

# AGENDA

## SPECIAL JOINT MEETING OF THE BOARD OF COMMISSIONERS AND THE BUDGET & FINANCE AND EXECUTIVE COMMITTEES

**Budget & Finance Committee Chair: Robert Byrd**

**Thursday, October 27, 2016  
1:30 PM**

**Meeting Location:**

First 5 LA  
750 N. Alameda Street  
Los Angeles, CA 90012



# ASPOSE

Your File Format APIs

1. **ACTION**  
Call to Order / Roll Call  
- **Duane Dennis, Chair**
2. **INFORMATION** **3**  
Review Program & Planning Committee Meeting Notes – September 29, 2016  
- **Duane Dennis, Chair**
3. **INFORMATION** **136**  
Partnerships for Families (PFF) WRITTEN  
- **Bill Gould, Program Officer, Program Development**
4. **INFORMATION** **139**  
Extension of Strategic Partnership with California Community Foundation for the LA ECE Bridge Fund (aka LA ECE Recoverable Grant Fund) (WRITTEN ONLY)  
- **Jennifer Cowan, Senior Program Officer**  
- **Jennifer Pippard, Director of Strategic Partnerships**
5. **INFORMATION** **143**  
Families Outcome: Family Engagement Panel – A Path to Greater Impact  
- **Barbara Dubransky, Director of Families**  
- **Susan Kaplan, Executive Director, Friends of the Family –**

**COMMISSIONERS**

|                                      |                     |                  |
|--------------------------------------|---------------------|------------------|
| Los Angeles County Supervisor        | Judy Abdo           | Summer McBride   |
| Holly J. Mitchell<br><i>Chair</i>    | Robert Byrd, Psy.D. | Maricela Ramirez |
|                                      | Astrid Heger, M.D.  | Carol Sigala     |
| Brandon Nichols<br><i>Vice Chair</i> | Yvette Martinez     |                  |

**EX OFFICIO MEMBERS**

Barbara Ferrer, Ph.D.,  
M.P.H., M.Ed.  
Jacquelyn McCroskey, DSW  
Deanne Tilton

**EXECUTIVE DIRECTOR**

Karla Pleitéz Howell

**EXECUTIVE VICE PRESIDENT**

John A. Wagner

**A PUBLIC ENTITY**

**Communities**

- Joan Maltese, Executive Director, Child Development Institute

**– Health**

- Sandra Gutierrez, National Director, Abriendo Puertas – ECE

6. Break

7. **INFORMATION**

**153**

Strengthening the Infrastructure of the Best Start Community Partnerships –

Alignment Update and Learnings from the RFI

- Christina Altmayer, VP of Programs

- Antoinette Andrews, Director of Best Start Communities

8. **INFORMATION**

**172**

Engaging Fathers and Birth Disparities Investment Update

- Tara Ficek, Director of Health

- Tina Chinakarn, Program Officer, Grants Management

9. **INFORMATION**

Public Comment (For items not on the agenda)

10. **ACTION**

Adjournment



**ASPOSE**

Your File Format APIs

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25

MEETING OF FIRST 5 LOS ANGELES PROGRAM AND PLANNING  
THURSDAY, SEPTEMBER 29, 2016  
750 NORTH ALAMEDA STREET, FIRST FLOOR  
LOS ANGELES, CALIFORNIA 90012

REPORTED BY:  
HEATHERLYNN GONZALEZ  
CSR #13646

1 THURSDAY, SEPTEMBER 29, 2016; LOS ANGELES, CALIFORNIA

2 1:32 p.m.

3 -oOo-

4 COMMISSIONER DENNIS: Good afternoon, everybody.  
5 We actually wanted to get started on time today because we  
6 have a lengthy, substantive meeting. So we're going to  
7 try to get everybody out at least by 6:30. So right on  
8 time. Right at 6:30.

9 And saying that, we -- we will first to do  
10 introductions. I'm Duane Dennis. I'm your chair at least  
11 until the end of the year.

12 COMMISSIONER AU: I'm Nancy Au, I'm a  
13 commissioner and I'm hanging with you.

14 COMMISSIONER BOECKMANN: I'm Jane Boeckmann, and  
15 I've been around a long time.

16 MS. ARAGON: Good afternoon, I'm Linda Aragon.  
17 I'm the active director for child adolescent health for  
18 the LA County Department of Public Health here  
19 representing (inaudible).

20 COMMISSIONER ABDO: I'm Judy Abdo, and I  
21 represent Sheila Kuehl's supervisorial district.

22 MR. WAGNER: I am John Wagner, First 5 LA.

23 MR. GAYDEN: Carl Gayden, First 5 LA.

24 MS. CAMPBELL: Holly Campbell, First 5 LA.

25 MS. TRAN: Christine Tran, First 5 LA.

1 MR. ORTEGA: Raoul Ortega, First 5 LA.  
2 MR. GENIO: Faustino Genio, First 5 LA.  
3 MS. ALTMAYER: Christina Altmayer, First 5 LA.  
4 MS. PATILLO BROWNSON: Kim Patillo Brownson,  
5 First 5 LA.  
6 MR. STEELE: Craig Steele, legal counsel.  
7 COMMISSIONER ZEPEDA: Marlene Zepeda,  
8 commissioner District 1.  
9 COMMISSIONER TILTON: Hi. I'm Deanne Tilton, and  
10 I've been around as long as Jane.  
11 COMMISSIONER PLEITEZ HOWELL: Karla Pleitez  
12 Howell representing the policy roundtable.  
13 COMMISSIONER CURRY: Trish Curry, and I was  
14 around and then not around.  
15 MS. BELSHE: And now you're around.  
16 COMMISSIONER CURRY: And now I'm around.  
17 MS. BELSHE: Kim Belshe, First 5 LA.  
18 SPEAKER: (Inaudible), First 5 LA.  
19 MS. COLEMAN: Jennifer Coleman, First 5 LA.  
20 SPEAKER: (Inaudible), First 5 LA.  
21 SPEAKER: Nancy (inaudible), First 5 LA.  
22 MS. CHOUGH: Genie Chough, (inaudible).  
23 MS. MENDES: Allison Mendes.  
24 MR. BARTH: Peter Barth, First 5 LA.  
25 SPEAKER: (Inaudible) and LA county permit and

1 early childhood home visitation consortium.

2 MS. VALENCIA: Karen Valencia, First 5 LA.

3 MS. VO: Linda Vo, First 5 LA.

4 MS. GONZALEZ: Heatherlynn Gonzalez,  
5 stenographer.

6 COMMISSIONER DENNIS: Anybody else?

7 COMMISSIONER CURRY: Can I make a suggestion?  
8 It's paining me to see these people over here because  
9 they're all squished at that end. And then Jane has got  
10 like half a table.

11 SPEAKER: Do you want me to scoot over?

12 COMMISSIONER CURRY: It makes me feel better.

13 MS. BELSHE: So Trish will feel better if you  
14 have more space. This is good.

15 COMMISSIONER DENNIS: Any other introductions  
16 until we get into the meat of the meeting?

17 MS. BELSHE: Rafael and Armando.

18 COMMISSIONER DENNIS: Rafael and Armando.

19 MR. GONZALEZ: Hi. Good afternoon. I'm Rafael  
20 Gonzalez, First 5 LA.

21 MR. JIMENEZ: Good afternoon. My name is Armando  
22 Jimenez. I'm director of Evaluation Center of Excellence.

23 MS. BELSHE: Ms. Tara.

24 MS. FICEK: I'm Tara Ficek, director of health  
25 here at First 5 LA.

1 MS. BELSHE: We're going to close the door and  
2 stop introducing people.

3 COMMISSIONER DENNIS: Antoinette, you want to  
4 introduce yourself?

5 MS. ANDREWS: Antoinette Andrews, director of  
6 Best Start communities.

7 COMMISSIONER DENNIS: Anybody else?

8 MS. BELSHE: Tessa?

9 MS. CHARNOFSKY: Tessa Charnofsky.

10 MS. BELSHE: Jennifer Pip --

11 MS. PIPPARD: Jennifer Pippard.

12 COMMISSIONER DENNIS: Anybody else?

13 MS. BELSHE: Michelle?

14 SPEAKER: (Inaudible) Program officer and I'm  
15 just here to see someone, but because Cynthia's not here,  
16 I'm going to go back.

17 MS. BELSHE: Now, that is one responsive program  
18 officer.

19 COMMISSIONER DENNIS: That was nice. I hope it's  
20 not -- I hope it's not reflective of leadership.

21 Anyway, yeah. Yeah. Let's move on.

22 Commissioners, we've read the notes and the  
23 minutes from the last meeting. Any additions, deletions,  
24 corrections?

25 Not hearing none, we'll submit and file.

1           What are we doing here now? Review the draft of  
2 the comprehensive annual financial report.

3           I think that's Raoul. You're up.

4           MR. ORTEGA: Good afternoon. As per the  
5 governance guidelines and sequencing of action items,  
6 deficit (inaudible) the fiscal year of 2015-2016  
7 comprehensive annual financial report, also known as the  
8 CAFR as an information prior to formal action at the  
9 October commission meeting.

10           The budget and finance committee who is one of  
11 the committees with oversight of the audit did meet  
12 yesterday morning under the leadership of Nancy Au, who is  
13 our new chair, appointed committee chair. And committee  
14 members met with the finance team, senior leadership,  
15 including Kim John and Carl, and our external auditors,  
16 both the managing partner, Roger Alfaro, and engagement  
17 manager Canali Secosia (phonetic spelling), to review and  
18 accept the 2015-2016 CAFR which was endorsed from the  
19 budget and finance committee.

20           At the meeting, staff did provide committee  
21 members a presentation which also included -- is also  
22 included within your packet. And although we will not be  
23 going through the entire presentation today, I will ask  
24 Tino, who was the lead staff accountant on this year's  
25 engagement, to give you the main highlights and the key

1 takeaways from yesterday's presentation.

2 MR. GENIO: Thank you, Raoul. Good afternoon,  
3 commissioners and everyone.

4 Let me start with our achievements. First 5 LA  
5 received the certificate of achievement for excellence in  
6 financial reporting for the CAFR that covered fiscal year  
7 14-15. This is the eighth consecutive year that we have  
8 received this award.

9 MS. BELSHE: Good news.

10 MR. GENIO: For fiscal year 15-16 audit results  
11 is stated on page 1 of the draft CAFR. Our auditors are  
12 Vavrinek, Trine, Day & Company, or VTD, noted that the  
13 financial statements are presented fairly in accordance  
14 with generally accepted accounting principles.

15 In addition and separate from the opinion, during  
16 VTD's normal course of performing their assigned functions  
17 during the audit, no material deficiencies in internal  
18 control were identified. In addition, all state  
19 compliance requirements were met.

20 To move us along, I'm going to jump to the 15-16  
21 highlights. Starting with revenue. Total revenue for  
22 15-16 was roughly 108 million, which comprise of roughly  
23 88 million for tobacco tax. This amount is slightly lower  
24 than the 88.4 million adjusted projections by the  
25 Department of the Finance and Board of Equalization that

1 came out this past June.

2 We are continuing to monitor revenue projections  
3 and working with First 5 California, Department of  
4 Finance, and Board of Equalizations to continually  
5 evaluate our revenue projections given the external  
6 environment specifically when it comes to new legislation  
7 and how it impacts future tobacco tax revenue.

8 We also earn 3.8 million or a return of .83  
9 percent from investment income to the LA general pool.  
10 The .838 percent is slightly higher than the projected .75  
11 percent and compared to the outside market, the general  
12 pool continues to be performing well when considering the  
13 overall market.

14 Continuing on to expenditures. For expenditures,  
15 the total expenditures of 190 million with 159.34 million  
16 or 83.75 for program expenditures; 17 million, or 9.15  
17 percent, for operating expenditures, and pass-through  
18 expenditures of 13.52 representing, 7.11 percent of the  
19 total expenditures.

20 Continuing on to budget to actual expenditures.  
21 Program expenditures amount to 159.34 million, or about 81  
22 percent of the revised program budget of 197.46 million.  
23 Please note that this does not include pass-through  
24 expenditures.

25 Operating expenditures was 17.4 million, or about

1 84 percent of the operating budget of 20.79 million.  
2 Total expenditures of 176.74 million, or about 81 percent,  
3 of the total revised budget of 218.25 million.

4 Fund balance. Our fund balance ending June 30th,  
5 2016, is 460.07 million, a decrease of 76.6 million or  
6 14.27 percent. The overall decrease is much smaller than  
7 originally projected which is due to under spending.

8 Prior to breaking down the fund balance for  
9 15-16, I would like to remind commissioners the  
10 restrictions under governmental accounting standards  
11 board, statement number 54. These definitions are  
12 consistent with GASB standards, the First 5 fund balance  
13 policy, and also the revised version that would be brought  
14 to the board for approval in the October board meeting.  
15 Again, these definitions are aligned to accounting  
16 standards and our own policy, and does come across as  
17 purely technical.

18 For the next slide, we adjusted the language to  
19 help tell the story of how our resources are being used.  
20 This pie chart reflects the distribution of our fund  
21 balance of 460.07 million as of June 30th, 2016, using  
22 terms to best illustrate how First 5 LA accounts for our  
23 funds.

24 Starting with the orange section, 7.45 percent of  
25 the total fund balance reflects funds that have been

1 advanced to contractors and grantees. The blue section  
2 represents over one half of the total fund balance at 54  
3 percent. These funds have been dedicated to commission  
4 approved multiyear allocations for a specific initiatives,  
5 as well as the annual 16-17 appropriation approved by the  
6 commission for programs without a multiyear allocations.  
7 These funds also support year two of the 2015-20 strategic  
8 plan outcomes and strategies.

9 The green section are funds that are intended for  
10 the use consistent with the 2015-20 strategic plan  
11 guidelines over the next three years.

12 And the last piece of the pie, the purple  
13 section, this section represents fund designated to  
14 support the 16-17 operating budget, and in addition,  
15 pursuant to board approved policy, is that 25 percent we  
16 serve.

17 What this all means is that the entirety of our  
18 fund balance at June 30th, 2016, is already dedicated for  
19 an intended purpose through board action.

20 Further breakdown of the classified hierarchy can  
21 be found under note 5, fund balance, starting on Page 25  
22 of the draft CAFR.

23 For the next three slides, we do a comparison of  
24 15-16 activities to the previous two years. Though I will  
25 not be covering the slides right now, the story continues

1 to be the same. We bring in less revenue than what we  
2 expense and we continue to be dependent on our remaining  
3 fund balance, which is a good thing.

4 For next steps, the draft CAFR will be presented  
5 to the executive committee next week and then to the board  
6 in the October meeting for approval.

7 And that end my presentation for today. Thank  
8 you.

9 COMMISSIONER DENNIS: Questions in order?

10 Raoul, would you have anything else to sum up?

11 MR. ORTEGA: No, I would like to give an  
12 opportunity for Nancy Au to speak if she would like to  
13 make any comments.

14 COMMISSIONER AU: I congratulate the organization  
15 again for certification of excellence. I think that's  
16 well earned and it was made clear to us in finance that it  
17 was really a joint effort among all of the folks within  
18 First 5 LA to work on this particularly clean audit. So I  
19 congratulate you again.

20 And I guess the next step in terms of where we're  
21 looking ahead towards is the long-term financial planning  
22 process that we will be engaged in to make certain that we  
23 continue to work within the reality of our declining  
24 revenue as well as our declining fund balance as well. So  
25 I think that is the next big challenge in front of us.

1 So, again, looking at the finance people to guide us there  
2 as well.

3 Congratulations.

4 MR. ORTEGA: Thank you very much. I appreciate  
5 it. And I do congratulate the entire staff and the entire  
6 organization for a great job. And, yes, you are correct.  
7 We will take this information, specifically the fund  
8 balance, and use this information to build upon the  
9 long-term financial projections, of course, across the  
10 aisle with the program side to make sure that we have an  
11 accurate representation on our outgoing funds, aligning  
12 them to future revenues and the existing fund balance.

13 COMMISSIONER DENNIS: Any other comments or  
14 questions? Trish.

15 COMMISSIONER CURRY: I want to congratulate you  
16 all for doing a good job.

17 And this is for Peter. Are there any -- is there  
18 any legislation out there that will -- would help us  
19 increase our fund balance?

20 MR. BARTH: Not legislation, but for later today  
21 Kim Patillo Brownson will talk about ballot initiatives.  
22 So yes.

23 COMMISSIONER CURRY: Great.

24 COMMISSIONER DENNIS: Anything else?

25 Two things. Tino, you said there were no

1 material findings, but historically the auditor always had  
2 management suggestions. Were there any management  
3 suggestions in this year's audit to say we should be doing  
4 something differently, you know, more efficiently, more  
5 effectively? That has historically been the case.

6 MR. GENIO: There were no suggestions or findings  
7 at all for this topic.

8 COMMISSIONER DENNIS: That's really good because  
9 most auditors do suggest something for management.

10 Then to your second point -- to my second point,  
11 you talked about the fund balance and the fund balance was  
12 a result of -- it was higher due to under spending. And  
13 at what point do we recalibrate and look at our fund  
14 balance differently? Do we expect to spend those funds  
15 that were unspent or will they -- will those funds come  
16 back into the fund balance? How do we -- you know, what  
17 is the -- what are the -- what are the points that we know  
18 that and when do we recalibrate?

19 MR. ORTEGA: So we're coming out of completing  
20 the first year of our strategic plan. So we have very  
21 little information based on our burn rate because we only  
22 one year into it and we're now one quarter into year two.  
23 So we will take the information that we're learning from  
24 year one, this first quarter, including the results of  
25 this audit and also look at the high-end estimates that we

1 did and look at -- and start looking at the long-term  
2 projections and looking how we reconcile to those high-end  
3 estimates. So the work starts next month when we start  
4 working on the long-term financial projections, but it is  
5 ongoing because we do need a lot more information to  
6 really reconcile to where we're at with the high-end  
7 estimates. So we do need some more time, but we are  
8 starting to close that gap and having a better  
9 understanding of where we're at.

10 COMMISSIONER DENNIS: Then a follow-up question.  
11 Do we expect our burn rate to be more with our predictions  
12 in the second year than what we did in the first year just  
13 based on we were just engaging in a new strategic plan, we  
14 were getting things started. I mean, is there some  
15 predictability around burn rate that we had seen to be for  
16 the second year to be pretty accurate, or do we suspect  
17 we're going to be in the same place in the second year as  
18 we were in the first year?

19 MR. ORTEGA: If we're gauging it based on the  
20 budget, we are projecting more of a burn rate for year two  
21 than we are with year one based on actuals. But again, we  
22 would need a little bit more information. We need to get  
23 a little bit more information and further along in year  
24 two to see if we're really accurately going to hit those  
25 targets.

1           COMMISSIONER DENNIS: So my request was that the  
2 finance and budget committee deal with those issues, those  
3 issues are obviously, from a commission perspective, very  
4 significant and extremely important with regards to  
5 services, you know, programs that we're doing in the  
6 community, and our sense of where we are strategically.

7           MR. ORTEGA: Yes. And I would say, absolutely,  
8 the budget and finance committee will play a critical  
9 roll. We'll start -- again, we'll first bubble in -- we  
10 will bubble up those issues through the LTFP and  
11 presenting it with the budget and finance --

12           MS. BELSHE: Long-term financial projections.

13           MR. ORTEGA: -- long-term financial projections.  
14 And once we get out of the long-term financial  
15 projections, we move into the mid-year budget revision,  
16 which is also a second opportunity within the fiscal year  
17 to realize what's actually happening in our year two of  
18 the strategic plan.

19           COMMISSIONER DENNIS: Okay.

20           COMMISSIONER ZEPEDA: Duane, can I just follow up  
21 within your points?

22           You said, Raoul, we need more time. What is your  
23 guesstimate on time to know how we're going to be doing  
24 the second year?

25           MR. ORTEGA: I would need to look to the program

1 side to see where we're at because it's really dependent  
2 on how we're rolling out our programs, designing our  
3 programs, and how quickly things are ramping up and  
4 ramping down with our legacy investments.

5 COMMISSIONER DENNIS: Nancy.

6 COMMISSIONER AU: May I make a comment?

7 I think what we're experiencing a sort of a  
8 different -- an approach. And First 5 LA has historically  
9 been quite conservative in terms of -- while projecting  
10 budgets. And so what we saw yesterday at the finance  
11 committee was the -- the difference between the -- the  
12 budget that we had approved versus the actual. And it  
13 fell within sort of the 80 percent range. And in  
14 conversation with the -- with the committee, it really --  
15 our goal is to increase the actuals so that we kind of get  
16 moving towards the 90 percent range, but definitely not  
17 wanting to exceed because we do not want to be operating  
18 in the red. Well, we really want to remain in the black.

