank/blobdload.aspx?BlobID=21881>

I: Application Cover Sheet

**Sutter County Children & Families Commission
Strategic Plan Consultant Services Application Coversheet**

Individual/Agency Name: Francesca Wright, Davis Consultant Network

Contact Person: Francesca Wright, Owner

Address: 1033 Columbia Place, Davis, CA 95616

Phone: 530.220.4049

E-mail: cesca@davisconsultants.net

RFA Check List:

- ✓ Detailed summary of your qualifications and applicable experience
- ✓ Narrative overview of how you would complete these services
- ✓ Scope of Work (Attachment 2)
- ✓ Proposed Budget and Budget Justification

Authorized Representative:

THE APPLICANT CERTIFIES THAT: To the best of my knowledge and belief, data in this application are true and correct. The document has been duly authorized by the governing board of the applying agency.

Name: Francesca Wright **Title:** Principal
(please print)

Signature: _____ **Date:** _____

This page must be attached to your application. Submit an original, five (5) copies and an electronic version on a flash drive of the application to:

Sutter County Children & Families Commission
1531-A Butte House Road
Yuba City, CA 95993

II. Qualifications and Applicable Experiences

Ms. Francesca Wright, MPA would be the consultant responsible for all deliverables. She is a founding member and (due to retirements) remains the only remaining principal of the Davis Consultant Network. Francesca has played an active role in planning, program development, monitoring and evaluation for First Five Commissions since their inception. During her tenure at the Foundation Consortium for California Children and Youth she led regional stakeholder engagement, facilitated cross-sectoral “learning circles”, and staffed a working group of public and private funders to build a shared agenda for increasing effectiveness of prevention/early intervention. Ms. Wright served on the first technical assistance advisory committee to the California Children and Families Commission and developed and delivered coaching programs for 5 counties on inclusive accountability.

In 2005, she launched her career as an independent consultant and assisted Cities Counties and Schools Partnership to build awareness, policy recommendations and explore promising practices across local public agencies to strengthen prevention/early intervention systems. This included work in Yuba and Sutter Counties.

Her two interests of prevention and accountability merged in 2008 when she began evaluation and strategic planning services. Clients have included the Butte County Children and Families Commission, First 5 Solano, First 5 Yolo, First 5 Yuba and the First 5 Service Corps program. She also provided strategic planning consultation to Harmony Health Centers based in Marysville. Ms. Wright has facilitated reflective, analytical, visioning, prioritizing and decision-making processes with dozens of formal and informal groups. In these capacities she has convened hundreds of families, service providers, administrators and policy makers. These have led to strategic plans, state wide parental involvement guidelines, effective non-profit governing, and program evaluations and shared advocacy agendas.

Francesca Wright’s resume can be found on pages 13-14 of this application.

III. DCN Approach

The Sutter County Children and Families Commission has demonstrated a capacity to engage the community, set priorities and publicly declare its direction evidenced by its 2015-2020 strategic plan. Five years later, threats and opportunities exist. There remains the threat of declining tobacco tax revenue and opportunities of California's new administration's proclaimed priorities for a two-generational approach for strong and resilient children. The Sutter Commission has had continuity in executive leadership with years of experience, knowledge and relationships with the community. The existence of a strong previous strategic plan will enable a more streamlined review and adjustments to foundational plan elements such as vision, mission, guiding principles, and goals. DCN proposes building on these strengths.

In addition to classical strategic planning methods of affirming a shared vision and guiding values, assessing current accomplishments and lessons, projected influencing factors, and prioritizing goals and objectives, she incorporates an appreciative inquiry approach. She helps participants identify what has been working, to inform the vision and plans.

Francesca Wright has facilitated reflective, analytical, visioning, prioritizing and decision-making processes with many formal and informal groups. As suggested in the RFA, she affirms the three main strategic plan actions: preparation; engagement; and synthesis.

The preparation stage lays the foundation for and will refine the next two stages. It will include desk research and personal meetings with staff and at least one meeting with the Strategic Plan Work Group.