19 So I think we're -- we're okay, but I -- again,  
20 it's because we tend to be conservative. We do not want  
21 to find ourselves in a predicament fiscally. So I think  
22 that's the -- sort of the challenge in front of us. And  
23 -- and to Duane's point, is that we don't want to be so  
24 conservative that we find ourselves not expending the  
25 dollars that is really required out in our community. So

1 it's really a true -- almost like an art form, if you want  
2 to put it that way.

3 COMMISSIONER DENNIS: My concern now is that we  
4 -- we're not too much in the black because -- I mean,  
5 there is purpose, you know, for our resources. So I mean,  
6 I really want -- and I mean us to understand our history  
7 around being too much in the black. And so to that end,  
8 that's why I brought this up in the first place, and I've  
9 said that throughout the year with regards to spending. I  
10 mean, you know, we can't be frivolous in our spending but,  
11 you know, more so we need to be intentional in making sure  
12 that -- that monies out the door as it relates to our  
13 strategy.

14 MS. BELSHE: Yup.

15 COMMISSIONER DENNIS: So that was the point.

16 Okay. Thank you -- thank you very much, Raoul  
17 and Tino. Great job.

18 Craig, I think you're up now.

19 MR. STEELE: Thank you, Mr. Chairman, members of  
20 the committee. Happy to be here to discuss another  
21 exciting statutory compliance issue.

22 COMMISSIONER AU: The high point.

23 MS. BELSHE: Craig, whenever you join, it's like  
24 always riveting.

25 MR. STEELE: And thank you for that review. And

1 so I found that we'd spend the next 30 minutes or so  
2 walking through line by line our conflict --

3 MS. BELSHE: And plan B.

4 MR. STEELE: I'm just kidding.

5 The state law requires every local public agency  
6 to have in place a conflict of interest code at the local  
7 level. Most entities as we do adopt what's called model  
8 code, the State Fair Political Practices Commission puts  
9 out for local agencies to adopt that says, these are the  
10 people who have to file financial disclosures and these  
11 are the rules you have to follow for conflicts of  
12 interest. So we have for many years just followed that  
13 model code.

14 State law requires that every two years the board  
15 conduct a review of the conflict of interest code to make  
16 sure it's still up to date and still reflects the  
17 operations of the organization. So every two years in  
18 October the board is required to have this review. This  
19 is the first bite of the apple if you will. We'll have it  
20 before the full board at the October meeting.

21 There are two pieces to it. The actual rules  
22 that we all follow related to financial disclosures,  
23 avoiding conflicts of interest. The State is not  
24 recommending any changes to those rules. State law has  
25 not changed over the last two years. So we're not asking

1 the board to make any changes to the code itself.

2 The second piece of the code is a list of  
3 designated positions and those people who have to file as  
4 all commissioners the do the form 700. Various members of  
5 the staff also have to file disclosure reports as part of  
6 their conditions of employment. Those are the places  
7 where staff is recommending that the board make some  
8 changes to the code. And that -- those changes are being  
9 recommended for two reasons: One is, as you know, there's  
10 an organizational realignment in progress and the names of  
11 positions are changing and there's some shifting around.  
12 So you'll see in Exhibit A of the code they're making  
13 changes in the positions that are required to file  
14 disclosures, eliminating some positions, adding some  
15 positions. It is not to reflect the elimination or  
16 reduction of any work at all. It's simply to reflect the  
17 organization of First 5 LA.

18 The second reason that we are recommending  
19 changes to the list of positions that are required to  
20 disclose is to reflect the fact that the LAUP contract  
21 that required LAUP employees and board members to disclose  
22 has now expire. And so we had a contract with LAUP that  
23 required them to follow the same disclosure rules that the  
24 board and staff at First 5 LA followed. That contract is  
25 no longer in effect. So those positions no longer have to

1 file the form 700s and aren't covered by our code anymore.  
2 So all those positions are proposed to be eliminated.

3 So those are the only changes that you can see in  
4 the exhibit that positions that are added and deleted, but  
5 those are the only substantive changes. In fact, those  
6 are the only changes that are being made. We aren't  
7 changing the code itself.

8 So I'd be happy to answer any questions about  
9 that.

10 COMMISSIONER DENNIS: Any questions to our  
11 attorney?

12 MS. BELSHE: Next steps, Craig.

13 MR. STEELE: Next steps will be to present the  
14 code itself for adoption by the full board in October.  
15 And then if the board adopts that -- updates the code, we  
16 will then file it with the County of Los Angeles. The  
17 County is our what's called file officer. Across the  
18 state, there are various filing officers that the agencies  
19 file with. This has been cleared through the county  
20 filing officer already. So once the board adopts it, it's  
21 administrative act to file it prior to the end of October.

22 COMMISSIONER DENNIS: Okay. Thanks a lot.

23 MR. STEELE: Thank you.

24 MS. BELSHE: Riveting.

25 COMMISSIONER DENNIS: About as interesting as USC

1 days.

2 MS. BELSHE: After that great performance, that's  
3 what he gets.

4 COMMISSIONER DENNIS: Holly, I think you're up.  
5 Annual report.

6 MS. CAMPBELL: Yes, sir. It is my annual honor  
7 to be here. This is a report that First 5 LA submits to  
8 the state commission. Today we're doing the information  
9 item before it goes before the full commission as a  
10 consent item. And it will also be reviewed at the  
11 executive committee meeting I believe next week as per our  
12 bylaws. This report is how we communicate our annual  
13 revenues, expenditures, service types, population served,  
14 and evaluations findings to the State. The State  
15 commission combines our data with the other 57 county  
16 commissions to create the First 5 Californian annual  
17 report. In addition, the First 5 Association uses this  
18 report in its advocacy efforts.

19 I would really like to thank our finance staff,  
20 especially Tino, as there is a lot of financial stuff in  
21 here. I certainly couldn't do without them. The  
22 demographic section about how many people we serve is  
23 created through corporation with all of our wonderful  
24 grantees and their outstanding program officers. It is a  
25 whole process in and of itself to get these annual numbers

1 and about exactly how many people receive what services.

2 And, finally, I just want to mention how amazed I  
3 am every year by our -- so much research and evaluation  
4 goes on that then I have to somehow condense into 4,000  
5 characters to put into the little web based form they give  
6 me. So if you read the evaluations section, like, this  
7 seems like very short descriptions. That's why. I have a  
8 very limited space, so I have to fit.

9 Now, the State commission gives us these  
10 categories into we must divide all of our work. So  
11 sometimes it's a little bit of an awkward fit. For  
12 instance, our Best Start efforts are actually under  
13 organizational support because that was the best category  
14 I could find to communicate the work we're doing with the  
15 partnerships and building them up.

16 Now, the State commission has recognized that  
17 these service categories are often an awkward fit for a  
18 lot of the commissions, so they have directed the state  
19 association to start working on a revised reporting  
20 structure that looks like it's going to be fewer, broader  
21 categories in order to avoid this weird cutting up. They  
22 -- for instance, one of the categories they gave me was  
23 distribution of new parent kits. It's such a tiny little  
24 activity that -- and that they kind of realized as they're  
25 going through that they want bigger ones. They just want

1 like a general family outreach category and a general  
2 intensive family support category.

3 So First 5 LA is working very closely with the  
4 commission on that. And the new reporting format is  
5 expected to be approved at the April 2017 First 5  
6 California commission meeting, and then it will be like  
7 optional to implement for fiscal year 16-17 because  
8 they're not allowed to give us new requirements quite that  
9 quickly. And then it will be required for fiscal year  
10 17-18.

11 Thank you. Are there any questions?

12 COMMISSIONER DENNIS: Any questions?

13 I just have one comment. Holly, taking into  
14 consideration our new direction and how do you capture,  
15 how do you quantify and qualify policy systems  
16 integration? How do you do that in a way that's  
17 reflective of strategically where we're going? And then  
18 following up for that, you know, to what degree do we have  
19 input in -- in ensuring that the work that we're doing is  
20 captured in a way that is reflective and give, you know, a  
21 view of our new direction as an organization?

22 MS. CAMPBELL: You're asking the \$5 million  
23 question. It's what all the commissions are really  
24 asking.

25 COMMISSIONER DENNIS: Give me the five million

1 and I don't have to ask the question.

2 MS. CAMPBELL: Okay. Actually, it's 180 -- I  
3 don't know how many.

4 But right now I have to put a lot of our broad  
5 based work sort of into these improved systems of care.

6 One of the big challenges I have with population  
7 counts, is what does it mean to serve a child in an age  
8 when we are doing, you know, systems work, where we're  
9 really serving children through the systems. And I have  
10 had many impassioned conversations about how they need to  
11 change the direction differently. But the First 5  
12 California commission really needs to have a number that  
13 they can tell policy makers that we served in our case  
14 about 170,000 children. And they want to add that up and  
15 always have that number. And I said, but that number  
16 means all kinds of different things. It's ranging from a  
17 phone call to two years of intensive home visiting  
18 services.

19 What -- and so I think as they're -- they're  
20 moving their -- their categories into sort of low, medium,  
21 and high touch services so that they can better show that.  
22 But we're working actually through another process about  
23 sort of overall indicators to sort of start talking about  
24 our more systems change work.

25 The other big goal that I discovered that the

1 association has is to talk about where the money goes in  
2 terms of types of grantees. So one of the changes that's  
3 coming to the report is going to be us saying exactly how  
4 much money we send to school districts, how much money we  
5 give to health departments because, apparently, the  
6 association really wants to create a message around this  
7 much of the First 5 funding is actually going back into  
8 government agencies. And so those are sort of their  
9 goals. And this report is their -- is the -- is the state  
10 commission and the association's baby. And I am  
11 definitely always saying, you know, we need to describe  
12 better how we're doing systems change, but it doesn't look  
13 like this particular document is how they're going to be  
14 doing that.

15 MS. BELSHE: And that may be right. Just to  
16 underscore one of Holly's points a moment ago, is -- and  
17 we've talked as a committee and other committees about  
18 this -- the disconnect between the First 5 California  
19 template and uses and kind of where the county commissions  
20 are in terms of where they're focusing in the investments.  
21 It's become even more relevant to First 5 LA as we make  
22 this pivot to more policy and systems change. But the  
23 good news is that First 5 California and the association  
24 and our own organization are participating in some very  
25 concrete conversations about how can this -- stepping back

1 from this template, it's more how can the information be  
2 used in terms of where the money goes into what end to  
3 help shape and drive a broader policy conversation in  
4 Sacramento.

5 So I don't know, Peter, if you want to talk more  
6 about it from the First 5 California Erin Gable  
7 conversations. But I think the good news is here it's  
8 less about the template and more about how do we together  
9 report on where these resources are going and how children  
10 and families are better served.

11 MR. BARTH: The context for the conversation of  
12 the refresh of the report was the very fact that, as all  
13 First 5s are moving towards a policy and systems change  
14 approach, including First 5 California, they realized the  
15 report which was just an aggregate of widgets from 58  
16 different county who had different widgets was not useful  
17 in telling a story. So some of the data shift is -- it's  
18 a move. And it's going to take some time. I think we're  
19 going to see some phases of change over the next few  
20 years.

21 But as Holly was mentioning, this first phase is,  
22 we need to tell the story about the status of the children  
23 zero to five in California, not necessarily how many of  
24 them we are serving directly because we need to make sure  
25 that's a way to hold ourselves as First 5s accountable for

1 how we're spending our money, but it also helps tell the  
2 story with the legislature.

3 And just as we at First 5 LA are shifting some of  
4 our messaging with policy makers away from, here's how  
5 many services were provided in your district to, here's  
6 what ECE access looks like in your district. Here's what  
7 access to home visiting looks like in your district.  
8 That's where this report is starting to move.

9 And that's helpful because it's bringing some  
10 more consistency. And you can imagine how difficult that  
11 effort can be across 58 very different counties into one  
12 single state-level report, but there was this recognition  
13 that we need to be telling a more cohesive story across  
14 all 58 counties to policy makers and reflecting how our  
15 dollars are improving systems and supporting systems  
16 because often policy makers think that our dollars are  
17 just being spent on our own projects and not in  
18 partnership with these broader systems that they care  
19 about.

20 COMMISSIONER DENNIS: Nancy.

21 COMMISSIONER AU: Has anyone touched on what  
22 impact our work is doing on the outcomes on children?  
23 Because I would think that that would be the bottom line  
24 when you talk about advocacy and in terms of how we can  
25 influence the politics up in Sacramento as well as locally

1 regarding First 5 LA and the work that we're doing here.  
2 Have they even grappled with that question?

3 I mean, Armando, this is historical. I think you  
4 and I have had this ongoing conversation.

5 MR. JIMENEZ: Can I also say that -- and I  
6 totally agree with all of the comments that Peter made.  
7 But the other conversations that are starting to happen --  
8 and this happened in a small workshop at the previous  
9 summit where there was a discussion about potentially  
10 identifying a common set of indicators that county  
11 commissions can potentially collect data to be able to  
12 make the story around the impact. Those early discussions  
13 have actually led to some discussions around actually  
14 having committee work within the association and the state  
15 commission. And I think that we're close to doing that.  
16 And it's actually a really great opportunity for all of us  
17 to start thinking about making the connection between  
18 investments, what we do, and the impacts we make.

19 And so I'm extremely excited and happy to see  
20 that that's happening.

21 COMMISSIONER DENNIS: Trish.

22 COMMISSIONER CURRY: I think you said that they  
23 wanted to know how much money was going back into some of  
24 the local agencies. Do they see that as a positive thing  
25 that it's going back into government agencies?

1 MS. CAMPBELL: Yes.

2 COMMISSIONER CURRY: And where are the cookies  
3 accounted for?

4 MS. CAMPBELL: The cookies are part of our  
5 administrative expenses.

6 COMMISSIONER CURRY: Okay.

7 COMMISSIONER DENNIS: Look at Deanne. That's all  
8 I got to say, look at Deanne.

9 COMMISSIONER TILTON: Don't touch my cookies.  
10 When you stop serving these cookies, I resign from the --  
11 this gets me.

12 COMMISSIONER DENNIS: So we mustn't stop  
13 providing --

14 COMMISSIONER TILTON: I just had a couple of  
15 questions. First of all, let me just tag onto the  
16 conversation about outcome. One of the things that I  
17 think is really important for us is to show the impact of  
18 what we're doing. And I'm not sure that at least I have  
19 incorporated that into my understanding of what we do. So  
20 I don't know what we're doing to show what is better  
21 because of what we do, what has been reduced because of  
22 what we do.

23 I -- I noted on what we're spending money on  
24 according to your template that we don't spend any money  
25 on safety education and injury prevention. That bothers

1 me.

2 MS. CAMPBELL: That's such a great example of  
3 how, in order to get a flat number with money going here  
4 and there. So all the work that we're doing through  
5 Welcome Baby is on injury prevention is hiding under  
6 maternal and child health care. All the work we're doing  
7 through our intensive home visiting programs, it's over  
8 and targeted intensive child support. That's also where  
9 PFF is. Then all the work we're doing little by little,  
10 which is both a literacy and a best safety equipment, I  
11 have to pick one because they told me don't be double  
12 counting people, Holly. Do not do that. And I certainly  
13 can't double count the money. So I had to have all those  
14 people over into the family literacy programs. I -- I am  
15 so -- I have a lot of feelings about this report, and --

16 COMMISSIONER DENNIS: We can't tell, Holly.

17 MS. CAMPBELL: And my greatest frustration is the  
18 way it simplifies our multifaceted and so diverse programs  
19 into this very flat structure. We are doing a lot of  
20 safety, but it's just the way that they've given it to --  
21 they've requested the information. And they do not like  
22 it when I go off and try to be fancy because then I'm  
23 throwing everything off for the whole state, and -- but  
24 yes, ma'am. Yes.

25 COMMISSIONER TILTON: So okay. So we're going to

1 try to influence a change in the template?

2 MS. CAMPBELL: I think it's going to get lost  
3 even more because safety is going to be dropped off and  
4 it's going to be --

5 MS. BELSHE: I don't know, Holly. I think that  
6 remains to be seen. Going back to Armando's comments  
7 about the conversations around indicators and are there  
8 shared indicators that can --

9 MS. CAMPBELL: Yes, it would be under the shared  
10 indicators.

11 MS. BELSHE: -- shared sense of progress being  
12 made. That would be a very appropriate, I would expect to  
13 be a strongly-held shared indicator. I think -- I just  
14 encourage commissioners this is -- we're going to do our  
15 best to help influence and inform this particular  
16 document, but what's really important are these larger  
17 conversations, whether it be in the context of a shared  
18 policy agenda in Sacramento that Peter spoke to, whether  
19 it be in the context of a shared learning agenda around  
20 the indicators that Armando spoke to. That's how we're  
21 going to be able to tell the First 5 story broadly. And  
22 we're a big part of that story, no matter -- whether it's  
23 a template, a policy agenda, or an indicator.

24 COMMISSIONER DENNIS: And I want to -- Marlene.

25 COMMISSIONER ZEPEDA: It sounds to me, Holly,

1 isn't this just like a glorified compliance exercise.

2 MS. CAMPBELL: Well said.

3 COMMISSIONER ZEPEDA: Is that what it is?

4 MS. BELSHE: Yes.

5 COMMISSIONER ZEPEDA: Because you're not getting  
6 meaningful information. And then what do they do? Do  
7 they report it to some other compliance organization  
8 within the legislature?

9 MS. CAMPBELL: No. They smooshed it together and  
10 they published the report.

11 MS. PATILLO BROWNSON: I do want to flag one  
12 other use of the data, and that is that they use it as  
13 walking-around data in Sacramento -- right, the First 5  
14 association as well as First 5 California so that there is  
15 a albeit blunt view of all the investments that don't  
16 necessarily capture the fullness and complexity of what  
17 these investments are, but it does roll up to a meaningful  
18 and powerful message of, here is how your county  
19 commissions are in fact partnering with you, state  
20 government; here is how we're co-venturing, supporting,  
21 innovating, providing a new sort of set of options that  
22 you might consider exploring ways in which we're  
23 buttressing things that are happening at the state level.  
24 And although it is not picture perfect, it does provide a  
25 role beyond compliance.

1           COMMISSIONER TILTON: Let me finish. That's one  
2 of my concerns, is that I would hate for Sacramento to  
3 think we're doing nothing in the area of safety and  
4 prevention. That's why it bothers me.

5           I have another specific question. Do we not  
6 distribute kits for new parents anymore?

7           MS. CAMPBELL: We do through the Welcome Baby  
8 program, but just that same way, it kind of got -- it got  
9 flattened and had I was -- I could only count those  
10 dollars once. I could only count those people once. So  
11 they're under maternal and child health care because that  
12 is sort of the theme of the Welcome Baby hospital visits.

13          COMMISSIONER TILTON: So we do distribute?

14          MS. CAMPBELL: Yes.

15          COMMISSIONER TILTON: Thank you. And I won't  
16 resign if you change the cookies.

17          COMMISSIONER DENNIS: Depends on the cookies.

18          COMMISSIONER TILTON: I would be really unhappy.

19          COMMISSIONER DENNIS: Get a baggy.

20          COMMISSIONER TILTON: I brought a baggy.

21          COMMISSIONER DENNIS: Okay. Just one final  
22 thing.

23          Apart from what the State is requiring as relates  
24 to this report, historically, it's often been very  
25 difficult to capture this type of work. And I think it's

1 incumbent upon us, regardless of the State document, to  
2 look at how do we, you know, determine our successes  
3 around systems integration, policy work, partnerships.  
4 That stuff is hard. It's not easy stuff. And the degree  
5 -- the quicker we get to that I think the better off we're  
6 going to be because, at the end of day after this  
7 strategic process is over, people are going to say, how  
8 were you successful. And as regardless of what the State  
9 is saying as far the report is concerned, we need to, you  
10 know, be accountable to our constituents and say, this is  
11 how we have been, this is the impact, you know, we've  
12 made, and this is the difference that we, you know, have  
13 done.

14 So, I mean, I just wanted to take the  
15 conversation a little -- it's not just about this report.  
16 It is about the work we're doing. And it's hard from an  
17 evaluation standpoint to capture this type of work.

18 Okay. Moving forward. I think we got some  
19 parent engagement stuff going on now.

20 MS. TRAN: Yes, we do. Good afternoon,  
21 commissioners, staff, and members of the public.

22 I'm here to present an information item regarding  
23 a strategic partnership with Abriendo Puertas. During  
24 this presentation, I will provide an overview of Abriendo  
25 Puertas, demonstrate an alignment to our investment

1 approach of promoting parent engagement in LA county, and  
2 review the strategic partnership proposal.