Ms. Wright will turn to Michelle Blake for orientation and to lay the foundation for the planning process. This will be conducted through both face to face and phone meetings. We will identify the available and relevant community assessments for review. With assistance from staff, a financial history and forecast and a summary of organizational accomplishment will be assembled. We will discuss and agree on a desirable schedule of regular check-in calls or emails to coordinate the effort.

The desk research will include a thorough review of the Commission's website, evaluation and other reports and research yielding a summary of current Sutter County demographics.

Ms. Wright understands that the Strategic Plan Work Group will be recruited from the existing Advisory Committee and most, if not all members will have a strong sense of the service population and the Commission's work. Early issues to address will include understanding the Strategic Plan Work Group's expectations, availability and any additional background materials they may need. Both staff and the Work Group will identify other key stakeholders and explore the best approaches for engagement.

The preparation stage will include discussions and logistics of stakeholder engagement. This includes the logistics of an online stakeholder survey, availability of contact emails, options for paper surveys, need for translation, and best way to invite participation. We will discuss the option of key informant interviews and determine number and names of informants, such as commissioners and or the evaluator. We will discuss the desired scope of the plan (e.g. background, mission, vision, priorities, objectives, monitoring plan, etc.) and the format (length, slides, image sources, graphic standards, etc.) of the final product.

Once the groundwork is established, DCN will draft meeting materials: invitations, agendas, background materials, and participatory tools. Assuming surveys, focus groups or community meetings, and interviews are desired, then protocols and instruments will be drafted for review and approval.

The engagement stage will include facilitation of the Strategic Plan Work Group, and administration and analysis of up to 3 focus groups or 2 community meetings, a community survey, and up to 9 key informant interviews. The Workgroup will advise on key questions and stakeholders for this phase. Ms. Wright plans to spend at least 8 days in Sutter County to hear the voices of multiple stakeholders. She will develop summaries of the interviews and focus groups suitable for sharing with the Strategic Plan Workgroup. The engagement strategies will confirm or refine the vision, mission, guiding principles, and primary goals. Stakeholders will be asked about the importance of Commission goals, about strengths in the existing service strategies, to identify critical unmet needs, and to indicate their priorities.

The synthesis stage will include analysis of survey data and working with the Strategic Plan Workgroup to confirm goals, priorities, objectives and to identify measurable outcomes. DCN will compile a draft plan to circulate for clarifications and refinement based upon all input. The plan will have a review period, with the goal of having it approved by the Commission by January 2020. The scope of this proposal includes a report created in MS Word and a deck of summary slides.

IV. Proposed Scope of Work

**Sutter County Children & Families Commission
Strategic Plan Consultant Services
Scope of Work Form
FY 18/19-19/20**

Agency Name: Davis Consultant Network

Major Category/Task	Activities	Deliverables	Due Date
<p>A. Preparation</p>	<ol style="list-style-type: none"> 1. Desk research: review website, funding history, previous evaluations, Sutter demographics for “environmental scan” 2. Meet & Coordinate with Ex. Director for orientation and groundwork. <ol style="list-style-type: none"> a. Learn about the Strategic Plan Work Group, their role, expectations, availability and any needed background information. b. Identify other key stakeholder groups for engagement and best approaches <ol style="list-style-type: none"> i. Identify availability of existing stakeholder data ii. Consider stakeholder survey, availability of emails for digital invitations, and open recruitment options (conventional and social media) iii. Consider key informant interviews with Commissioners, evaluator, others to be identified 	<ol style="list-style-type: none"> 1. Brief summary of organizational history, accomplishments, and current situation. 2. Identification of information needed for strategic planning. 3. Draft list of stakeholders for committee input. 4. Schedule of engagement activities 5. Draft materials 	<p>A1. June 15 A2 July 1 A3 Sept. 15 A4 Oct. 1</p>

	<ul style="list-style-type: none"> c. Determine meeting times and locations d. Determine schedule of regular check in calls or emails e. Discuss desired scope of the final product (background, mission, vision, priorities, objectives, monitoring plan, etc.) <ul style="list-style-type: none"> 3. Draft meeting materials: invitations, agendas, background materials, and participatory tools. 4. Draft online survey, invitation and promotions. 		
B. Work Group Facilitation & Community Engagement	<ul style="list-style-type: none"> 1. With Work Group, review organizational history, financial projections. Conduct situational analysis. Agree on engagement strategy. 2. Implement survey research 3. Plan, convene and summarize up to 3 focus/community group meetings. 4. Schedule, conduct and summarize up to 9 key informant interviews 	<ul style="list-style-type: none"> 1. Situational analysis & summary of engagement plan. 2. Online survey 3. Group meeting summaries 4. Interview summaries 	<ul style="list-style-type: none"> B1. August 2019 B2. September 2019 B3 October 2019 B4 October 2019
C. Synthesis: Write the 2020-2025 Strategic Plan	<ul style="list-style-type: none"> 1. Analyze survey findings 2. Draft a plan for review 3. Finalize and format plan for Commission Approval 		<ul style="list-style-type: none"> C1. October 2019 C2. November 2019 C3. January 2020

V. Budget Estimate

PHASE	ACTIVITY	DELIVERABLE	
Preparation	Desk Research	Background materials and section	
	Meet with staff and Strategic Plan Work Group	Summary email	
	Assemble Survey Database	The data base	
	Survey & Invitation Design, Review, Test	Online survey, invitation	
	Interview Protocol	Interview Protocol	
	Focus Group Protocols	Focus Group Protocols	
	Coordination		
		<i>Estimated Subtotal</i>	\$ 4,760
Engagement	Meet with Strategic Plan Work Group (assumes at least 3 physical meetings)	Meeting agendas and materials	
	9 Interviews (schedule, conduct, summarize)	Interview summary	
	5 focus groups (schedule, conduct, summarize)	Focus group summary	
	Administer survey	Raw survey data	
	Translation	Accessibility	
	Survey Incentives	Participation	
		<i>Estimated Subtotal</i>	\$ 5,740
	Synthesis	Analyze Survey	Survey findings
Review all engagement findings with Work Group		Agenda & Meeting Notes	
Draft plan		Draft plan	
Finalize and present plan		Final plan	
		<i>Estimated Subtotal</i>	\$ 4,480
	TOTAL	\$ 14,980	

Budget Justification

The consultant bills at \$140/hour for all time on the project. The proposal was constructed to maximize meaningful input, utilize staff and Work Group expertise, and offer a diversity of public input mechanisms. It does not include professional layout or printing of final product. It allows up to \$300 for translation services and \$100 for survey incentives. The budget was developed based upon the assumptions sections III. and IV.

Conflict of Interest Statement

TO: Sutter County Children & Families Commission
1531-A Butte House Road
Yuba City, CA 95993

SUBJECT: Application in Response to RFA for Strategic Planning Services

TYPE OF BUSINESS/AGENCY: (CHECK ONE)

Public Corporation Private Nonprofit Private for Profit Individual Owner
 Partnership
 Other – specify: _____

Francesca Wright
Name of Applicant (Legal Entity)

Davis Consultant Network (This is a DBA, not a legal entity)
Name, Parent Corporation (if applicable)

1033 Columbia Place, Davis, CA 95616
Address of Applicant (Street, City, State, Zip Code)

564 74 4459
Applicant's Federal Tax Identification Number/Individual's SSN

Francesca Wright, Principal, 530.220.4049
Contact Person (Please Print) (Name, Title, Phone Number)

Francesca Wright, Principal
Name and title of person(s) authorized to sign for agency

APPLICANT'S STATEMENTS

1. Number of years prospective contractor has been in business under present business name, as well as prior or related business names: Since 2008, 11 years
2. Number of years prospective contractor has been licensed: Not applicable
3. Number of years of experience prospective contractor has had in providing required, equivalent, or related services: 16 years
4. List contracts completed in last five years.