3 To achieve our mission of strengthening families,  
4 communities, and systems of services and supports,  
5 strategy two of the families outcomes area is focused on  
6 improving the capacity of the ECE and health-related  
7 providers to engage parents and care givers in supporting  
8 their child's development.

9 During the June 2015 PPC meeting, the commission  
10 received a presentation on how Project DULCE and Abriendo  
11 Puertas, two leading nationally-recognized programs  
12 demonstrate the important of parent engagement and family  
13 protective factors in health-related and ECE settings.  
14 Also, at the last full commission meeting, there were  
15 breakout sessions, one of which highlighted the importance  
16 of building provider capacity.

17 First 5 LA now has the opportunity to launch an  
18 expansion of Abriendo Puertas by increasing provider  
19 capacity and to better support parents and children zero  
20 to five in diverse settings.

21 Abriendo Puertas is the nation's first  
22 evidence-based parent leadership training program  
23 developed by and for Latino parents with children zero to  
24 five. It was created right here in Los Angeles and is  
25 available in English and in Spanish. It uses a

1 two-generation approach to build parent leadership skills  
2 and knowledge to promote family well-being and positive  
3 outcomes for children.

4 As a whole, the program addresses all family  
5 protective factors via culturally-responsive methods. The  
6 program is delivered through a two-level process. First,  
7 through a train the facilitator model, local family  
8 service providers receive training to improve outreach and  
9 interaction with families. Facilitators then implement  
10 the program in their community to parents via a  
11 ten-session curriculum that promotes school readiness,  
12 family well-being, and advocacy.

13 Abriendo Puertas is uniquely qualified in  
14 reaching and connecting with families through an effective  
15 popular education approach. This curriculum was  
16 originally written in Spanish then translated into English  
17 capturing cultural nuances that most curriculums fail to  
18 capture, resulting in a culturally and linguistically  
19 responsive parent engagement program. For example, in  
20 each session, each lesson is guided by a dicho, or a  
21 cultural saying. And the dicho for session seven is cada  
22 cabeza es un mundo, which means each mind is a universe of  
23 its own. It captures an essence of what the importance of  
24 family and health and mental well-being is for both  
25 parents and their children. So the parents' health,

1 mental health, and physical health is as important to the  
2 child as well as the families. So it articulates  
3 something that most curriculums fail to capture when  
4 things are written in English first.

5 Connections like this draw from real-life  
6 experiences while connecting to data about local schools  
7 and communities. For example, a parent can attend a  
8 session and know how high school students fair. So if  
9 your preschool is located within a district with test  
10 scores that aren't up to par with what the families  
11 believe the potential of their children are, they feel the  
12 ability to actually advocate for these changes as a parent  
13 of a young child. So even before child enters the K-12  
14 system, parents are aware of what the local data looks  
15 like so that they can be more proactive towards changing  
16 them.

17 Since Abriendo Puertas began in 2007, they have  
18 trained over 1,500 facilitators and more than 400 family  
19 serving organization and provided its curriculum to over  
20 80,000 parents and families in more than 300 city across  
21 the country.

22 Nationally and locally, Abriendo Puertas has a  
23 strong reputation for effectiveness among providers and  
24 parents. In addition, the program's rigorous, independent  
25 impact studies have proven that the program provides

1 consistent changes that parents can connect to and also  
2 are proven -- participants of the program report  
3 consistent positive changes in important measures like  
4 parenting knowledge and behaviors. The evaluations  
5 underscore the positive impact of Abriendo Puertas while  
6 showcasing positive outcomes for young children and their  
7 families.

8 This is a -- this particular report is from UC  
9 Berkeley. The researchers at UC Berkeley examined  
10 participants across six states. And through their  
11 research, they -- they found that parent participants made  
12 significant gains in knowledge of early childhood  
13 development and parenting. These gains boosted parents'  
14 self-confidence, their parenting skills, and their ability  
15 to advocate on behalf of their families.

16 The other report comes from Child Trends. This  
17 was conducted in 2014 and it's the first ever random  
18 assignment evaluation of a Latino parenting program. And  
19 the study found positive outcomes in parenting practices  
20 -- in -- the study found positive outcomes in parenting  
21 practices that foster key development across areas  
22 associated with academic success, as well as increase  
23 parental confidence in their interactions with their  
24 child's school teachers.

25 Parents made important behavioral changes to

1 foster their children's learning that were sustained over  
2 time. So some of these behaviors included an increased of  
3 educational activity at home. Parents would read more to  
4 their kids and learn skills such as, if parents had a  
5 lower literacy level, they would attempt to read to their  
6 children by picking up a cereal box to read the food items  
7 or they'll pick up things from the grocery store. So  
8 increasing just verbal communication with their child.  
9 The other example is parents use local services more  
10 often, so they visited the libraries more. They checked  
11 out children's books as well as interact with librarians,  
12 with local literacy programs that they were able to gain  
13 access to.

14 With their unique training model and curriculum  
15 Abriendo Puertas is contributing to a strong national  
16 momentum around culturally and linguistically responsive  
17 parent engagement efforts.

18 Our strategic partnership with Abriendo Puertas  
19 aims to build local provider capacity and prepare families  
20 to engage in the K-12 system while complimenting the  
21 investments and strategies from other funders. Currently  
22 the David and Lucille Packard Foundation, Heising-Simons  
23 Foundation, and the Bessler Family Foundations are  
24 supporting Abriendo Puertas in their capacity building as  
25 well as updating their curricula. First 5 LA's investment

1 will compliment their investments.

2 Our strategic partnership with Abriendo Puertas  
3 will help us expand the body of evidence around what works  
4 for family engagement programs within diverse family  
5 serving settings. Existing evaluations and studies in  
6 this field of family engagement often verify the  
7 effectiveness of programs, yet there is very little  
8 understanding of the conditions and context to support  
9 locally-implemented evidence-based programs over time.  
10 Many researchers look at effective curricula but not a  
11 whole lot of researchers actually look at the  
12 effectiveness of implementation. So that's the goal of --  
13 that's one of the goals of this investment.

14 Finally, the strategic partnership will provide  
15 opportunities to conduct limited pilot testing of  
16 evidence-based parent engagement programs in diverse  
17 school and non-school settings in Los Angeles county.  
18 This strategic partnership with Abriendo Puertas will  
19 promote the scaling and expansion of an evidence-based  
20 engagement model that increases family protective factors  
21 and ECE settings in LA county.

22 This initial face will be foundational towards  
23 developing future phases which focuses on other scaling  
24 opportunities such as the development of a new culturally  
25 responsive curricula for other target populations as

1 articulated in the memo. This initial phase of work will  
2 consistent of learning implementation barriers and best  
3 practices in order to support short- and long-term program  
4 scalability and sustainability, strengthening families  
5 through provider capacity building across diverse types of  
6 ECE settings and examining future phases to increase  
7 provider capacity and support families in LA county.

8 I'm going to walk through the multilevel process  
9 of how we are envisioning phase one of the investment. So  
10 the scaling of Abriendo Puertas within this work plan will  
11 allow us to learn ways to increase provider capacity at  
12 various systems levels while engaging with providers at  
13 various natural points of connection for families with  
14 young children, such as school based preschool settings  
15 like early transitional kindergarten and Head Start, as  
16 well as non-school settings like faith-based institutions,  
17 communities, housing communities, and museums. These  
18 environments are nonstigmatizing; therefore, creating a  
19 unique opportunity to reach families that may relatively  
20 be more isolated in the broader array of family support  
21 services.

22 Through this work, we can compare and contrast  
23 best practices and barriers between two streams of school  
24 and nonschool sites.

25 At the provider level, we will train facilitators

1 via a cofacilitation model to foster collaboration and  
2 increase organizational capacity to sustain programming  
3 over time. Facilitators who are cotrained and go on to  
4 cofacilitate often feel more supported because they learn  
5 together and can better cocreate a welcoming program  
6 culture together.

7 Parents who participate in the program will have  
8 the opportunity to gain key leadership skills and voice  
9 their needs and concerns. Together facilitators and  
10 families can explore advocacy channels to exercise the  
11 skills they learn. One such avenue may include Best Start  
12 communities.

13 And, finally, the outcome of the space is to work  
14 closely with sites to develop sustainability plans and to  
15 support programming after initial cycles by identifying  
16 implementation issues such as real cost, best practices,  
17 and solutions to potential barriers. This investment will  
18 also provide opportunities to explore diverse program  
19 audiences, including informal care providers,  
20 multigenerational families and young parents. Again, this  
21 initial phase will be foundational towards developing  
22 future phases which will focus on other scaling  
23 opportunities.

24 Another area to highlight is this work directly  
25 aligns with the number -- with a number of First 5 LA's

1 six investment areas, such as research and development,  
2 provider training to support provider capacity and improve  
3 services to parents and children, as well as increase  
4 community capacity to foster safe, healthy, and vibrant  
5 communities.

6 To advance this work, we are seeking board  
7 approval to establish a strategic partnership and execute  
8 initial contract with Abriendo Puertas for -- at next  
9 month's October 13, 2016, commission meeting pending board  
10 approval, a \$900,000 18-month contract for phase one of  
11 the project that will begin January 1st, 2019. Sorry.  
12 '17.

13 COMMISSIONER DENNIS: Damn. Way to spend money.

14 MS. TRAN: Thank you. And before I open up for  
15 questions, I want to acknowledge Sandra Gutierrez, the  
16 founder and executive director of Abriendo Puertas. She's  
17 here in the audience.

18 (Applause)

19 SPEAKER: Thank you, our heart and soul of the  
20 program as well.

21 MS. TRAN: Barbara Dubransky and I are now  
22 available for any question you may have.

23 COMMISSIONER DENNIS: Commissioners, questions?  
24 Marlene and then Deanne.

25 COMMISSIONER ZEPEDA: Thank you, Christine, for

1 the presentation. I am very familiar with Abriendo  
2 Puertas.

3 The question I have has to do with evaluation. I  
4 know that Berkeley's done an evaluation, Child Trans has  
5 done an evaluation. What are the plans for evaluation? I  
6 know that you -- the focus is very much on implementation.  
7 And my -- and my comment with respect to evaluation has to  
8 do with systems change because parent education is a very  
9 ad hoc activity and it is not seen with -- particularly  
10 within the K through 12 structure, it is not seen as  
11 within their purview. And once the monies go away for the  
12 program, the program goes away. So there's the  
13 sustainability issue.

14 So I think there needs to be a lens when you're  
15 doing the program evaluation about the broader systems  
16 integration question and how it -- it -- it interfaces  
17 with -- with the program going forward because one of the  
18 objectives is sustainability. So I -- you know, that was  
19 my diatribe on that.

20 MS. TRAN: I can speak a little bit to the goal  
21 for implementation research. Like I mentioned in the  
22 presentation, implementation research isn't often done for  
23 parent engagement. So by developing sustainability plans  
24 with the sites we plan to partner with, we can gain an  
25 idea of things like real costs. And given that there is

1 money through avenues like the L-CAP, programs can  
2 actually advocate for, we need this much money a year to  
3 implement a parent engagement program consistently every  
4 year. Right now, there's very little data as to how much  
5 programs even need to implement a program.

6 So through this exploratory implementation  
7 process, we can actually identify what a school site  
8 program might need versus a community-based nonschool site  
9 might need.

10 COMMISSIONER ZEPEDA: Thank you.

11 COMMISSIONER DENNIS: Deanne.

12 COMMISSIONER TILTON: This is excellent  
13 presentation, very important. And the evaluation issue  
14 was a question I was going to ask as well. But I have a  
15 couple of other questions.

16 One is, in terms of learning, you mentioned  
17 libraries. What about technology? How about little  
18 laptops or how are we teaching these kids to use whatever  
19 young person today uses instead of the library, and that  
20 is a computer?

21 MS. TRAN: So with the -- the implementation of  
22 the program at the local level, there's opportunities for  
23 parents to voice their opinions about things that they  
24 need, either personally at home or within the community.  
25 An example I can give you, in Chicago one of the sites,

1 Casa (inaudible), they implemented Abriendo Puertas. And  
2 one the things they started doing was they were tracking  
3 issues that came up as they covered each session.

4 So session five in Abriendo Puertas covers  
5 libraries and resources. And so one of the things they  
6 were able to do was capture -- this is a health-related  
7 issue, but they were able to capture in their health  
8 session that parents wanted to know more about cancer and  
9 AIDS. So what they were able to do was craft an  
10 11-session past the existence of that program for that  
11 cohort to tailor specific programming needs for the  
12 parents. They were able to invite guest speakers in to  
13 speak to the community solely about these issues that were  
14 raised. So technology could be one of those topics for a  
15 site.

16 COMMISSIONER TILTON: Yeah, I'm just thinking of  
17 utilizing it in the learning process all along rather than  
18 just learning about the technology, to really have it as  
19 an integral part of the learning process. But that's  
20 good, you know, to be able to -- and libraries have  
21 computer too by the way.

22 I don't see a budget. So I was wondering if  
23 there was -- what -- what we're paying for and also if  
24 that include hardware like laptops for the families. And  
25 I'll just tack on this last one. Are foster children and

1 foster parents included in this program?

2 MS. DUBRANSKY: So there is a company, the  
3 PowerPoint is a memo, and I think you're -- the -- there  
4 are two phases to the work. So the first phase of it will  
5 be the 900,000. That's for the first phase that Christine  
6 talked about. In the future, we'll be exploring  
7 additional phases, including looking at other populations.  
8 As is evident from the conversation today, this is  
9 targeting both English and Spanish speaking families.

10 We want to learn from this program how we can  
11 take the principles -- you can't just translate Abriendo  
12 Puertas to other languages and it will be probably as  
13 clear from the examples that Christine gave. So we want  
14 to be able to learn from the -- from the design of this  
15 process, how we can bring this type of quality programming  
16 to other populations. So that will be in a future phase.

17 We will next month when we come to the board for  
18 full approval give an estimate of the total cost of the  
19 project, which we're still working out, but the first  
20 phase would be for 900.

21 COMMISSIONER TILTON: That comes from where?

22 MS. DUBRANSKY: Well, it's from the experience of  
23 providing the program historically. So there's a lot of  
24 information based on the implementation across the country  
25 that Christine has mentioned.

1           COMMISSIONER TILTON:  So is there a child count  
2 or a family count within that?

3           MS. DUBRANSKY:  What there is is an estimate of  
4 when you -- we selected a number of sites that we felt we  
5 needed to do the learning that we want to learn.  And then  
6 based on those sites, there are certain matrix on how many  
7 people will be trained per site and how many families they  
8 would reach in a given year based on typical numbers of  
9 cycles of providing the program in an academic year.  So  
10 that is -- will be demonstrated as well.

11           COMMISSIONER DENNIS:  Nancy and then we go back  
12 to Marlene.  Anybody over here?  Then Judy.  Nancy,  
13 Marlene, Judy, and then back to Deanne.

14           COMMISSIONER ZEPEDA:  I was just saying hello to  
15 Judy.

16           COMMISSIONER DENNIS:  She's been here from the  
17 beginning.  The cookies --

18           COMMISSIONER TILTON:  She was hiding behind her  
19 -- okay.

20           COMMISSIONER DENNIS:  Okay.  Nancy.

21           COMMISSIONER AU:  I guess what, as I was  
22 listening to you, again, it speaks to my longevity.  And I  
23 know that this is one of those project programs that is  
24 wanting to establish strong evidence as to its  
25 effectiveness.  And I guess parenting, education,

1     curricula, teaching programs have been available for a  
2     longest time.  And I'm looking at Marlene because I'm sure  
3     she's -- she's very aware of all of that.

4             So I appreciate this particular approach because  
5     I guess over time it's been very difficult to truly  
6     establish clear evidence that what parents have gone  
7     through have really made the kinds of changes and impact.  
8     So that's the good news.

9             The -- other part is that I'm looking at how all  
10    of this fits into the work that we are focusing in on in  
11    terms of systems and change and policy as well as our work  
12    with Best Start and wanting to organize communities in  
13    terms of having them sort of take some initiative  
14    regarding assuring the well-being of their children and  
15    their families and then their neighborhoods and in their  
16    communities.  So wanting to see how all of that would fit  
17    in and not find ourselves having to grapple with silos  
18    again where a program is sort of operating in this  
19    singular trajectory while the rest of the folks are  
20    wanting to integrate and move in a concerted effort.

21            So I guess that speaks to your implementation  
22    piece.  So I guess for me as I commissioner, I would be  
23    very interested in some of that conversation and planning  
24    so that I am clear that, if we're going to move forward in  
25    involving ourselves in this strategic partnership, that we

1 don't find ourselves again trying to juggle multiple  
2 projects that there isn't a clear connection and  
3 integration.

4 And I appreciate Deanne's questioning as well.  
5 I think that's very appropriate before we move forward as  
6 well. I think we really need some of those specific  
7 questions answered clearly. So anyway, that's just my --

8 MS. BELSHE: Let's here from Barbara.

9 COMMISSIONER DENNIS: Marlene and then Judy.

10 MS. BELSHE: Can we hear --

11 COMMISSIONER DENNIS: Oh.

12 MS. DUBRANSKY: Yes. So as we have talked about  
13 throughout the life of the strategic planning phases, we  
14 do see this as an integral part of the ECE outcome area as  
15 well as the Best Start communities outcome area. Best  
16 Start is obviously our key partner to engaging in  
17 communities in terms of implementing this program, so  
18 geographically their support at the community level for  
19 working with these potential -- these other groups, than  
20 the housing sites, the museum sites, other sites where we  
21 can learn, are these viable places to provide these  
22 programs to families. And then as Christine mentioned  
23 also, working with school districts to say, how does this  
24 help you meet your requirements and be able to raise that.  
25 We're fortunate in that LAUSD already has a very strong

1 opinion of this program. The learning that we provide  
2 around sustainability will help them to know how this  
3 program can help them achieve their requirements around  
4 family engagement. So that's one of the reasons why our  
5 evaluation approach, our learning approach is oriented  
6 towards that piece.

7 So our thinking is around how this is integrated  
8 into this. Another example is QRIS. In QRIS there's a  
9 requirement for parent engagement. This has all of the  
10 capacity and capability to meet that requirement,  
11 particularly, you know, in public early care and education  
12 settings.

13 So we are -- that is our intention and it's -- by  
14 doing this research and development process at the front  
15 end, it makes -- it allows us to be an added value to some  
16 of the challenges that our partners have, as I mentioned,  
17 like school districts.

18 So we are on the same page and we're happy to  
19 share more information as it starts to develop even more  
20 concretely.

21 COMMISSIONER DENNIS: Thank you, Barb.

22 Marlene and then Judy.

23 COMMISSIONER ZEPEDA: Thank you for that answer,  
24 Barbara. That's helpful because I do see this program as  
25 salient for a number of our strategic goals. I think the

1 issue, having studied parent education for a long time, is  
2 -- as I mentioned earlier, is kind of ad hoc, add-on  
3 nature of parent education that often does not lead to  
4 sustainability. Who will be doing the evaluation? Will  
5 that be in-house or are you going to contract out for  
6 that? Is that part of the \$900,000?

7 MS. DUBRANSKY: We stopped to make a few  
8 decisions about that with the likelihood that there would  
9 be an external partner involved.

10 COMMISSIONER ZEPEDA: Because I think that would  
11 be very, very important, and I certainly would like to  
12 have input into that if I can.

13 COMMISSIONER DENNIS: Judy.

14 COMMISSIONER ABDO: Well, I guess my question is  
15 more about diversity issue that you raised. It seems to  
16 me that we have many, many, many programs as well as  
17 geographical areas where diversity is not only racial  
18 diversity, but it's also language diversity. And I -- I  
19 don't quite understand how this program is going to  
20 address the needs of parents who have many different  
21 language -- languages and still have needs to learn  
22 parenting skills and how -- how does it -- does it feel  
23 exclusive -- exclusive to Spanish-speaking parents and do  
24 the other people who speak other languages feel excluded?

25 I just don't understand how that's going to work.

1 MS. DUBRANSKY: Abriendo Puertas and Opening  
2 Doors is definitely responsive to the populations that  
3 speak those languages. So we are not of the mind that we  
4 would be targeting families who speak other languages with  
5 this program.

6 What we do want to do -- and this is something  
7 that actually the Abriendo Puertas office, they often get  
8 contacted by representatives from agencies that have  
9 strong relationships with the giving community,  
10 Chinese-speaking community, and say, can you help us?  
11 What we're impressed with they'll say is how you've  
12 designed your program. We want to do that with the  
13 population that we serve. We want to support the Abriendo  
14 Puertas office in their ability to provide guidance and  
15 technical assistance to those organizations that would  
16 like to do that work. And as Christine said, there's just  
17 not a lot of -- there are programs, but there aren't  
18 programs that have gone through this rigorous type of  
19 evaluation and have really tried to ensure that they're  
20 impacting those protective factors for families.

21 So we have the same concern. We want to see more  
22 populations benefit from something like this that is  
23 designed responsively with families who -- of different  
24 backgrounds. So the issue is more of an order of events  
25 issue. Abriendo Puertas has also had significant demand

1 across the country for training.

2 So during this phase while we are working on  
3 learning about how this program can be sustained in the  
4 populations that it's already serving, the Abriendo  
5 Puertas office is going through a strategic planning  
6 process with the other funders that -- resources from the  
7 other funders that Christine mentioned. And through that  
8 process, they'll be able to establish how they as an  
9 organization can built themselves out so they can  
10 contribute to these other populations engaging in this  
11 kind of work.

12 So it's not satisfying from a speed perspective  
13 in terms of how fast we can do it. But we want to be  
14 really smart about how we build on their expertise because  
15 there are others actually reaching out to them asking to  
16 build on their expertise.

17 COMMISSIONER ABDO: I'm glad to hear that. And I  
18 hope that we can help, especially through Best Start  
19 communities help that to happen in a sort of smooth kind  
20 of way, without people feeling like that.

21 COMMISSIONER DENNIS: Karla.

22 COMMISSIONER PLEITEZ HOWELL: I would echo the  
23 same sentiment that Commissioner Abdo just raised in terms  
24 of cultural diversity. When we talk about leadership  
25 development, we talk about asset space. Abriendo Puertas

1 does an amazing job with Latino asset space. And so early  
2 on, how do we begin to have those discussions and who  
3 needs to be involved should be something that would be  
4 helpful.

5 And the second point to that is, when LAUSD -- if  
6 this is a strong partnership that is to be developed,  
7 timing it so that we are in line with LCAF reviews and  
8 with LCFF -- the LCFF timeline is. So, for example, if  
9 LAUSD starts their parent engagement around November, how  
10 do we make sure we're in line with what they're looking  
11 at. And going back to the cultural diversity, LAUSD  
12 struggles with involving African-American populations. So  
13 how can this be helpful and where is that partnership and  
14 doing that earlier rather than later? And I think there  
15 was three, four different commissioners that raised that.  
16 So having some feedback on what our thinking is around  
17 that would be really helpful.

18 And, lastly, Sandra and Abriendo Puertas, thank  
19 you for giving us a vision for something like this because  
20 this is something that we are struggling with as a state  
21 and definitely in the county. So this is wonderful just  
22 thinking about those issues.

23 COMMISSIONER DENNIS: Anybody else?

24 Thank you. Thank you very much.

25 Obviously, parent engagement is a big issue with

1 us and we know very little about it. And so as we go down  
2 this journey, I think it's going -- you know, we're going  
3 to have this and more to undertake and to give learning  
4 around. So thank you.

5 MS. BELSHE: And I --

6 COMMISSIONER TILTON: You're going to ask it,  
7 right?

8 MS. BELSHE: Well, two things. Number one, who  
9 is this adorable child, Christine?

10 MS. TRAN: So I'm Vietnamese and Chinese. In my  
11 culture my cousins' children are my nieces and nephews.  
12 So this is Sophie. She's 16 months.

13 MS. BELSHE: And where does she live?

14 MS. CAMPBELL: She lives in West Covina.

15 MS. BELSHE: And we should acknowledge that this  
16 is Christine's debut before commissions. So welcome.

17 COMMISSIONER DENNIS: You work too hard. Good  
18 job. Good job.

19 Okay. I think, Kim, you're up.

20 MS. PATILLO BROWNSON: Yes. So good afternoon.  
21 I'm going to pick up on the conversation I think that  
22 Holly touched off for us on what it means to actually  
23 shift into policy and systems change and also to respond  
24 to Commissioner Curry's question earlier about how do we  
25 actually think about increasing revenues for First 5

1 programs for young children, but also more broadly how do  
2 we think about raising new revenue sources for young  
3 children outside of the ambit of what First 5 can provide  
4 directly.

5 So the goals that are listed now, they look like  
6 so many of up there. A moment of reflectiveness. I'll  
7 summarize them as follows: They generally fall into the  
8 category of why we are undertaking even considering  
9 endorsing ballot initiatives. How we should think about  
10 cabining our discretion and making sure that we act  
11 appropriately as a public agency. And then the fun part  
12 of diving into the meat of the conversation, which is a  
13 review and a recommendation to endorse Propositions 55 and  
14 56.

15 So the quote that is up there is from the  
16 strategic plan. And the big takeaways that I'll highlight  
17 is that our strategic plan very much puts in the forefront  
18 policy and systems and scale to move beyond pilots, to  
19 move beyond what First 5 LA can do alone as a  
20 free-standing sole-source funder and to think about how we  
21 need to partner and support our partners' efforts in terms  
22 of revenue as well.

23 In terms of how we want to make sure that we  
24 essentially do this making sure to essentially dot every T  
25 and cross -- dot every I and cross every T.

1 COMMISSIONER DENNIS: Way to go Kim.

2 MS. PATILLO BROWNSON: These are a list of  
3 permissible activities. And what unifies all of them is  
4 essentially that they are informational activities. What  
5 is encompassed within that is objective analysis of ballot  
6 measures. We are permitted to take positions on ballot  
7 measures to have it reflected in our minutes and on our  
8 Web site digest, and we can be responsive to requests.  
9 These are all things that are clear, bright line  
10 principles of how we are permitted to interact with the  
11 state ballot process.

12 But there are also clear guardrails for what  
13 public agencies should not do. And these are more  
14 campaign-type activities that I think actually, as I sort  
15 of briefly cover them, makes sense as things that would  
16 not actually benefit a public agency around gathering  
17 signatures, urging a particular vote on a measure,  
18 producing campaign materials or linking to campaign  
19 websites. All of those are certainly things that everyone  
20 can do in their personal capacity either in support or in  
21 opposition of any measure. But under the auspices of the  
22 commission, these are bright line activities that we will  
23 not engage in.

24 So the question essentially that we are  
25 considering is how to evaluate Propositions 55 and 56.

1 I'm assuming that folks have some familiarity with it, but  
2 I'm going to dive into the parts of the initiatives that  
3 are most relevant to our charge here, which is to think  
4 about impacts for young children.

5 The factors that we considered in analyzing these  
6 propositions are ones that are directly drawn from our  
7 strategic plan, alignment with our strategic priorities,  
8 impacts on young children, sustainability, and funding,  
9 the likelihood of success. You'll see some polling data.  
10 Partnership implications which, essentially, get us to the  
11 long haul of what we can do with others that is bigger and  
12 greater than what we can do alone. And then the last is  
13 assessment of reputational risk and what we might need to  
14 essentially plan for.

15 You should all be familiar and warm everyone's  
16 hearts. These are our strategic plan outcomes areas of  
17 families, communities, health, and early childhood  
18 education. Those are really -- if one could have four  
19 north stars, those are the ones that work for us. And as  
20 we've evaluated each of these propositions -- and that is  
21 very small print, so I'll guide you through it.

22 This is Proposition 55. I would say that most  
23 people have maybe heard of it as Prop 30 extension or Prop  
24 30 renewal which was back on the ballot in 2012. It is a  
25 12-year extension of a past proposition. It, essentially,

1 would extend existing personal income taxes on the top 1.5  
2 percent of income earners in California. That works out  
3 to folks who are making 250,000 a year and above. And it  
4 is expected to generate about four to \$9 billion. That's  
5 obviously a very big swing that, and that depends on the  
6 volatility of our markets essentially.

7 The funding is slated to go into three buckets,  
8 the lion's share which would go for K to 12 education or  
9 TK to 12 education as well as community colleges. There's  
10 also a new set of funding under Medi-Cal for low-income  
11 families. And of note, here in California, we have 1.4  
12 million zero to five year olds who are served by Medi-Cal.  
13 So that is a clear nexus to the population that we want to  
14 see have health improvements.

15 And then the last bullet item is around budget  
16 reserves and debt payments which was inserted sort of late  
17 in the process with negotiations by the Governor.

18 The reason that we are focusing on school  
19 district budgets is not because it accrues to us directly.  
20 School district budgets are -- are very much in our  
21 backyard because for all of the state preschool programs  
22 that are funded across the state, school districts provide  
23 more than half of the services to young children.

24 We also know in our own backyard that last year  
25 LAUSD reported about \$700 million in Prop 30 revenue, and

1 in this past year also LAUSD put in an increase of about  
2 \$50 million for early learning.

3 It is not a guaranteed if-then statement; if  
4 school districts receive more funding, then they will  
5 spend it on ECE. But what we have seen is that with the  
6 benefit of some local advocacy, which First 5 LA is very  
7 active in, there's an opportunity to engage in partnership  
8 and helping school districts to understand why this  
9 actually helps school districts in their K to three  
10 trajectories and beyond.

11 The Medi-Cal funding, as I mentioned before, has  
12 obvious implications for the 1.4 million young children  
13 who are served by Medi-Cal.

14 And I think the last thing that I'll just  
15 highlight about Prop 55 is, it really is a new day in  
16 terms of how we're thinking about propositions. This is  
17 not a pocketbook issue for First 5. This is a pocketbook  
18 issue for young children and families. I think it's  
19 absolutely a step in the right direction to think more  
20 broadly about what resources we can bring to bear on our  
21 strategic plan goals that are not exclusively leveraged  
22 from our own internal finances.

23 So in terms of opposition on Prop 55, there are a  
24 couple of arguments that have been lodged in opposition.  
25 One is around the idea of the taxes that were passed in

1 2012 were supposed to have been temporary. So there's a  
2 notion of a broken promise. That is something that I  
3 would say candidly is just beyond the ambit of what First  
4 5 LA's charge is. There are good governance groups that  
5 evaluate and rate candidates on their fealty to promises  
6 made in many given years, and that has never been an  
7 activity that has actually been core to the functioning of  
8 this organization.

9           There's also an argument around whether the tire  
10 taxes are actually necessary and whether education, health  
11 care, and state government could all be funded without any  
12 new taxes. And the question I think to think about there  
13 is necessary for what end. And largely the premise of  
14 necessity as understood by the opposition is largely that  
15 maintenance of the status quo would not necessitate  
16 additional funds. If we are thinking about our mission  
17 statement and thinking about our strategic plan goals,  
18 those are goals that will in fact require additional  
19 revenue. So if you're trying to think about what  
20 projection is necessary to meet the needs of young  
21 children in Los Angeles county, I think it's -- it's  
22 pretty clear that we would need additional revenue in  
23 order to address that magnitude of issue.

24           The last thing that I'll just highlight is there  
25 is an argument around whether Prop 55 is essentially a

1 give-away package for special interests. So there's  
2 conversations about who is funding it, which I'll get to  
3 in a second. But I think it's important for First 5 LA to  
4 be out in front to say that young children are not a  
5 special interest group. And frontlining the needs of  
6 young children and investing in the next generation is not  
7 something that should be categorized as a special interest  
8 grab.

9 Prop 55 has quite a number of supporters. They  
10 are largely from the education, health, and labor world.  
11 There's a much longer list of supporters that I'd be happy  
12 to provide for folks if you would like to see. It's about  
13 six pages of single spaced font. There's also several  
14 opponents from taxpayers associations. And although there  
15 is opposition, there is no reported opposition funding,  
16 which is sort of a unique situation.

17 The polling numbers that you have on your slides  
18 are 57 percent. Subsequent to the time that we went live  
19 with this publication, a new poll has come out field poll  
20 shows 60 percent support. And so it is trending and has  
21 continued to trend since about April of this year in the  
22 upper -- upper 50s to low 60s, which suggests that it --  
23 it has very good prospects for November.

24 Staff recommendation here is to endorse. And  
25 we're going to have more conversation in just a bit.

1           Prop 56 is the second measure that we're looking  
2 at, and that is to increase tobacco taxes by \$2 per pack,  
3 which would bring California's taxes to \$2.87 a pack. It  
4 would also bring e-cigarettes within the ambit of  
5 taxation, which would be a new and distinct form of  
6 taxation for e-cigarettes. The funding for that would go  
7 to Medi-Cal, again, for low-income families for health  
8 care and as well as for tobacco research and prevention.

9           This is an item that actually would directly  
10 accrue to the First 5s, not just First 5 LA but First 5  
11 California and all the other county commissions. Because  
12 there is expected to be a decrease in tobacco consumption  
13 with the increase in taxes, there's a hold harmless  
14 provision that would essentially keep our revenues steady.  
15 In addition because of bringing e-cigarettes into the  
16 ambit of taxation, that would be estimated to provide ten  
17 to 40 million new -- new dollars across the state from  
18 that funding source. This, of course, aligns with our  
19 historical roots in tobacco cessation efforts. It's a  
20 sustainable funding effort and also aligns with our  
21 interest in children's health.

22           The reputational harm that it is a possibility is  
23 that it might draw some negative targeting by opposition  
24 campaigns. And the opposition campaign has quite a war  
25 chest, which I'll get to in a second.

1           In terms of arguments in opposition, the -- the  
2 primary argument is that the funding would go to insurance  
3 companies and special interest groups rather than  
4 smoking-related illnesses. Constitutionally, it works  
5 that the first 18 percent goes to tobacco research  
6 training, cessation programs. Beyond that, it then goes  
7 to Medi-Cal. And there is in fact a lot of flexibility in  
8 the definition of how it would flow to Medi-Cal. There  
9 are federal rules that require that most Medicare funding  
10 go to services rather than profits, but it would be a  
11 public process to be worked out.

12           The last thing -- the last arguments are around  
13 overhead and bureaucracy and other competing sources of  
14 priority. And I'm happy to talk about any of those in  
15 greater detail afterwards.

16           In terms of polling, Prop 56 is in a very  
17 different place than Prop 55. As I mentioned, the war  
18 chest is quite differently configured in terms of  
19 opposition and support for this measure. The First 5  
20 Association and the LA County Chamber of Commerce are two  
21 that I'm going to highlight of supporters. They're not  
22 part of necessarily the war chest, but the list of  
23 supporters that follows otherwise in terms of labor groups  
24 has raised 17 million for the support campaign. The  
25 opposition campaign largely funded by tobacco and taxpayer

1 groups has raised almost double that.

2 The polling trend has been on a downward  
3 trajectory. It's still above water, but it was 63 percent  
4 at the time that we posted at agenda online, and it was 53  
5 percent a week later. So there has been a spate of online  
6 advertising as well as television, and the odds are -- are  
7 complicated by history. So no tobacco tax has passed  
8 since 1998. There was a measure in -- on the ballot in  
9 2012, in 2006, both of which did not pass. And there's no  
10 history of taxing e-cigarettes in California previously.  
11 Nonetheless, it is polling stronger at this point than  
12 past measures have. So there is reason for some optimism  
13 and there are on-the-ground efforts that I think suggest  
14 that there is still remaining viability as well as mission  
15 alignment.

16 So our staff recommendation here is to endorse.

17 This is a recap of essentially what endorsement  
18 would look like in practice. Again, it's the bright line,  
19 what we can do as a public agency on ballot measures in  
20 terms of stating our position and pushing it out through  
21 the minutes which is the normal process of publicizing any  
22 business decision, and accepting invitations for any  
23 organizations that are interested in our analysis and the  
24 effects on young children.

25 So this is our first conversation here at P and

1 P. This is for information today. And the calendar setup  
2 is for October 13th to be at the meeting of the full  
3 commission to vote on whether to endorse the ballot  
4 measures a little bit less than a month from now.

5 And I'm sorry, I don't have photos of my really  
6 compelling cute children, but I will bring them next time.

7 COMMISSIONER DENNIS: Thank you, Kim. Questions?

8 I just wanted to add that Kim and staff did  
9 present this to the executive committee and the executive  
10 committee was, you know, in full support. As a matter of  
11 fact, Commissioner Abdo wanted to us vote then.  
12 Unfortunately, we couldn't. But anyway, it's -- you know,  
13 it's an opportunity and surely it places us on a different  
14 plane. As a commission, we haven't done this type of  
15 endorsement in the past. It would set some new ground for  
16 us, which is not bad, take into consideration the stakes  
17 at hand.

18 Any questions from commissioners?

19 COMMISSIONER ZEPEDA: That was a question I had.  
20 Had the commission ever done this before.

21 COMMISSIONER DENNIS: No. No.

22 MS. BELSHE: Well, actually. Clarify, Craig or  
23 Kim.

24 MS. PATILLO BROWNSON: Like I can give you what I  
25 have heard and read in print, which is that where the

1 actual budget of First 5 LA and the other county  
2 commissions has previously been threatened and on the  
3 ballot, we have been involved. But this would be a  
4 departure and quite unique in that one of these measures  
5 does not involve our budget at all. That's Prop 55. The  
6 other measure does. But I would say in some ways it  
7 actually affects other First 5 county commissions' budgets  
8 more -- more fulsomely than it would ours because the  
9 increase is ten to 40 million statewide.

10 COMMISSIONER DENNIS: Anybody else? Karla.

11 COMMISSIONER PLEITEZ HOWELL: I'd just like to  
12 echo and underscore the importance of this funding for the  
13 early education work that we do in local districts. So  
14 when Prop 30 passed, a lot of districts wondered whether  
15 those dollars could be used for early care and education,  
16 and there was actually a lot of push back. So advocates  
17 for a long time actually requested and advocated and have  
18 now elevated that LCFS dollars can be used for early ed  
19 programs. So not having that funding would put us back.

20 In LAUSD, we now have 286 early ed programs that  
21 would not exist if this funding didn't exist. So I think  
22 it just underscores the importance of funding like this  
23 being available to broaden our touch and scope.

24 COMMISSIONER DENNIS: Thank you. Judy.

25 COMMISSIONER ABDO: I agree with all of the

1 arguments for supporting these -- these two measures. But  
2 I also want us to understand where we might be going,  
3 which I think is a good thing to understand and a good  
4 place to go. And that is to increase the -- the  
5 reputation of our -- of our commission and of statewide  
6 commissions, all the commissions, in being part of the  
7 list of supporters of not only these measures but in the  
8 future of measures that really will make a difference in  
9 families, especially with families with very young  
10 children because we need to be build that reputation as,  
11 oh, when somebody sees that First 5 LA, wow, okay, that's  
12 a really good thing. Of course, I should vote for that.  
13 Where we don't have that clout right now because we  
14 haven't done this before. But now we can start doing  
15 that.

16 We know a lot about families and families with  
17 young children, but we need to have other people  
18 understand that having our name on something means we've  
19 really looked at it And it's going to really help young  
20 children. So that's why I wanted to push on this and,  
21 hopefully, we can do it this year but also look at where  
22 we can go in the future to help families.

23 COMMISSIONER DENNIS: Anyone else? Marlene and  
24 then Nancy.

25 COMMISSIONER ZEPEDA: Kim, on the -- what the

1 endorsement would mean in practice. How is that going to  
2 be resolved or is the commission going to discuss the  
3 outlet -- if in fact it votes yes, is it going to discuss  
4 the outlet for that or how are we -- how is that to be  
5 handled?

6 MS. PATILLO BROWNSON: So these are the legally  
7 prescribed ways in which we can express our endorsement.  
8 So I -- I'm not sure that there's that much latitude.  
9 I'll ask Craig to describe what broader strokes could be  
10 engaged in, but this is -- these are the clear bright line  
11 activities that there's good case law that suggests that  
12 we would be well within our rights.

13 MR. STEELE: And really it's limited to -- our  
14 ability to -- to act in this area is limited to taking a  
15 position on the measure, official position of the agency,  
16 and then publicizing that as we normally publicize other  
17 decisions of the agency and responding to questions.

18 So if a reporter called and said, hey, how does  
19 First 5 LA feel about Prop 55, we could say, the board  
20 endorses it. But we don't participate in campaigns. We  
21 wouldn't be doing the mail and all those kinds of things  
22 that are traditional campaign activities. We would leave  
23 that to others.

24 COMMISSIONER DENNIS: Nancy.

25 COMMISSIONER AU: I was actually also along the

1 same lines because in principle I guess just the thought  
2 that we are publicly funded as an entity and for us to  
3 participate in more of an act of vote getting or -- or I  
4 guess advocating for people to vote for any particular  
5 position, it just wouldn't -- it wouldn't sit well with me  
6 when I put my taxpayers hat on my head.