<u>Year</u>	<u>Contracting Agency</u>	<u>Type of Service</u>	<u>Location</u>	<u>Amount</u>
<u>14-19</u>	<u>UC Davis</u>	<u>Analyst</u>	<u>Davis</u>	<u>.5 FTE</u>
<u>'18</u>	<u>Prevent Child Abuse CA</u>	<u>First 5 Service Corp Evaluation</u>	<u>CA</u>	<u>\$25,000</u>
<u>'17-18</u>	<u>Brion Economics</u>	<u>Child Care Demand Study</u>	<u>Contra Costa County</u>	<u>\$29,160</u>
<u>'18</u>	<u>Brion Economics</u>	<u>Child Care Facilities Study</u>	<u>San Mateo County</u>	<u>\$8,000</u>
<u>'17</u>	<u>Brion Economics</u>	<u>Providence Workforce Demand Survey</u>	<u>Santa Barbara County</u>	<u>\$10,000</u>
<u>'16-17</u>	<u>San Mateo First 5</u>	<u>Child Care Provider Compensation Study</u>	<u>San Mateo County</u>	<u>\$20,000</u>
<u>'14-18</u>	<u>Yolo County Children's Alliance</u>	<u>Program Evaluation</u>	<u>Yolo County</u>	<u>\$4,000</u>
<u>'15</u>	<u>Yolo Crisis Nursery</u>	<u>Data Management Design</u>	<u>Davis, CA</u>	<u>\$4,000</u>
<u>'14-'16</u>	<u>The Children's Partnership</u>	<u>Evaluation</u>	<u>Sacramento</u>	<u>\$30,000</u>
<u>'15</u>	<u>Harmony Health</u>	<u>Strategic Plan</u>	<u>Marysville</u>	<u>\$10,000</u>

5. List contracts, or other commitments (e.g. consulting arrangements), currently in force.

<u>Year</u>	<u>Contracting Agency</u>	<u>Type of Service</u>	<u>Location</u>	<u>Amount</u>
<u>2014-June 19</u>	<u>UC DAVIS</u>	<u>Analyst</u>	<u>Davis</u>	<u>.5 FTE</u>
<u>2019</u>	<u>Prevent Child Abuse CA</u>	<u>YIC Program Evaluation</u>	<u>Sacramento Region</u>	<u>\$12K</u>

6. Provide details of any failure or refusal to complete a contract.

Does not apply.

7. If not a governmental agency, complete the following:

a. Does the agency hold a controlling interest in any other organization?

Yes No

If yes, list organizations _____

b. Is the agency owned or controlled by any other person or organization?

Yes No

If yes, list person(s) or organization(s): _____

c. Financial interest in any other business: My husband has a real estate appraisal business _____

d. Name of persons with whom the prospective contractor has been associated in business as partners or business associates in the last five years:

Name of Business Associate

Name of Business

- Dr. Pablo Stansbery was self-employed member of the DCN through 2017
- Lynn Delapp was self-employed member of the DCN through 2017
- Katy King Goldberg was self-employed member of DCN through 2016

(Please note, the above have all retired from independent consulting)

8. Briefly describe any litigation involving the agency, or principal officers thereof, in connection with any contract.

Not applicable _____

9. Is all major equipment necessary to complete this project currently on hand?

Yes No

If no, list all major equipment that needs to be purchased.

10. List any commitments or potential commitments, which may impact assets, lines of credit, or guarantor letters, or otherwise affect the applicant's ability to perform the contract services.

None

Certification

I certify that all statements in this document, Applicant's Statements, are true. This certification constitutes a warranty, the falsity of which shall entitle the Commission to pursue any remedy authorized by law, which shall include the right, at the option of the Commission, of declaring any contract made as a result hereof to be void. I agree to provide the Commission with any other information the Commission determines is necessary for the accurate determination of the agency's qualification to provide services.

I certify that the _____ (agency's name) will comply with all requirements specified in the RFA and any contract resulting from this RFA process which are applicable to the services which we wish to provide. I agree to the right of the Sutter County Children & Families Commission, County, State, and Federal government(s) to audit the financial and other records of the agency named above.