7 But in terms of taking a position, in terms of --  
8 of just formally saying, this is a good thing for the  
9 public to support or to have it in our newsletter, I think  
10 it's -- is I think it acceptable in my thinking. But I --  
11 I'm also wanting to know how this then the future -- in  
12 terms of future opportunities, when we're wanting to  
13 impact public policy and really wanting to have systems  
14 change, does walking this fine line become even more  
15 tenuous? And I'm looking at Craig and wanting really some  
16 further clarity as to how we move in that arena. I think  
17 we want to be as effective as possible, but really want to  
18 be cautious as well.

19 MR. STEELE: And I think that my response to that  
20 would be that it's really up to the board to sort of keep  
21 guardrails around itself because, once the board takes a  
22 step that's -- that's a little farther than we've stepped  
23 before, clearly commenting on an issue that is within our  
24 purview and there are issues that affect our strategic  
25 outcomes clearly, it's going to be up to the board to say,

1 we're not going to let that mission creep even farther  
2 into issues that don't affect us.

3 And -- and just from my work with other public  
4 agencies, I know that it's important for board members to  
5 do that, not only just to sort of be disciplined about  
6 message, but also to make sure that your message doesn't  
7 get diluted by participating in too many things. It's  
8 only -- it's incumbent on the board to be able to say,  
9 this one is really important to our mission, and we don't  
10 do this very often, but this is what our opinion is.

11 In terms of your initial statement about  
12 advocacy, I think maybe you and Jane may be the only ones  
13 who recall that, going back to 2006 or '8 or something,  
14 when we the board took a position on Prop DD, which was  
15 basically taking the money away. Specifically, the board  
16 did not do anything to say, we urge people to vote no or  
17 anything; it was just the board opposes Prop DD, and that  
18 was the extent of it. So it's an official position. We  
19 oppose this, but we're not going out and advocating for  
20 other people to vote in a particular way. And that just  
21 becomes a fact that we can then articulate to people who  
22 are interested in those facts.

23 COMMISSIONER AU: But I'm making a  
24 differentiation -- a difference between advocacy for our  
25 representatives in Sacramento to vote on a bill or a -- or

1 even promote a particular bill versus this initiative  
2 process. Right? And there is a difference.

3 MR. STEELE: There is a difference in the cases.  
4 The courts recognize that difference. And what the courts  
5 say is that it's a traditional activity for a public  
6 agency to go to Sacramento and lobby. In fact, there are  
7 statutes that say public agencies can go to Sacramento and  
8 lobby because that's where policy for the most part gets  
9 made.

10 In the ballot measure context which in California  
11 is sort of -- abundant, yes, but viewed as the people sort  
12 of stepping up and saying, this is what we want. Whether  
13 that's true or not, that's what the perception is. the  
14 courts say that public agencies can't take public money  
15 and essentially put their thumb on the scale. So a public  
16 agency can say, this is what we think, because you have a  
17 role in the community of saying what you think about  
18 important issues, but you can't then take that -- the  
19 resources of the agency and try to influence one side or  
20 the other.

21 COMMISSIONER AU: Okay.

22 COMMISSIONER DENNIS: Judy.

23 COMMISSIONER ABDO: I'm working on some campaigns  
24 right now, and so I'm real clear on what we can and can't  
25 do. And what campaigns want is to know that a -- a valued

1 organization cares and says, yes, they support or, no,  
2 they don't so that the campaign can then run with that  
3 information. It -- we don't have to do anything other  
4 than say, here's our opinion, and then it's out of our  
5 hands as it should be.

6 MS. BELSHE: But we would still -- if the board  
7 were to concur with this recommendation, we would want to  
8 work with Craig with a follow-up missive to all of you as  
9 well as to our staff colleagues to make sure we're all  
10 crystal clear and plain speak what those guardrails are.

11 COMMISSIONER AU: That's good.

12 COMMISSIONER DENNIS: Anything else?

13 The only other thing I would like to say, I said  
14 this during the executive meeting. I don't know if there  
15 would be any restrictions from, for example, our county  
16 directors. I suggest that we find that out before our  
17 meeting because, if there are, that's going to have impact  
18 on the vote if our county directors are not able to vote  
19 on this. And I'm not sure. I just don't know. And so,  
20 basically, if we can find that out and have that clarified  
21 for those folks so, when they come to the meeting, they  
22 will know. So I still suggest that we get some sort of a  
23 definitive answer to that prior to the next meeting, so if  
24 Linda is here she can vote or whatever.

25 COMMISSIONER ARAGON: Right now, our position is

1 that the Board of Supervisors hasn't taken a position on  
2 it as county directors.

3 COMMISSIONER DENNIS: Yeah. So I'm really  
4 concerned -- you know, and those of us who are  
5 supervisorial designees, we need to check with our offices  
6 as well.

7 COMMISSIONER CURRY: So has the board taken a  
8 position on either of these?

9 COMMISSIONER ARAGON: No.

10 COMMISSIONER ZEPEDA: It's my understanding the  
11 board does take position from time to time.

12 COMMISSIONER CURRY: What they're saying is, many  
13 of us here -- I'm not voting, but many organizations in  
14 the county aren't allowed to take a position unless the  
15 board has taken --

16 COMMISSIONER DENNIS: So that was my question.

17 MS. BELSHE: We can get that clarified.

18 COMMISSIONER DENNIS: Let's get that straight so  
19 we can have the vote at our October meeting.

20 Okay. Thank you all. We'll take a short break  
21 of three minutes and 45 seconds.

22 (A brief break.)

23 COMMISSIONER DENNIS: Okay. Folks, let's get  
24 started, please. We have a quite involved conversation  
25 around Best Start. I don't know if fellow commissioners

1 had the time to read the information sent out by staff,  
2 but it was rather extensive and it speaks to a pivot and  
3 so I am eager to hear this presentation. Kim and I had  
4 lengthy conversation about it yesterday, and she was right  
5 and I was all wrong as usual.

6 MS. BELSHE: Hardly. Hardly.

7 COMMISSIONER DENNIS: But anyway, I look forward  
8 to this. I mean it really -- I don't know if  
9 commissioners had time to look at it. It really sets a  
10 new dent with regards to our engagement, involvement, and  
11 future as to Best Start.

12 So, Antoinette, I think you -- this is your  
13 thing.

14 MS. BELSHE: And I was just going to say, this is  
15 the first time that the commission has seen Antoinette and  
16 Rafael in their new leadership roles. And so we will turn  
17 to Antoinette as our director of Best Start communities to  
18 lead this presentation. And I think what we're going to  
19 do, Duane, given the depth of the material Antoinette's  
20 suggestion is that we pause at a couple of places  
21 throughout the presentation to make sure that there's an  
22 opportunity for reflection and discussion at that point.

23 COMMISSIONER DENNIS: I think that's a good idea.  
24 We've set quite a lot of time to do this. We've got nine  
25 minutes, so -- seriously. We've got 45 minutes. We had

1 actually have 45 minutes. And so, you know, Antoinette,  
2 take it away, please.

3 MS. ANDREWS: Thank you. Good afternoon,  
4 commissioners. Today's presentation is an introduction.  
5 It's an introduction to an important conversation about  
6 how we best support the success of Best Start. As you  
7 know, there have been several presentations about the  
8 programmatic aspects of Best Start. So, for example,  
9 we've had conversations about funding of the community  
10 identified projects, which was an important milestone in  
11 our -- in year one of our strategic plan. And most  
12 recently commissioners attended community partnership  
13 meetings along with First 5 LA's executive team and  
14 learned more about what the partnerships are doing and  
15 what they're trying to achieve.

16 So the discussion today is not about the  
17 programmatic aspects of Best Start. The work of the  
18 partnerships continues and it is building momentum in each  
19 of the 14 communities. Today's discussion is the  
20 beginning of a series of conversations about improvements  
21 to the operational structure of Best Start to support this  
22 growing momentum.

23 So during the course of this conversation, we  
24 will cover a great deal of information and it will be a  
25 lot to digest. And so we're mindful to conduct the

1 presentation today at a pace that is consistent with our  
2 intention to be thorough, to be transparent, and to be  
3 very deliberate. So we will pause at different points in  
4 the conversation to allow for reflection and discussion.

5 So what we want to accomplish today is, first, we  
6 want to reflect on recent visits to the community  
7 partnerships and the insights that these visits -- that  
8 we've been able to glean from those visits. We also want  
9 to be clear about what our vision is and the opportunity  
10 we have to strengthen Best Start as a means to achieve  
11 that vision. And this is what we mean by alignment.  
12 So you're seeing some new language from us now that we  
13 will continue to explore throughout our various  
14 conversations. We will also talk about the process that  
15 we will use to transition from where we are today in  
16 supporting the community partnerships to where we aspire  
17 to be one year from now.

18 So there have been multiple inputs that are  
19 shaping how we think about implementation and the  
20 structure of Best Start. And the executive leadership  
21 visits are one of those inputs. And Rafael is going to  
22 share some key learnings from those visits.

23 MR. GONZALEZ: Good afternoon, commissioners.

24 Anyway, I just wanted to share with you all, as  
25 you know, between December of last year and the end of

1 June of this year, we had an opportunity to visit our 14  
2 community partnerships. And when I talk about our and who  
3 visited, it was a very eclectic group. It was our  
4 executive team, it was directors, it was staff, and it was  
5 also you as commissioners. And I do want to take this  
6 opportunity to thank you for being there, for getting to  
7 experience what is taking place in our neighborhoods, what  
8 is taking place in the Best Start communities.

9 And I also want to thank our community members,  
10 our partners in the 14 Best Start communities, you know,  
11 who were more than eager in terms of sharing their -- the  
12 opportunities that exist, they're experiences, as well as  
13 sharing some of the challenges. That was really part of  
14 why we wanted to take and have these visits in the  
15 community. Yes, it was to connect the strategic plan to  
16 Best Start and, yes, it was about, you know, creating  
17 contacts out there. But it was really about this  
18 conversation, conversation with community members. I know  
19 that we have some folks here from Metro, from Panorama  
20 City. We really thank you all for opening up the house  
21 and really having this conversation.

22 And it was an opportunity for us to recognize and  
23 value that leadership that is there every single day. And  
24 their commitment to children and families was very  
25 resonant. And it was also an opportunity to hear about

1 the community identified projects. We talked a lot about  
2 this earlier this year, but to really see the collective  
3 action that is taking place in terms of what community  
4 members have identified, right. And when we talk about  
5 what's a connection between what's taking place in the  
6 community and the connection to systems change and the  
7 connection to advocacy, there were a lot of really great  
8 examples that came from our community. And really that  
9 was a big emphasis there, really able to emphasize how  
10 critical those connections are.

11 Now, there was a lot of learning that we did  
12 along the way, you know, and, you know, this is the  
13 purpose for today to really share with you all what we  
14 heard from Best Start community partnerships. And what we  
15 heard on sort of the macro level was this relationship to  
16 First 5 LA. A lot of community members talked about  
17 wanting to have a better understanding of how First 5 LA  
18 operates, the investments that we have, our investments,  
19 but also the vision of Best Start. You know, folks wanted  
20 to hear that from us. And it was an opportunity to share  
21 out what this vision is, what the collective vision is as  
22 well.

23 What we also heard from community partnerships is  
24 this whole notion about community impact. Right? As you  
25 all know, the partnerships are working to build

1 relationships that connect early childhood development to  
2 other issues of policies. This was very clear in areas  
3 like Palmdale, for example, where the issue of  
4 transportation is a very critical issue. It's one that  
5 has an impact on all families there. I mean, if we know  
6 the Antelope Valley, we know the geographic spread there.  
7 So connecting the impact that transportation has on early  
8 care and education on our families. So that was an  
9 example.

10 We saw that in other areas as well, in southeast  
11 LA in terms of the connection to early care and education  
12 The same with the northeast valley in Watts/Willowbrook,  
13 in East Compton/Compton, the connection to teen parents as  
14 well.

15 Capacity building. You know. There's this  
16 hunger for more capacity building in our community, to use  
17 that knowledge and that skills building and that  
18 collective action that I talked about early on, and  
19 wanting to increase this action to have greater relevance  
20 in the community at large. Right? So the role that the  
21 partnership plays in the universe of that entire community  
22 it's much grander, it's greater. There's a sense, you  
23 know, that we need to be connected to all these other  
24 spheres that exist within our community.

25 And earlier on with Abriendo Puertas, we heard

1 about the capacity building there and the connection to  
2 Best Start. And I think that there's some really great  
3 opportunities with that.

4 And also in terms of partnership and the  
5 development of that partnership in the communities. So  
6 wanting to increase our community presence, which is what  
7 I just talked about now, And building their identity,  
8 having that identity in the community.

9 So these were some of the issues that we heard  
10 from community members. Reflecting in terms of what we  
11 heard -- so we recognize also, you know, it's great that  
12 the conversation took place, that we heard all these  
13 different things. So it's all information that we have.  
14 It's an input that is very valuable.

15 So what are we going to do about this? So we  
16 know as an organization that we can communicate more often  
17 and more transparently. So one of the -- some of the  
18 takeaways that we got from these visits is knowing that we  
19 can improve in that area. We need to articulate this  
20 vision for -- for Best Start in terms of where we are now  
21 and in terms of where we're going. Right?

22 We also need to provide the mechanisms to support  
23 the relationship. So how do we stay in communication? If  
24 we're talking about communicating more often, what are  
25 those mechanisms? What are those platforms? How can we

1 continue to inform First 5 LA in terms of, you know,  
2 what's going on in the community? The transition team,  
3 which is a group of individuals, Best Start members, who  
4 inform, who advise Best Start is a good example of that.  
5 The learning communities, you know, where we have this  
6 peer-to-peer approach is another example of that as well,  
7 you know, change benefits. So we talk about that there.

8 We also recognize that we have to ensure that  
9 program officers are more effectively and intentionally  
10 connecting our policies and priorities to the community  
11 partnerships. If we're talking about this pivot, if we're  
12 talking about a partnership, a relationship that's going  
13 to be much stronger, it's being able to also connect to  
14 all the other aspects that is First 5 LA, including all  
15 our different priorities.

16 So we also had an opportunity to survey the  
17 commissioners who attended these meetings. And, you know,  
18 again, thank you all for -- for completing the survey. So  
19 I wanted to share with you some of the highlights from --  
20 from the actual survey. So seven commissioners responded.  
21 And these were some of the feelings that they shared  
22 overall in terms of their reflections and learning.  
23 Right?

24 Of the commissioners that responded said that  
25 they have a better understanding of Best Start and what

1 the specific -- that specific community that they  
2 attended, what they are -- what they're trying to achieve.  
3 We had 72 percent of those that responded that have a  
4 better understanding overall in terms of -- in terms of  
5 the Best Start communities. And 80 percent agreed that  
6 they have a better understanding of how Best Start is  
7 connecting -- the work of Best Start is connecting with  
8 some of our other First 5 investments.

9 So when we talk about a better understanding of  
10 Best Start, what does that mean? What we gathered from  
11 the survey is that there was this high level of  
12 enthusiasm, ownership, inclusiveness, pride in the work  
13 that they're doing. The community context. There's a  
14 recognition that one size doesn't fit all. Every  
15 community is very unique. There was also recognition that  
16 progress is being made across all these communities, but  
17 they're still a way to go.

18 Some of the major takeaways and considerations we  
19 also got from the survey was our role in terms of the  
20 development of community partnership, how we're connecting  
21 Best Start with other community efforts in those  
22 respective communities, the advocacy and service delivery  
23 component to what was another piece that came out of that  
24 survey. Being able to convey the approach that is being  
25 utilized in Best Start is something that commissioners

1 also spoke about. So being able to articulate the nature  
2 of the work. And there's a recognition that this work is  
3 not easy. It is very difficult work. The interaction  
4 also, a need to want the to know the interaction that  
5 currently exists among the 14 Best Start communities.  
6 Being able to share progress on each of the community  
7 partnerships. More on what we mean by developing and  
8 sustaining leadership within the community. And also  
9 wanting to know more in terms of progress, our connection  
10 with elected officials, with policy and decision makers.  
11 And also just continue to have honest and critical  
12 conversations about Best Start.

13 Those were some of the -- some of the findings  
14 that came out of the survey. These are all really great,  
15 important points because it also does help us as we move  
16 forward come before the commission and continue to tell  
17 the Best Start story.

18 There was a lot of learning and we'll continue to  
19 share out this important information, especially as we  
20 continue to support the partnerships right now and we  
21 begin a transition into a new operational structure for  
22 the community partnerships.

23 MS. ANDREWS: So this is the first pause that  
24 we're going to take. There's a lot of information that  
25 Rafael just shared as well as your -- your ongoing

1 reflections. Some of the commissioners present today  
2 attended Best Start meetings. So we want to just take a  
3 moment to have a conversation about your reflections given  
4 what you've just heard but also your experiences  
5 participating in these meetings.

6 COMMISSIONER DENNIS: Commissioners? Marlene.

7 COMMISSIONER ZEPEDA: I'll throw in my two cents.

8 I visited I think it was southeast El Monte. I  
9 missed east LA and I visited Metro. So I went to three of  
10 them. And I did feel like I had a better notion -- notion  
11 in parentheses of what was happening. I saw a lot of  
12 enthusiastic parents. I interacted with parents. There  
13 was a lot of dancing going on. You know, we did get Kim  
14 on video or John. John was -- but I think for me -- and I  
15 wrote this in the survey -- I am familiar with the Saul  
16 Alinsky, the organizational approach community  
17 organization. But it is still -- it needs to be  
18 compratized [sic] in messaging. I think -- I think the  
19 broader public -- this is no new. Well, it's not that  
20 new, but -- Obama engaged in community organizing. But it  
21 is for a social service agency or public agency like  
22 ourselves or semi-public to engage in this kind of  
23 activity. I think it's relatively innovative if you will.  
24 I know the Wellness Foundation worked on something like  
25 this.

1           But I'm not feeling like it is -- if somebody  
2 asked me what it was, I still have issues in trying to  
3 articulate exactly what it is. And it would be helpful  
4 for me personally if I had a better message, clearer  
5 message from your perspective of what it is. I know that  
6 one size does not fit all. I know it's about community  
7 empowerment. I know it's about -- I know that it is a  
8 time-consuming process; this doesn't happen overnight.  
9 But it still would be helpful for me to have a better  
10 understanding from your perspective of what the goals are  
11 so that when somebody would ask me, well what is it that  
12 First 5 is doing around Best Start, I can articulate that  
13 better. I'm not feeling that yet.

14           COMMISSIONER DENNIS: Anybody else? Nancy and  
15 then Judy.

16           COMMISSIONER AU: Being that I was involved in  
17 some of the initial planning process that evolved and  
18 developed Best Start, that the original vision sort of --  
19 yeah. I'll call it the initial vision was that, if we  
20 really wanted to have a significant impact on children and  
21 the well-being of children, that we needed to engage in a  
22 more effective manner with families themselves. Because  
23 real change will happen there. And -- and that all that  
24 we have done historically from -- from public -- social  
25 services, and all of those efforts have really been -- we

1 have -- we have reached sort of a -- a point in which we  
2 weren't seeing significant impact. And -- and therefore  
3 we needed to go deeper.

4 And then the conversation was, okay, if we needed  
5 to engage our parents, then parents and families live in  
6 neighborhoods. And the environment of the neighborhood  
7 also have to be impacted and the neighborhoods live in  
8 communities, so communities need to be impacted.

9 So when you talk about systems change, really  
10 that's what it was really about. And we knew it was going  
11 to be hard work because it's not been done. And so how  
12 then we -- we then thought about implementation. We're --  
13 we're pioneers because we really didn't know. We didn't  
14 have a clue. We only knew what outcome we wanted. So  
15 what you experienced is clearly part of it; is that, how  
16 do we articulate that work. Right? And so we tried all  
17 of the theoretical approaches with the basic community  
18 organizing work. John McKnight work in Chicago and read  
19 all about how he approached it, and looking at organically  
20 constructed associations as a mechanism to begin as a  
21 platform. The partnership was CSPC's introduction of a  
22 structure that we could probably use as a skeletal  
23 framework in which you can then look at how best we can  
24 make that impact.

25 But still when you talk about, how do we do that

1 30-second elevator speech about Best Start, and we use  
2 those all those cliques: Parental empowerment, parent  
3 leadership, community, da, da, da, da, da. But the real  
4 work comes from getting into all of the variations of  
5 families themselves, and we have the cultural overlays as  
6 well.

7 So it's really challenging work. But we -- but  
8 still the bottom line is even in public health, in health  
9 -- and when we talk about prevention. The key entity in  
10 all of that is the relationship between the parent and the  
11 child within the context of the family. And that's where  
12 the real work for change has to take place.

13 So we talk about Best Start and we talk about  
14 community capacity building. Some think in terms of just  
15 social services that is available in the community. But  
16 social services is too external because parents choose  
17 whether they access that services, and usually they're in  
18 crisis or they're required. Right? But some of the  
19 traumatic impact on children that's happening day-to-day  
20 in the family when they wake up in the morning, when they  
21 interact, and so on and so forth.

22 So this work is hard. It's not easy. But I  
23 think we're on the right path because we're looking at  
24 parents and engaging with parents in conversation about  
25 honoring them and their role and inviting them to -- to

1 articulate -- or as you say, engage in conversation with  
2 us to say, how best can we support them. And then we  
3 become the -- entity to then be able to be the conduit to  
4 have agencies and policy and -- and all of that work, a  
5 systems change.

6 COMMISSIONER ZEPEDA: Right.

7 COMMISSIONER AU: So that's the vision. I don't  
8 know --

9 COMMISSIONER ZEPEDA: No, I appreciate that, and  
10 giving the historical context.

11 The issue to me is that -- it's -- it's almost  
12 like contrasting qualitative research with quantitative  
13 research. You have a very, very constrained and  
14 prescribed -- you can go in there and you can evaluate it  
15 very easily.

16 COMMISSIONER AU: Yes. yes.

17 COMMISSIONER ZEPEDA: This is not that.

18 COMMISSIONER AU: It's not.

19 COMMISSIONER ZEPEDA: And so as a -- because of  
20 that, how do you add accountability aspect to it? Which  
21 is the evaluation part.

22 COMMISSIONER AU: And we're almost full circle.  
23 It goes back to the first presentation by Holly when she  
24 talked about -- not first, but one of the earlier ones  
25 when she had to create that report up to the State in

1 terms of the work that we're doing and how difficult it  
2 was to -- to make that report because it was framed and  
3 its requirement was to cut -- to count widgets. Right?  
4 This work is not counting widgets.

5 MR. GONZALEZ: And it's important to recognize  
6 some of those moments because there were some really  
7 special moments that we were able to capture that we were  
8 able to see through these conversations. And I can share  
9 when we were in Metro, you know, and you had the community  
10 present their data. This is data that they developed.  
11 Right? And so they were sharing. They were talking about  
12 their culture with respect in context of the progress that  
13 has been made. Right? And the indicators that they put  
14 together. It just blows you away because we know that  
15 it's there, you know, but how do we sort of strengthen and  
16 be able to sort of expand on this. Right?

17 A couple weeks ago, there was a picture in the LA  
18 Times. And it was a picture of community members with the  
19 LA city council, council member Jose Huizar and Mitch  
20 O'Farrell. And it was on the Quimby funds. The City of  
21 Los Angeles passed unanimously Quimby funds, which  
22 essentially means \$30 million annually is going to be  
23 going to parks. \$30 million is going to go into parks from  
24 these developer fees. Right? That was a community  
25 effort.

1           Now, when I was looking at the picture, I saw  
2 members from Panorama City, Panorama City Best Start,  
3 Compton/East Compton, from Watts/Willowbrook, from east  
4 LA. Wow. You know, how amazing that they were able to  
5 take that training and learning and apply it to these  
6 issues. Right? And be able to pass this monumental, you  
7 know, measure through the City of Los Angeles. That is  
8 part of the vision that we see. And we're hoping to see a  
9 lot more. And these visits were able to articulate some  
10 of that.

11           COMMISSIONER AU: Uh-huh.

12           COMMISSIONER DENNIS: Judy.

13           COMMISSIONER ABDO: I share the request to have  
14 some easier way to articulate what it's about. I find  
15 myself talking too much to try to describe it, and it  
16 would be nice to have sort of an easy way to talk about  
17 it, though it may not be possible because what we're doing  
18 is different things in different areas. And I come out of  
19 leadership, organization and) training also, and I think  
20 that some -- some of the basic organizing principles are  
21 being used at least some of them if not all about  
22 leadership development and about identifying issues that  
23 are winnable and are immediate and there are these key  
24 kinds of words and concepts.

25           And I think one of the difficulties for me has

1     been how we can understand a family based, zero-to-five  
2     based process here and activity that goes beyond that  
3     because parents don't age out when their parent -- when  
4     their kids age out. This is a community organizing that  
5     goes on forever. It's lifetime organizing.

6             So I think we need to think about where it's  
7     going. It was probably easy at the beginning to think,  
8     well, we're going to find all these parents of these very  
9     young children and we're going to help them develop  
10    leadership. But now they have developed leadership and we  
11    still need to start afresh with new people coming into  
12    this process. But we can't make it not relevant for the  
13    rest of the community because it's really about is a  
14    community prepared to have the children in the community  
15    have better -- better starts in life. And that's not just  
16    about parents; it's about everybody.

17            And that includes, of course, the institutions  
18    and the agencies within the community as well, the  
19    businesses, all the different parts of a community. And I  
20    think that that makes it even more complicated, but in a  
21    sense, it's like everybody has to be involved. And the  
22    leadership development can focus on parents, but it  
23    shouldn't be exclusive to parents. It's leadership within  
24    the community around issues that will strengthen  
25    communities and families.

1 MS. BELSHE: So that's a great -- if I may, a  
2 great segue to the next phase because what you're  
3 articulating, Judy, is spot on to our shared long-term  
4 vision and kind of this question of how do we get from  
5 where we are today towards that. So if the committee's  
6 agreeable, Duane, can we get to the next phase?

7 COMMISSIONER DENNIS: Move on.

8 MS. ANDREWS: Thank you. And I'm actually  
9 sitting here with a smile on my face because I was a  
10 little stressed out about talking points. Now, I'm like,  
11 I can put the talking points to the side and just have a  
12 conversation because this is exactly what we're talking  
13 about.

14 So I want to transition to what our vision is,  
15 just a reminder of what our vision is because this is a  
16 very big vision and it is a shared vision. When we talk  
17 about the diversity of our communities, no matter the  
18 socioeconomic status, no matter where people come from or  
19 their life experiences that they have, we all together  
20 want to ensure that children are born healthy, that  
21 they're safe, that they're loved, that they're in  
22 nurturing environments, that they are healthy in mind,  
23 body, and spirit, that they're eager to learn, that they  
24 have all kinds of opportunities to reach their full  
25 potential.

1           When you look at vision statements across all of  
2 the Best Start communities, vision statement they  
3 developed so many years ago, it's very consistent with  
4 this. So this is not a vision that belongs to First 5 LA.  
5 It's a vision that belongs to all of us. And we through  
6 our strategic plan has said, we cannot do this alone.  
7 And, in fact, no single strategy will do it by itself,  
8 which is why we have four different outcome areas and many  
9 different strategies all pointed to the same vision.

10           So our strategic plan really lays out a clear  
11 focus on policy and systems change. And Commissioner Au,  
12 I was very inspired by what you were saying about the  
13 original vision for Best Start. And what we're learning  
14 in all of this is, although our focus, whether we've  
15 articulated it or not, has always been policy and systems  
16 change at a local level through Best Start. That is why  
17 we started this investment.

18           But what we realize is that in our attempt to be  
19 a conduit sometimes we are actually limiting the ability  
20 of the parents and the residents and the organizations and  
21 everyone who shared this -- this vision with us to  
22 actually all come together and drive an agenda, not just  
23 for zero to five, but change in general within  
24 communities. And so we had to ask ourselves if we are  
25 currently operating Best Start in a way that is really

1 aligned with our focus on policy and systems changed and  
2 aligned with our value of collaboration.

3 And so we looked at the literature as well and  
4 said, what are others learning about this. And what is  
5 very clear is that their needs to be strong local  
6 community infrastructure that will advance and really  
7 drive and connect local priorities to larger policy and  
8 systems change. And this is, you know, affirmed in our  
9 own implementation of Best Start, looking at what we've  
10 done over the last six years in the context of our  
11 strategic direction, our values, and these best practices.

12 And what we know from multiple inputs, what we've  
13 heard from the community members, what we've heard from  
14 the board, what we've talked about internally, what we've  
15 read about in the literature all of it is pointing to the  
16 fact that the way we are operating currently, the way  
17 we're currently operating Best Start is not optimal if  
18 what we're trying to do is really strengthen local  
19 community infrastructure.

20 Now, rest assured I'm not going to go over every  
21 bullet on this slide, but I think the key point here is  
22 that we have been talking about Best Start for so long as  
23 if Best Start equals community partnerships. When we  
24 frame it in that way, then we don't necessarily get to  
25 this larger vision that we have and we're not necessarily

1 able to mobilize the mix of resources and relationships  
2 that are needed in order to advance policy and systems  
3 change work. The community partnerships are important  
4 vehicles for us however because it is about providing a  
5 safe space and a platform for parents and providers and  
6 others who really care about the community to come  
7 together on equal footing to -- to really come together  
8 around how to address issues within their community.

9 So what we're going to talk about for the  
10 remainder of this presentation is specifically what this  
11 alignment process, aligning Best Start to the vision that  
12 we have, what does it look like specifically for the  
13 community partnerships. So the high level of all of this  
14 is, right now, we're currently operating First 5 LA itself  
15 with one exception that is in Metro LA. First 5 LA is  
16 actually directly operating the community partnerships.  
17 We provide all the logistical support. We provide --  
18 through our capacity building contracts, we provide  
19 capacity building support. We have provided some  
20 guidelines around what their governance structure needs to  
21 look like. So this is really being driven by First 5 LA.

22 Now, we can argue that that was absolutely  
23 necessary in the beginning when you're trying to get  
24 something off the ground, but we're in a different place  
25 six years later where there are lots of opportunities.

1 And we heard it through the executive leadership visits as  
2 well as ongoing feedback from community members and our  
3 own reflections, there are lots of opportunities to really  
4 pivot and transition from us being the -- the driver of  
5 this to being more of a partner with community members.

6 And so what we're wanting to do over the next --  
7 and what we've laid out a process to do between now and  
8 the end of this strategic plan is to move from First 5 LA  
9 as the direct operator of this to community partnerships,  
10 really looking at their governance structure within their  
11 own leadership model and within the context of their  
12 communities to be able to set themselves up for success  
13 with support from First 5 LA and over time others because,  
14 as we stated before, this is not something that First 5 LA  
15 can do by itself and this is not something that the  
16 community partnerships can do by themselves either. It's  
17 going to take both of us and so many others in order to  
18 move from where we are today to what we envision for the  
19 future, which is where community partnerships are really  
20 able to mobilize a variety of sources -- of resources in  
21 order to advance policy and systems change locally,  
22 regionally, statewide, and even nationally.

23 Okay. So here I want to pause again because I  
24 want to make sure that -- again, a lot of information that  
25 we -- and this is the beginning conversation of several

1 that we will have with the board around this, but I just  
2 want to stop here to see if you have any particular  
3 reflections or questions.

4 COMMISSIONER DENNIS: Any questions for  
5 Antoinette? Nancy.

6 COMMISSIONER AU: Antoinette, you and I have had  
7 sort of periodic conversation regarding, you know, what  
8 the structure and the relationship of First 5 LA would be  
9 regarding the Best Start communities down the road. And  
10 one of the fears I had was using example of the PTAs. And  
11 -- and PTA -- my understanding of PTA, the whole concept  
12 of PTA was really about forming a working partnership  
13 between parents and teachers and the focus was on  
14 providing the best education for their children in a  
15 particular school or campus. But over time and from my  
16 own experience raising my children and being an active,  
17 involved volunteer with PTA when my children were in  
18 school and with my daughter and her involvement with her  
19 -- with my grandchildren, it varies. And what PTA has  
20 devolved into -- and I call it a devolution -- is we  
21 became more of a fundraising entity for the schools. And  
22 when education became a crises, there wasn't a PTA voice  
23 in that conversation. The parents were not involved in  
24 that conversation.

25 That was my fear about Best Start and how we come

1 up with a structure and who was going to be the entity  
2 that would hold the vision of Best Start to its fidelity.  
3 Right? And who would take the primary responsibility and  
4 hold that structure accountable to that -- to that vision.  
5 And I didn't have the true answer other than from my -- my  
6 reaction was, it had to be First 5 LA because First 5 LA  
7 was the one who -- who were the initiator of Best Start  
8 clearly driven by a vision.

9 And I -- I -- it would be great if I can say that  
10 there are other entities in the community that share that  
11 vision. But even my visitation to all the various 14  
12 communities, other than the parents themselves, I didn't  
13 see an organizational entity that really truly shared that  
14 vision or wanted to invest in that work.

15 So I'm looking at this and I'm still asking  
16 questions: Who's going to be that entity to hold Best  
17 Start and make certain that it operates in that true  
18 spirit of what Best Start is all about.

19 COMMISSIONER DENNIS: Judy.

20 COMMISSIONER ABDO: I want to look at it a little  
21 differently. I'm glad you brought up the PTA aspect to  
22 it. I have the experience of -- of starting a PTA, and I  
23 -- in my department when I was in the school district.  
24 And what I learned about that was that there are an  
25 enormous number of rules and they -- standardization that

1 is requirement from school to school and PTA group to PTA  
2 group is -- may work at some schools and it's very  
3 difficult at others.

4 And I think what we have is something that's very  
5 similar, as you bring this up, Nancy, in that I think what  
6 we need to do is make sure that we're validating what's  
7 happening in each Best Start community and not imposing on  
8 them a structure that doesn't work for them. And they're  
9 going to have different structures. Obviously, there's  
10 going to have to be some commonalities, but they aren't  
11 going to think of themselves as communities in the same  
12 way as every other community. So it makes it more  
13 difficult because it would be easy for First 5 LA to come  
14 up with, here's -- here's what you have to do to be a Best  
15 Start community and here are the bylaws, here's the  
16 financial process you have to do, here are the rules for  
17 being a leader. But that would be, I think,  
18 counterproductive to what we're trying to do, which is  
19 empower leaders within communities.

20 COMMISSIONER DENNIS: Okay.

21 COMMISSIONER ABDO: And it's a much harder thing  
22 to do when you're letting others or encouraging others to  
23 make those strategic plans for themselves.

24 MS. ANDREWS: Commissioner Abdo, actually what  
25 you described is what we've been doing. We said, here are

1 -- we've been saying, here are the rules, and we're  
2 learning a lot of lessons from that. And one major lesson  
3 is that we don't have all the answers. And so we are  
4 actually engaged in a process right now where we're  
5 reaching out and trying to find what the answers -- and I  
6 put that in quotes, what the answers are, because I -- no  
7 one entity has the answer. But together we can come up  
8 with what might work for communities because we have that  
9 vision in mind and because we have a set of values around  
10 partnership and collaboration and shared leadership and  
11 all of those things that -- that really signal to others  
12 that we -- we don't have all the answers. And we have to  
13 do this in partnership with others. And so we are  
14 implementing that we're calling an alignment process where  
15 we're looking at --

16 COMMISSIONER DENNIS: Antoinette, go on. I did  
17 have a couple things to say, the first of which is that,  
18 you know, when I was working, I worked in Metro. And as  
19 you and Rafael stated, Metro is somewhat unique in its  
20 configuration in that PARA (phonetic) has been the  
21 facilitator and, you know, fiscal agencies since its  
22 beginning. And I think it would be helpful to understand  
23 that relationship. Does that uniqueness set it off and is  
24 there value added?

25 You know, so is PARA another First 5 or is PARA

1 unique in its stance and position in the community because  
2 it's a community-based agency. And there are similarities  
3 in what PARA does and what First 5 does or, you know, PARA  
4 is just doing something that's really creative and  
5 different because of how it sets in the -- in the  
6 community, the services that it provides to the community,  
7 and the uniqueness that it has.

8 So the analysis and the evaluation of that could  
9 perhaps be helpful in really dissecting that and  
10 understanding it, you know, and then, you know, pit that  
11 against what we're doing with our staff, you know, the  
12 First 5 staff in these communities, you know. And I think  
13 that would be a helpful exercise as well.

14 So I wanted to get that in because I had the  
15 opportunity of visiting Metro and had been a part of  
16 Metro, you know, from the beginning. And some of those  
17 same people are still there and some of the  
18 infrastructure is still there. And I would assume, you  
19 know, that that's significant, but I don't know.

20 MS. ANDREWS: Right.

21 COMMISSIONER DENNIS: And I think that would --  
22 you know, the degree to which we can do some analysis  
23 around that long-term relationship in Metro and have some  
24 substance as it relates to that may be helpful in going  
25 forward and looking at alignment.

1 MS. ANDREWS: Yes. And those are actually the  
2 kinds of inputs that we're talking about because we can't  
3 make this decision in a vacuum. So we need to look at  
4 what we've been doing across the 13 communities and how  
5 that's been operating, what does it look like in Metro,  
6 what -- getting feedback from the community organizations  
7 that are there. So we've done some community input  
8 sessions, we -- as Rafael mentioned, we have a transition  
9 team made up from representatives from each of the 14  
10 communities. We're looking at the literature. We're  
11 talking to the local experts that have been involved in  
12 these kinds of activities before. And we're looking at,  
13 as an example, what happened with the Children's Planning  
14 Council and the lessons learned from that.

15 So we're really taking in a lot of different  
16 inputs and coming up with a process that's really grounded  
17 in authentic community engagement, transparency, and  
18 learning. We want to make sure that we're respecting  
19 community context because we should not approach this  
20 using a cookie cutter because every community has its own  
21 unique gifts and needs and desire for what that particular  
22 community should be. We should be grounded in invasion.  
23 This is not about creating anything new, but rather we're  
24 saying, what does exist within communities and how might  
25 we support the structures that are already there and the

1 organizations and the parents and the advocacy groups and  
2 all of the folks that are working towards similar  
3 outcomes.

4           And then we need to think about having very  
5 realistic timelines. We've learned a lot of lessons about  
6 what not to do in terms of transitioning too quickly,  
7 perhaps transitioning too slowly, ensuring that we're not  
8 being disruptive in this, and making sure that, again,  
9 we're doing this in partnership with communities,  
10 understanding that there are in some cases areas where we  
11 as the funder have to make the final decision. But we're  
12 very mindful that, again, we do not have all the answers  
13 for this and we're seeking a lot of input from a lot of  
14 different stakeholders.

15           So what we know is that this alignment process is  
16 not going to happen overnight. There will be a series of  
17 shifts and we have to think about not just the operations,  
18 but we need to think about the relationships that we hold,  
19 the relationships that need to be cultivated within  
20 communities, and to think about our -- our internal  
21 culture and the culture within communities and the culture  
22 within the partnerships and how all of that works in  
23 tandem to really promote the success of Best Start.

24           So the first step in this process -- again, we're  
25 talking about alignment and all of the feedback and good

1 conversation that we've had thus far has been about this  
2 big vision and the need to bring multiple partners to the  
3 table. But the first step in this is really around the  
4 partnerships and transitioning the operational aspects  
5 that First 5 LA currently provides to local  
6 community-based organizations.

7 We -- you may recall that we did issue a request  
8 for information to find out from community-based  
9 organizations to get their best thinking about this as  
10 well as to let us know the extent to which they feel that  
11 they have the capacity to take on some of these roles.

12 So, Commissioner Au, when you talk about who's  
13 out there who to hold that vision, that's what we're  
14 exploring as well.

15 So in transitioning the operational functions,  
16 what we're doing right now is a landscape analysis that  
17 includes the request for information that I just mentioned  
18 as well as the variety of inputs that is helping to inform  
19 our thinking about what a design might look like to really  
20 support the -- to support communities where they are,  
21 versus a cookie cutter approach to this.

22 So we are actually ending our landscape analysis  
23 this week according to this timeline. And over the next  
24 few months, we will dive more deeply into detailed design  
25 work.

1           Again, we're exploring various options that will  
2 be vetted with community partnerships. We want to get  
3 their best thinking about this as well. And we will have  
4 periodic conversations with the board so that you're not  
5 hearing from us several months from now, but that we're  
6 having these conversations along the way so that, when we  
7 get to an implementation plan, which at this point we  
8 believe would be about April, that we would then be able  
9 to move into a procurement process, contracting, and begin  
10 the transition implementation of this new way of  
11 supporting community partnerships in October of 2017.

12           I just want to reiterate again that we're talking  
13 about operational structure. And, yes, that -- that  
14 impacts programs and the ability to move -- to drive an  
15 agenda, but the work of the partnerships continues. We  
16 continue to support their growth and development and the  
17 great work that they are doing.