Print Name of Applicant or Authorized Agent

Signature of Applicant or Authorized Agent

Title of Applicant or Authorized Agent

Date _____

Application packages in response to RFA for Strategic Plan Services ARE DUE NO LATER THAN 5:00 P.M on Thursday, February 28, 2019, to the Commission Office, located at 1531-A Butte House Road, Yuba City, CA 95993.

Francesca Wright, MPA

davisconsultantnetwork

1033 Columbia Place, Davis, CA 95616

530.220.4049

cesca@davisconsultants.net

Objective Assist organizations to plan, implement, and analyze useful and meaningful data collection to inform increased organizational insight, focus and achievement.

QUALIFICATIONS

- 18 years program evaluation experience, including qualitative and quantitative data collection, focus groups, interviews, use of standardized assessments and survey research
- 20 years policy and data analysis experience, particularly for local governments including First 5 Commissions, cities, counties and school districts
- Decades of knowledge of public and private early childhood programs, resources and funding streams
- Career facilitator of participatory processes, collaboration-building, strategic planning, peer-learning and executive decision-making
- Effective with diverse stakeholders
- Experienced generating professional reports for various stakeholders
- High level of sensitivity to administrative issues
- Sensitive to complementing evaluation activities with the competing demands of project staff

Recent Experience

Independent Consultant, Davis Consultant Network, 2005 - present. Clients include: Agriculture Sustainability Institute; Brion Economics, Inc.; California Center for Child Abuse Prevention; California Department of Education; California First Five Association; California Institute for Mental Health; California State University at Chico; Cities Counties Schools Partnership; California Latino Caucus Institute; Community Alliance for Culturally and Linguistically Appropriate Services; First 5 Butte, First 5 Solano; First 5 Yolo; First Five Yuba; Kiely Group; Local Government Commission; Institute for Local Government; Prevent Child Abuse California; San Mateo County Office of Education; Social Entrepreneurs, Inc.; The Children's Partnership; UC Davis Arab Region Consortium; USC Leadership Programs; WestEd; Yolo Crisis Nursery; Yolo County Children's Alliance. Activities included program evaluation, policy promotion, research, authoring publications, facilitation of collaborative learning events, collaborative proposal development, and policy development forums. Content expertise include: cross-jurisdictional collaboration, child care, child development, family support, and strategies for healthy and active living. davisconsultants.net

Consultant, Center for Community-School Partnerships, School of Education, University of California at Davis, 2004 – 2005. Trained parent leaders; developed training materials; marketed services and curriculums; strategic planning, grant writing. <http://ccsp.ucdavis.edu>

Senior Program Director, *Foundation Consortium for California Children and Youth*, 1998 - 2003.

Responsibilities included: program development and evaluation design; contract management; facilitation of strategic planning and peer-learning events. Projects included: outcome accountability trainings; development of web-based promising practice and outcome accountability training and research tools development of PromisingPractices.org and RAGuide.org; hosting of multi-jurisdictional conferences and peer-to-peer networks for county level child and family policy systems integration. Content expertise: results and performance accountability systems, school-linked services, family support, community and organizational capacity building; inclusive governance.

Education

- ***University of Southern California***, Master of Public Administration. May 2006.
- ***Wheelock College***, Boston, B.S. Early Childhood Education and Development, 1977.
- ***Evaluation***, trained by Dr. Joseph S. Wholey, Senior Advisor for Evaluation Methodology in the U.S. General Accounting Office.
- ***Facilitation***, trained in classic facilitation, Appreciative Inquiry, Open Space, World Café and online facilitation techniques.
- ***Human Subjects Research***, Collaborative Institutional Training Initiative, Social and Behavioral Research Course, May, 2012.
- ***Escuela Minerva***, Quetzaltenango, Guatemala 2004. Intermediate level Spanish.
- ***Institute for the Study of Fiscal Policy***, studied results and performance accountability with Mark Friedman and managed development of web-based training tool. www.raguide.org, 1998
- ***Western New Mexico State University***, business management, 1995.
- ***Children's Creative Response to Conflict***, certified trainer, 1985.

Affiliations

- ***American Evaluation Association***, since 2001
- ***Davis Consultant Network***, founding member, since 2005