18           So our next steps, again, to complete our  
19 landscape analysis, we will come back to the board. The  
20 idea is that we would come back at the October program and  
21 planning committee meeting with some of the findings from  
22 our landscape analysis as well as some preliminary design  
23 options. Between now and the end of the calendar year, we  
24 will also be vetting some of the design options with the  
25 Best Start community partnerships to get their input on

1 this.

2 So we have had a great conversation. This is not  
3 the end. This is just the beginning of series of  
4 conversations about this.

5 If there are any additional questions before we  
6 end today, we're welcome -- welcome those.

7 COMMISSIONER DENNIS: I mean, I appreciate the  
8 iterative process that you took, Antoinette, in giving us  
9 different times to comment. So I think this has been a  
10 rich conversation and, obviously, to be continued. This  
11 is obviously a pivot change for us as it relates to Best  
12 Start and, you know, looking at alignment.

13 My only hope and desire is that as much as we  
14 possibly can to keep communities connected, updated,  
15 involved and engaged because our past suggests that, when  
16 we haven't, we paid for it dearly. So to the degree that,  
17 you know, community folks, you know, are engaged and  
18 involve and feel like they are part of this process, I  
19 think it's going to be better for everybody, regardless of  
20 the ambiguity we will be facing as we move forward down  
21 this journey.

22 MS. BELSHE: That community relations, community  
23 engagement piece is so important, and it's one of the  
24 business functions that Rafael is serving in the context  
25 of his new role as the director of community relations

1 reporting directly to me. Very much a part of what I  
2 heard from all 14 of those meetings was an interest in  
3 senior leadership on a more consistent basis being  
4 present. Obviously, I can only go out so often, and I  
5 look forward to going out again, but we're fortunate to  
6 have someone with the credibility and knowledge and  
7 standing and relationships in Rafael to help really relay  
8 a very important role in the partnership with the  
9 communities. So thank you for that.

10 COMMISSIONER DENNIS: Yeah. Thank you very much.  
11 It was a lot of information and you amazingly did it in  
12 40, 45 minutes. It was an amazing. So anyway, we're --

13 MS. BELSHE: So I'm -- I want to amend what I  
14 just whispered in your ear.

15 COMMISSIONER DENNIS: We're going to amend it.

16 MS. BELSHE: Yeah.

17 COMMISSIONER DENNIS: So there's amendment to the  
18 last item on the agenda.

19 MS. BELSHE: No. Well, I had whispered in  
20 Duane's ear saying, maybe we can narrow the final  
21 presentation, but I'm not sure we really have the ability  
22 to do that. So what I might ask is if -- I know it's 20  
23 after 4:00, but if we could maybe just go ten minutes  
24 over. We should be able to get this agenda item in. We  
25 have a couple of time-sensitive issues.

1           COMMISSIONER DENNIS:  Everybody thought it was  
2 6:30.  If it's 4:40 -- I prepared everybody for 6:30, so  
3 if it's 4:40, we're all right.

4           COMMISSIONER ZEPEDA:  You're buying dinner.

5           COMMISSIONER DENNIS:  So we're going to start off  
6 on, you know, legacy.  You know, whenever we talk about  
7 legacy, we talk about Tara.  Tara is legacy.

8           MS. BELSHE:  Let it be noted in the context of  
9 our future state leadership structure, Tara is our new  
10 director of health departments.  Note the name plate.

11          Tara.

12          MS. FICEK:  Okay.  So thank you, commissioners.  
13 We will try to move as quickly as we can through this.

14          And as you know, we did -- I did present at the  
15 September commission meeting to give you just a real high  
16 level of this conversation to.  Hopefully that prepped and  
17 readied you for us digging into it a little bit deeper  
18 today.  But our goal again is again to provide an update  
19 on the three legacy investments that are noted here:  
20 PCIT, parent/child interaction therapy, oral health and  
21 nutrition, dental home, which is our contract with UCLA,  
22 and then of course LA Care, who we currently contract with  
23 to administer our Healthy Kids program.

24          So joining me today are the masterminds, the  
25 program staff that work very closely on these investments.

1 So if you guys do really want to dig in and ask a lot of  
2 questions, even though you may want to get out of here on  
3 time. But Bill Gould, Nancy Watson, and Reena John are  
4 here for the specific questions that we get into.

5 So starting with PCIT, parent/child interaction  
6 therapy. As you'll recall, this is an investment focused  
7 on training mental health workers throughout LA county.  
8 And that was really to grow the workforce with the  
9 necessary skills to serve children ages two to five with  
10 the evidence-based PCIT intervention. This investment  
11 does include our contracts with LA County Mental Health as  
12 well as UC Davis as the TA provider. And I see they're  
13 all here today. This investment is scheduled to end next  
14 September in 2017. It was a \$20 million allocation that  
15 was approved back in 2012.

16 You may recall PCIT did go through expiring  
17 initiatives, the review process earlier this year. We did  
18 identify that there was potential alignment with our  
19 2015-2020 strategic plan but that wasn't yet clear. So we  
20 reported back in March we would come back next year with  
21 an update on that pending further development of our  
22 trauma-informed care strategy. But since then, we're  
23 bringing this back to the board now because we've  
24 identified programmatic delays that have become more and  
25 more clear.

1           So based on current initiative status, if PCIT  
2 investment were to end at its current end date of  
3 September of next year, 2017, both DMH and UC Davis won't  
4 be able to complete their current key milestones and  
5 deliverables. So First 5 staff has identified additional  
6 time is needed to complete the training of all their sites  
7 and also complete certain programmatic objectives.

8           And then as for financial status, there is an  
9 approximately eight million left in unspent funds. So  
10 staff is proposing an extension that will take us through  
11 June of 2019 to complete that provider training, focus on  
12 infrastructure, and continue to focus on infrastructure  
13 and outreach. And then the extension will not include any  
14 requests for additional funds that go beyond the total  
15 unspent at eight million. The total cost of the extension  
16 is that 5.8 million noted here.

17           And digging into that a little bit further, the  
18 21-month extension, which is what we're proposing, does  
19 allow for the following: It's the completion of the  
20 provider training, the improvement of their training  
21 infrastructure as well as continued outreach strategies.  
22 We project this would entail of a budget of, again, 5.8  
23 million of that eight million that's available in savings.  
24 This would continue to support both DMH and UC Davis on  
25 this initiative.

1           And then digging in, it would -- provider  
2 training would be completing all of the existing agencies  
3 that are currently in training. It would also allow a  
4 launch a fifth cohort in July of next year. It would  
5 complete the advanced training for all the sites to help  
6 therapists and agencies sites with fidelity but also with  
7 specialty topics, such as working with developmentally  
8 delayed clients. It also would complete the development  
9 of a training infrastructure and provider network. And  
10 then last, it would finally -- related to outreach, it  
11 would allow targeted outreach to DCFS clients and formerly  
12 homeless, and it would also allow for the consideration of  
13 an additional mobile van based on the success of the  
14 launch of the mobile van in the south LA area that's  
15 currently happening this year.

16           Moving on to oral health and nutrition, Dental  
17 Home, quickly. This investment focused on supporting the  
18 development of dental homes and federally qualified health  
19 centers throughout the county and growing their capacity  
20 to increase and strengthen oral health services to  
21 children prenatal to five. The investment does include  
22 one contractor, that's the UCLA School of Dentistry. The  
23 investment is scheduled to end in December, and it was  
24 approved back in 2012 and the funds were advanced to UCLA  
25 at that time.

1           Through expiring initiatives, it was determined  
2 oral health was not specifically provided for in our  
3 2015-2020 strategic plan. So, of course, per governance  
4 guidelines, the investment ends based on its current  
5 contract end date.

6           The status of as of June, the project is fully  
7 implementing all of its key infrastructure and capacity  
8 building improvements across all 12 federally qualified  
9 health centers. So, for example, some of those capacity  
10 building efforts include provider training, physical  
11 improvements within the clinic or staffing enhancements,  
12 such as having a pediatric dentist on hand or other  
13 providers, including a community dental home coordinator  
14 that's trained in specifically serving young children.  
15 And ultimately the focus has been on strengthening the  
16 integration of the medical and dental side of each clinic.

17           So when this investment was contracted, we did  
18 special revenue fund that was established that did require  
19 UCLA to hold the interest that was drawn on the advanced  
20 funds. So requirement of that special revenue fund  
21 included bringing a request back to the board on use of  
22 those accrued funds. That total amount is at 380,000, and  
23 staff has been working closely with UCLA to identify best  
24 use of those funds. And so we're coming back today to ask  
25 for the board to approve for UCLA to retain the accrued

1 funds through June of next year to do additional capacity  
2 building and also address programmatic sustainability.

3 One important note to add for this investment is  
4 that another requirement of the special revenue fund is,  
5 of course, contingent upon UCLA completing their current  
6 scope of work. There have been ongoing delays that have  
7 been related to implementing a key programmatic milestone  
8 related to IT software that connects the medical and  
9 dental side of the clinic. But UCLA is working under a  
10 corrective action plan on that work. They are addressing  
11 the delays. They're making important progress against  
12 that corrective action plan. And we do hope and expect  
13 they can get the work done by December 2016, but we wanted  
14 to just note that for you as well.

15 And, finally, moving on to LA Care. Many of you  
16 know due to multiple past board presentations we currently  
17 contract with LA Care to administer Healthy Kids program.  
18 This investment provides health insurance to children who  
19 do not qualify for Medi-Cal or other coverage. This  
20 investment does end in December. It was board approved  
21 advance as well in the amount of 12.9 million back in  
22 2012. And as a result of expiring initiatives review  
23 process, the board did approve an extension of this  
24 contract, and that was due to sustainability opportunities  
25 that were identified due to a result of Medi-Cal expansion

1 which has begun a few months ago.

2           There will be a board update on the transition of  
3 those kids from Healthy Kids over to Medi-Cal. There will  
4 be as a part of your October board packets so look out for  
5 that. But out of that 12.9 million that was advanced,  
6 there is approximately eight million that was left in  
7 unspent. And over the past year, staff has provided  
8 updates to the board on opportunities around continuing to  
9 partner with LA Care to of course help advance our work  
10 aligned in our new strategic plan related to Help Me Grow.

11           So LA Care as we all know is an important  
12 platform that offers a lot of broad population level  
13 impact. Right? They currently serve 38 percent of the  
14 county's children zero to five. And they also, in  
15 addition to serving that large number of children, also  
16 have an extensive health provider network that could be  
17 tapped to address the various challenges related to  
18 completing developmental screenings for the zero to five  
19 Medi-Cal population.

20           So with this in mind, staff is asking the board  
21 to allow LA Care to retain that remaining balance and then  
22 specifically to authorize our ED to execute an  
23 administrative agreement with LA Care to hold that balance  
24 for up to 12 months while we work through potential use of  
25 those funds for a pilot project that directly connects and

1 phases into the early build out of Help Me Grow.

2 A good example of this to note for the board  
3 relates to working with LA Care on provider training and  
4 education, you know, based on findings. We worked with LA  
5 Care in a developmental screening gap analysis that was  
6 conducted last year. It was identified that there are  
7 significant gaps both in providers' knowledge of screening  
8 recommendations but also as well as their actual screening  
9 practices. So in particular, the majority of providers  
10 surveyed said they are using clinical observation rather  
11 than a validated screening tool to identify children at  
12 risk for delays. So, therefore, there's an opportunity  
13 here to work with LA Care and their platform to increase  
14 provider education and influence practice change amongst  
15 providers of children zero to five. Implementing these  
16 types of strategies could also then of course help inform  
17 the build out of a core component of Help Me Grow, which  
18 is the child health provider outreach component.

19 And another important note to add, which is also  
20 very exciting, in a parallel process over this next fiscal  
21 year, First 5 LA, in partnership with LA Care, Department  
22 of Public Health, and the American Academy of Pediatrics  
23 Chapter 2, we are convening the Help Me Grow leadership  
24 council and work groups. This is a body of experts that  
25 will inform the build out and early phase development of a

1 system of early identification and intervention in LA  
2 county. We just had a launch this last Tuesday for that  
3 leadership council.

4 MS. BELSHE: Yay.

5 MS. FICEK: Update in your actual board report on  
6 that exciting event as well. So look for that.

7 But staff anticipates coming back to the board in  
8 spring of next year with some additional details regarding  
9 this early phase of pilot work that we can undertake with  
10 -- in partnership with LA Care. And, of course, LA Care  
11 would then be returning any remaining funds beyond that  
12 initial early phase of that pilot work.

13 Wrapping up. We will be coming back. This was  
14 to serve as your information, and we will be coming back  
15 for board action for oral health nutrition and for LA Care  
16 at the October commission meeting. PCIT does not require  
17 any near-term board action, but that would be a part of  
18 the June commission meeting of next year through the  
19 annual renewal process when those -- the new scopes of  
20 works and budgets for PCIT would be reviewed and approved  
21 by the board at that point.

22 And that -- oh, of course. No. Adorable  
23 children. Cadence on the left is Nancy's daughter,  
24 blondie in blue. And then Isabelle is Mercedes' daughter  
25 on the right. So I just want to eat.

1           COMMISSIONER DENNIS:   Okay-dokay.   Any questions  
2   for Tara?

3           We got Nancy and then we got Trish.

4           COMMISSIONER AU:   I'm not -- I'm not sure where  
5   to start.   But we ran out of time, so I'll just put it out  
6   there.   And maybe I'll start backwards because, when we  
7   talk about LA Care and the -- the approval for the  
8   remaining balance and to help found the pilot for Help Me  
9   Grow, I guess I'm -- I would appreciate a more detailed  
10   budget and cost analysis, which is one of the comments  
11   that were made when PCIT was presented to the finance  
12   committee yesterday; that there wasn't really a -- the  
13   staff did not really weigh into the -- the actual cost  
14   analysis.   And that's why the 20 million that we approved  
15   was almost like a number that we took out of the air.   And  
16   I wouldn't want that to happen again.

17           So since we are just talking about Help Me Grow  
18   and looking at it as a pilot, I would like to have more of  
19   the staff weigh into this and make certain that this  
20   amount of dollars is not just something that we're going  
21   -- that we're just pulling out of the air because that's  
22   what the remaining balance is.

23           MS. FICEK:   So that --

24           MS. BELSHE:   Yeah, let's clarify that.

25           MS. FICEK:   Those details will be coming back to

1 the board. We anticipate working closely with LA Care  
2 over the next few months and bringing that back in the  
3 spring. Right now, we just need board approval for them  
4 to hold the balance, but then with those additional  
5 details coming back with the full budget with a specific  
6 scope of work of what that initial early phase --

7 MS. BELSHE: Yeah, that's really important to  
8 clarify. We are not asking the board under this  
9 recommendation for expenditure approval. It's effectively  
10 to allow, as Tara said, LA Care to hold those dollars  
11 pending the additional work we're doing. Absent the board  
12 giving that support, we would be pulling money back only  
13 to then be putting money back in. So in some respects,  
14 it's like an administrative placeholder pending that more  
15 detailed work that Tara just spoke to.

16 So it's not expenditure authority as Tara said.  
17 If there's -- what we come back to the board, which the  
18 board would have to approve if it's \$2 million, then \$6  
19 million would come back to First 5 LA. If it's -- but you  
20 all will have that decision to make. But for now, this is  
21 like -- we don't want to take the money back and then turn  
22 around and reissue a contract.

23 COMMISSIONER AU: Okay.

24 MS. BELSHE: Does that make sense?

25 COMMISSIONER AU: That makes sense.

1           The other is having to do with the oral health  
2 and nutrition. Given that we are -- they're still working  
3 on one aspect of their scope of work and in terms of  
4 deliverables, and we're also recommending that they are  
5 able to retain the fringe at 80,000, the other piece to  
6 this is that what plans do they have in place to sustain  
7 this? Because we talked about investment in capacity  
8 building, but then where are they in terms of that  
9 capacity being sustained over time? Will this disappear  
10 once this funding ends?

11           MS. WATSON: So the project is designed to be  
12 multiple things needed for the clinics to address  
13 sustainability. So training providers, of course, but  
14 also technical assistance around their dental operations  
15 so that they know how to get the most revenue that they  
16 can for dental services and that they're, you know,  
17 getting children over to the dental clinic in the first  
18 place, and then the policy component as well to identify  
19 what some of the key barriers are to sustaining oral  
20 health services. And that brief is going to be released I  
21 think this month, end of this month, early next month.

22           So there's multiple components to it to address  
23 sustainability. And there's been -- all those services  
24 that they're billing, we're not paying for those services.  
25 We're paying for capacity building. So, for example, you

1 know, they've increased across the 12 clinics from 3,000  
2 to about 10,000 per benefit visits per quart across the  
3 12. So if you add that up over the year, it's obviously  
4 more. So each of those services that they're able to bill  
5 for generate revenue for the clinics. And then they've  
6 been working through the quality improvement activities to  
7 really build support within the clinic leadership to see  
8 oral health, right, as a viable strategy and serving  
9 children as well, that early care of those children as a  
10 viable business for their clinic.

11 COMMISSIONER AU: The fact that the Affordable  
12 Care Act includes oral health as part of that -- it does,  
13 right? Yeah. Right.

14 So are they able to draw down, especially for  
15 children that are -- that are receiving their health  
16 coverage through Medi-Cal? Are they able to bill and  
17 bring out funding through that mechanism?

18 MS. WATSON: We could spend a whole day on FQHC  
19 financing and dental and all that. Yeah, certainly,  
20 there's been more opportunities to support different  
21 aspects, whether it be capitol, those type of things. I  
22 need to get back to you on specifics around --

23 COMMISSIONER AU: Okay. Because I do know --  
24 again, I so want to help you here because I do understand  
25 that to be able to receive reimbursement through Medi-Cal,

1 the office has to be certified in order for that to take  
2 place. So is that part of the capacity building strategy  
3 or that --

4 MS. BELSHE: Oh, to become like formal Denti-Cal  
5 providers?

6 COMMISSIONER Au: Yes.

7 MS. ALTMAYER: FQHCs are actually on a little bit  
8 of a different requirement for dental services than other  
9 community clinics. So they are actually under their  
10 contract with the federal government mandated to provide  
11 dental services. So in their PPF -- in their per patient  
12 provider reimbursement rate, they can capture dental cost.  
13 So FQHCs are actually really well positioned, even more so  
14 than Denti-Cal providers because their reimbursement rate  
15 is higher than just a Denti-Cal provider. So investments  
16 in FQHCs to sustain this really almost has a better  
17 likelihood of long-term final sustainable than straight  
18 Denti-Cal providers so to speak.

19 COMMISSIONER AU: Are we assisting in that  
20 process if there is an operation that is clueless about  
21 that?

22 MS. BELSHE: That's not the focus of this  
23 particular project. It's really helping support the  
24 capacity of these really critical providers to do a better  
25 job.

1           COMMISSIONER AU: Okay. I think that might be  
2 helpful to -- anyway. All right.

3           Third question. PCIT. One of the things that  
4 were shared yesterday in their reporting with Bill was  
5 that there were some practitioners that had their training  
6 truncated because the client went through the initial and  
7 then -- then they didn't have any other clients to  
8 maintain because that training tends to last at least 18  
9 months. In terms of the work that we're doing in terms of  
10 our support, has that particular issue been -- going to be  
11 addressed?

12           MR. GOULD: There was one specific item to do  
13 outreach to try to get more clients from both DCFS and  
14 formerly homeless. It wouldn't be exclusive in terms of  
15 clients, but trying to give those clients sort of special  
16 consideration. So we are trying to do outreach to make  
17 sure there's enough clients for training.

18           COMMISSIONER AU: And are we working just  
19 directly with Department of Mental Health or is there work  
20 with DCFS as well as public health and health services?  
21 Because those entities also interface with families with  
22 children that may be very appropriate for this kind of  
23 work.

24           MR. GOULD: We have an MOU that First 5 helped  
25 fashion between DMH and DCFS. DCFS, we just learned

1 through the blast about PCIT just this week.

2 COMMISSIONER AU: Okay. All right.

3 COMMISSIONER DENNIS: Trish.

4 COMMISSIONER CURRY: I would like to at sometime  
5 see the numbers on PCIT. In other words, we're spending  
6 \$20 million to do training. How many -- do we know how  
7 many families or children have received services as a  
8 result of that training? Because, hopefully, we're not  
9 paying for the training and then not providing the  
10 services. So I'd like to see some numbers on that.

11 And then the other piece of it is, is that since  
12 the funding for the services comes from DMH, even through  
13 probably either EPSDT or through MHSA in their three-year  
14 planning of MHSA dollars, is DMH putting aside money in  
15 the prevention and early intervention category, which is  
16 where I assume this would fit? Are they putting aside  
17 money for the services so we don't spend \$20 million  
18 getting all those people trained, then we don't provide  
19 any services?

20 And in terms of outreach to DCFS, I think that's  
21 great and fine and wonderful and I think it's an excellent  
22 program and I would hope that we would find families that  
23 could make use of the services. But there is some  
24 controversy if you will about using the EPSDT dollars.  
25 There are some people that feel that if -- if you use

1 EPSDT dollars, there has to be a -- a mental health need.  
2 And some people feel like stigmatizing a child age two to  
3 five with a mental health diagnosis in order to get the  
4 PCIT services is -- is inappropriate.

5 And I'm not saying this is right or wrong. I'm  
6 just saying that there are two sides to this. So there  
7 are people that feel that only the MHSA dollars should be  
8 used for this and not the EPSDT. And so I'm not weighing  
9 in either way, but I'm -- I'm just -- I'm just hoping that  
10 we don't -- we didn't spend \$20 million to train people  
11 and then not have the money to provide the services  
12 appropriately. So I'd like to see at some point in time  
13 some numbers and -- does that make any sense?

14 MR. GOULD: There were 1,500 PCIT clients this  
15 past year that were served through PCIT. We have -- we  
16 have numbers that we could share with you or the board at  
17 some future date.

18 COMMISSIONER CURRY: It would be nice to see  
19 them. 1,500 is great, but \$20 million is a lot of money  
20 for 1,500.

21 MS. BELSHE: And far less than that 20 has been  
22 spent. That's the subject. There's over \$8 million --

23 COMMISSIONER DENNIS: You would have to prorate  
24 that.

25 COMMISSIONER CURRY: Right. And I just wanted to

1 make sure. If we're going to continue to put it aside,  
2 which I'm in favor of, that we're -- we're doing it right.

3 MS. BELSHE: Absolutely. And I -- we hopefully  
4 will learn more, Trish, maybe after this meeting about  
5 some of the concerns you're raising about the EPSDT  
6 dollars because I'm not sure if I'm -- a lot of the  
7 dollars, if not the bulk of the service dollars, are  
8 coming from Medi-Cal. Indeed, one of the reasons why the  
9 money isn't being as spent as quickly is because more of  
10 the money is being matched by the federal/state Medicaid  
11 dollars than was anticipated.

12 So I don't know, Bill, if you or others have  
13 heard of concerns? I know we have our UC Davis colleagues  
14 here who are going to say a word or two. But issues  
15 associated with a mental health diagnosis for use of EPSDT  
16 dollars, that's -- I'd like to hear more about that.

17 COMMISSIONER CURRY: Yeah.

18 MS. BELSHE: Christina, do you have any insight  
19 to that?

20 MS. ALTMAYER: I just wasn't sure. Is the  
21 question about children having mental health diagnosis for  
22 EPSDT or for participation in PCIT?

23 COMMISSIONER CURRY: Well, to get EPSDT to pay  
24 for the PCIT.

25 MR. GOULD: I think it refers to medical

1 necessity. So in order to get mental health services, you  
2 have to be diagnosed. So I think there's the stigma that  
3 she's speaking of.

4 COMMISSIONER CURRY: There's a lot of people -- a  
5 lot advocates at, you know, some great organizations here  
6 in LA that -- that are concerned about that. So I bring  
7 it up just --

8 MS. ALTMAYER: I think that's something that we  
9 need to -- that's the first I've heard that children  
10 actually have to have that, a medical diagnosis because it  
11 is early prevention dollars. But I think it's a great  
12 question that we can follow up with CMH about. DMH. Sorry  
13 that's what I meant to say. My apologies.

14 MS. BELSHE: We do have people who want to --

15 COMMISSIONER DENNIS: I got -- there are three  
16 people who want to speak on PCIT, but I was letting  
17 commissioners finish up.

18 Nancy.

19 COMMISSIONER AU: Back on EPSDT, it is required,  
20 a medical necessity diagnosis done. And the question is  
21 whether it's actually being done with the child or for the  
22 parent because it is a parent/child interactive therapy.  
23 So it could be that it could also be driven by the parent  
24 themselves. So maybe to get that clarified.

25 MR. GOULD: In this case, the billing is through

1 the child.

2 MS. BELSHE: It is specifically for the child.

3 COMMISSIONER DENNIS: Anybody?

4 MS. BELSHE: Good. We'll follow up with Trish a  
5 little more. So thank you for raising that.

6 COMMISSIONER DENNIS: Anybody else?

7 So we have three speakers, two of whom are from  
8 up north. So let's get the north people speaking.

9 Susan Timer. Is Susan here?

10 SPEAKER: Yes. I just wanted to say, I  
11 appreciate your comments and I wanted to note that this  
12 program is really designed to plant a seed of sustainable,  
13 evidence-based treatment. And it's -- it's pretty  
14 exciting to look around the county and see the number of  
15 people that are trained but then also the number of people  
16 who are being trained in the second generation also. And  
17 the number of people who are receiving services is also  
18 growing.

19 There's a number of people that are receiving  
20 services through First 5 LA dollars. But then, once  
21 people are finished training, then they also receive  
22 services through PDI. And, hopefully, people that leave  
23 the community mental health agencies are also providing  
24 PCIT to kids without having them have to meet medical  
25 necessity too. That's all I wanted to say.

1 Thank you very much.

2 COMMISSIONER DENNIS: Okay. Anthony -- is  
3 Urquiza (phonetic spelling).

4 SPEAKER: Orquiza (phonetic spelling).

5 COMMISSIONER DENNIS: Orquiza. I'm sorry. I was  
6 close.

7 SPEAKER: And I'll just be really simple because  
8 she works for me. She said it really well, so I'll just  
9 pass on it. I concur with what Dr. Timer just said.

10 COMMISSIONER DENNIS: Okay. That was quick. And  
11 then we have Daphne Quick Abdulla.

12 SPEAKER: Do I get the rest of his time?

13 COMMISSIONER DENNIS: You got six and a half  
14 minutes. Go for it.

15 SPEAKER: Thank you again so much for your  
16 comments. One of the things that I wanted to mention  
17 about PCIT is a part of that funding, the \$20 million,  
18 we're really looking at sustainability because we have  
19 trained over 50 agencies -- I think 61 agencies with up to  
20 four clinicians at each agency. So we're really looking  
21 at building the workforce. So that's over 249 clinicians  
22 that are able to provide more birth to five services.

23 Some of the other things that we're looking at is  
24 just looking at those areas that are very dense as well as  
25 those that have barriers to access. So a lot of the

1 adaptations to the training has been able to address a lot  
2 of those barriers. So questions in regards to EPSDT, I  
3 don't know if I'm able to pass to our clinical person --

4 COMMISSIONER DENNIS: No, you really can't. But  
5 we'll let you do it. Come on. Get it on.

6 SPEAKER: I thought I was going to get off the  
7 hook. So for the EPSDT, we have been doing a lot of  
8 training. I think a big gap in providing services to  
9 birth to five is that our clinicians don't get that kind  
10 of train in graduate school. So really informing them as  
11 to what medical necessity looks like in birth to five  
12 services. So we've really been working on helping the  
13 clinicians identify what medical necessity looks like in a  
14 two-to-five year old and below.

15 So, yeah, that's all I wanted to say about that.

16 COMMISSIONER DENNIS: And Daphne, I just wanted  
17 to let you know that would be part of your comments for  
18 the record because you didn't sign up.

19 SPEAKER: I wrote it down. Does that count?

20 COMMISSIONER DENNIS: All right. Anybody else?

21 Well, thank you all. I mean, this is obviously  
22 more information. I think Nancy's point is well taken.  
23 As we move forward, obviously, we're going to need more  
24 budget information and specificity around spending the  
25 dollars, how they would be spent, and the timeline in

1 which they're being spent.

2 And then, lastly, as we look at UCLA, let's make  
3 sure they do what they're supposed to do before we start  
4 giving them an allowance for extra. So let's keep that in  
5 mind.

6 Any other questions, comments? Not hearing none,  
7 this meeting's adjourned.

8 (At 4:53 PM, the meeting was adjourned.)

9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25

C E R T I F I C A T E

I, Heatherlynn Gonzalez, a Certified Shorthand Reporter for the State of California, License Number 13646, do hereby attest that:

The preceding is a true and accurate transcription of the meeting of the organization named herein;

The meeting was taken down in shorthand and transcribed into English under my supervision and authority;

I have no interest, financial or otherwise, in any of the parties, issues, or individuals who are involved in this organization.

Attested to on this 11th day of October, 2016.

-----  
CERTIFIED SHORTHAND REPORTER  
FOR THE STATE OF CALIFORNIA

FIRST 5 LA

**SUBJECT:**

**FIRST 5 LA to receive funding from the Los Angeles County Department of Children and Family Services (DCFS) to administer the Partnerships For Families (PFF) initiative through June 30, 2017**

**INFORMATION:**

This memo provides information to the Board of Commissioners that may later be asked to authorize First 5 LA to continue to receive funding from the LA County Department of Children and Family Services to administer the Partnerships for Families (PFF) initiative. If this returns to the Commission for action, it will be 1) to receive funds from DCFS, 2) enter into contract with DCFS to receive funds and 3) extend agreements with the nine PFF providers. Based on the results of DCFS' pending RFP appeals process staff may return at the November Commission meeting with an action item to allow First 5 LA to continue to act as a fiscal intermediary.

**BACKGROUND**

In 2006, the Board of Commissioners approved \$8.6 million to eight lead agencies, one per Service Planning Area (SPA), to implement PFF for five years (2006-2011) in partnership with DCFS. During the initial five-year investment, F5LA added a ninth lead agency, creating a Strategic Partnership with the Southern California Indian Center (SCIC), which covers SPA 9, the American Indian population in Los Angeles County. First 5 LA has served as the fiscal intermediary for the past twenty four months to allow DCFS to provide bridge funding and avoid a gap in services while DCFS completes its solicitation for PFF. Before this, F5LA had extended PFF on a yearly basis with the last contract implemented for a six-month period, ending December 31, 2014.

***DCFS Partnership***

PFF was originally designed in partnership with DCFS with the goal of transitioning the program from F5LA to DCFS at the end of the project period (June 2011). DCFS would then continue to operate the program with federal Title IV-E waiver dollars, given that the goals of PFF are aligned to the purpose of the waiver. However, the original federal Title IV-E waiver was only authorized through 2012, and the negotiations to extend the waiver for Los Angeles County took longer than anticipated. As it seemed likely that federal monies were going to be available but were not yet ready to be released, First 5 LA continued to renew the contract with the 9 PFF providers as there seemed to be a clear path to sustainability.

In 2012, DCFS redesigned its Safe Children Strong Families (SCSF) program—a continuum of child abuse and neglect prevention, reduction and treatment services. This redesign involved a Request for Proposals (RFP) release that included PFF within DCFS's SCSF programming with the caveat that contract awards were contingent upon available funding, including Title IV-E waiver funds. A decision was made to rebid the RFP because the County Review Panel found that some procedures were not followed in the solicitation document in relation to how the proposals were evaluated. A new solicitation process is close to completion. Currently DCFS is completing the review of appeals from applicants under this second solicitation.

### ***Program Description***

The intent of PFF is to provide prevention services and supports to families considered to be at high-risk for child abuse and/or neglect. PFF provides community-based child maltreatment prevention services through a strengthening families approach and fills a gap in the current child welfare system. PFF mitigates risk through the development and enhancement of the protective factors: 1) parental resilience; 2) social connections; 3) concrete support in times of need; 4) knowledge of parenting and child development; and 5) social and emotional competence of children.

PFF is a voluntary prevention services program that targets two specific populations: 1) high-risk, pregnant women; and 2) high-risk families referred by DCFS. Services include in-home case management, concrete services/financial assistance, intensive services, access to early care and education, and referrals/linkages to supports. Capacity building strategies include professional/organizational development, coordination and outreach regarding parent support groups, family educational events, parent advocacy and leadership development.

### **DISCUSSION:**

This request extends First 5 LA's current policy to allow First 5 LA to receive funding for PFF and avoid a gap in services while DCFS finalizes its procurement. DCFS could contract with First 5 LA to receive an estimated \$5,333,154 funding and to contract with F5LA for up to 6 months to continue administering PFF, beginning January 1, 2017 through June 30, 2017.

### **Proposed First 5 LA Administration**

Consistent with current practices, F5LA will be responsible for monitoring program activities, objectives and goals, receiving data from the PFF providers, and monitoring expenditures. Since PFF is no longer a F5LA investment, DCFS will provide F5LA 4.3% of the total funds to cover administrative costs, which is included in the \$5.3M budget (this is equivalent to the administrative cost cap approved as part of the F5LA FY14/15 budget).

The contract between F5LA and DCFS could be a 6 month contract, beginning January 1, 2017 through June 30, 2017 and will include:

- The ability to maintain the existing PFF infrastructure and minimize disruption of services to families, the program structure and goals will remain the same, including eligibility criteria for the program (e.g., high-risk families referred by DCFS or high-risk pregnant women referred by a community source).
- If the contracting period is 6 months, here is an estimate of what the nine (9) lead agencies would receive in terms of allocated amounts to provide PFF services in their respective SPAs (see next page):

| <b>SPA</b>                                       | <b>Grantee Name</b>                                     | <b>Total Amount</b> |
|--|---|---------------------|
| 1  | The Children's Bureau of Southern California            | <b>\$854,954</b>    |
| 2  | The Help Group  | <b>\$530,840</b>    |
| 3  | SPIRITT Family Services                                 | <b>\$598,254</b>    |
| 4  | Para Los Niños  | <b>\$712,358</b>    |
| 5  | Providence St. John's Child & Family Development Center | <b>\$287,100</b>    |
| 6  | SHIELDS for Families                                    | <b>\$659,656</b>    |
| 7  | Bienvenidos Children's Center                           | <b>\$706,504</b>    |
| 8  | South Bay Center for Counseling                         | <b>\$390,311</b>    |
| 9  | Southern California Indian Center                       | <b>\$363,854</b>    |
| <b>Total Contract Amounts with PFF Providers</b> |   | <b>\$5,103,831</b>  |

**NEXT STEPS:**

Today's Program and Planning Committee written presentation on F5LA's Partnerships for Families is an information item. Staff is working with DCFS to determine DCFS' readiness to solely manage the project beginning January 1, 2017. If it is necessary, a new contract between DCFS and First 5 LA will be created to maintain the existing PFF infrastructure and minimize disruption of services to families. In this scenario, staff anticipates coming back to the Board at the November Commission with an action item.

FIRST 5 LA

**SUBJECT:**

**Request to extend a strategic partnership and execute a contract extension with the California Community Foundation for an additional 18-months for the Early Care and Education Recoverable Grant (also known as the LA ECE Bridge Fund).**

**RECOMMENDATION (PROVIDED AS INFORMATION):**

This memo is provided as information for the Board's consideration at the October 27, 2016 Program and Planning Committee Meeting. First 5 LA staff recommends that at the November 10, 2016 Commission meeting, the Board approve the extension of a Strategic Partnership with the California Community Foundation (CCF) and authorize staff to execute a contract extension from January 1, 2017 to June 30, 2018 for the LA ECE Bridge Fund (Fund).

No additional funds are being requested as part of this extension; funds to cover costs for this extension will come from the original approved funding under Resource Mobilization-ECE, approved on June 9, 2016. The extension will allow First 5 LA, in partnership with CCF, to maximize loan funds available to early care and education (ECE) providers, support the organizational capacity of participating agencies for an additional cycle, articulate policy and systems change opportunities, and synthesize and communicate lessons learned from this legacy investment.

**BACKGROUND:**

The State of California Department of Education (CDE) is a major funder of child development programs serving low-income working families and families where children are at risk of abuse and neglect. Though some delays have been recently alleviated in recent years, delays in the disbursement of contracted CDE funds still occur during CDE contract adjustments and audit reviews, resulting in payment holds between fiscal years. Agencies report delays can take up to 4 months into the fiscal year (starting July 1) before payments are received by ECE providers and they often have limited access to lines of credit. Further, CDE currently caps reserves at 5% that can only sustain agencies for 12 days of operations. These temporary funding gaps present a significant challenge, particularly to smaller agencies with limited access to affordable lines of credit, loans or cash reserves, and may lead to drastic consequences for the communities that they serve and employ.

Delays of funding can lead to temporary closures that often result in permanent closures. Access to temporary funds until state funds are disbursed prevents local contractors from taking extreme measures that suspend, reduce or eliminate services to hundreds of families in L.A. County, and jeopardize employment for parents and child care providers. Even when lines of credit or loans are secured, agencies are burdened with debt interest, which is difficult to repay when profit margins are thin. Also, debt is non-reimbursable with CDE funds and must be paid back through fundraising. Given that many CDE contracted agencies tend to serve low income communities, they are severely limited in their ability to diversify income and fundraise.

To address cash flow issues experienced by local ECE providers reliant on CDE funds, First 5 LA partnered with CCF to establish the LA ECE Bridge Fund in January 2013. CCF—which matches First 5 LA contributions at a 1:1 rate—holds the contract with the Low Income Investment Fund (LIIF), which administers the Fund and provides technical assistance (TA) to grantees. The LA County Office of Child Care (OCC) is also a key partner in the Fund and contributes technical expertise and support to the project.

This Strategic Partnership began on January 1, 2013 and is slated to end December 31, 2016. The total award for the Fund is up to \$2.075 million over 4 years. All First 5 LA funds are matched by other funders at a 1:1 rate. First 5 LA's contribution includes \$1 million restricted for loans and \$75,000 for year 1 administration of the Fund, plus up to \$1 million in a "challenge grant," which is used for annual

administration costs, TA and training, and related policy/advocacy activities. Annual cost for administration of this program is \$150,000, which is shared equally between First 5 LA and CCF.

The Fund annually supports 10-12 providers with TA and access to temporary zero-interest loans until state funds are disbursed. During FY 15-16, the Fund enabled the continuity of care for 1,747 children, supported 2,603 working parents, and helped retain 610 staff jobs.

### **Overview of LA ECE Bridge Fund Awards**

| Fiscal Year Totals | Funds Requested by Applicants | Funds Awarded      | Total Annual Childcare Slots for Children Ages 0-5 | Parent Jobs Retained | Staff Jobs Retained |
|--------------------|-------------------------------|--------------------|--|----------------------|---------------------|
| <b>12/13</b>       | \$479,000                     | \$479,000          | 778  | 929                  | 251                 |
| <b>13/14</b>       | \$2,531,016                   | \$1,353,671        | 2,197  | 1,733                | 453                 |
| <b>14/15</b>       | \$2,983,821                   | \$1,749,850        | 3,291  | 2,734                | 511                 |
| <b>15/16</b>       | \$1,911,720                   | \$1,815,850        | 3,494  | 2,603                | 610                 |
| <b>TOTAL</b>       | <b>\$7,905,557</b>            | <b>\$5,398,371</b> | <b>9,760</b>                                       | <b>7,999</b>         | <b>1,825</b>        |

### **Key Milestones & Learning**

Since its inception, the Fund has awarded almost \$5.4 million in recoverable grants *with no defaults* (\$2 million revolving loan fund for 4 years—\$1 million from First 5 LA matched with \$1 million from CCF). The Fund also provided a total of over 9,700 childcare slots to 0-5 children of whom 97.7% are from low-income households with 271 foster care children and 203 special needs children. Annually, the Fund has helped retain an average of 2,357 parent jobs and 525 staff jobs (NOTE: FY 12-13 is a partial program year and is not included in the calculations). Participating agencies have received training and one-on-one TA from LIIF staff and consultants to help maximize CDE contracts, increase revenue, budget for cost savings, fundraise, develop boards, negotiate leases, handle facility issues, and improve human resources.

### **Contributions to Policy, Advocacy, and Systems Change**

Implementation of the Fund and provider surveys have captured CDE policy issues to inform the L.A. Preschool Advocacy Initiative (LAPAI) Policy Framework and have been shared with ECE advocates. Fund partners and grantees have identified the following as key policy and systems-level solutions for providers to maintain services:

- Increase reimbursement rates to current cost of care including covering city and state minimum wage increases, which is consistent with First 5 LA’s policy agenda
- Increase allowable agency reserves beyond current 5% limit
- Implement state upgrade of computer system and electronic deposit of checks

Throughout the four years of Fund implementation, LIIF has positioned Fund grantees to work together on policy initiatives and to access funding to support other initiatives such as the California Coalition for Equity in ECE, a group of CDE funded agencies from across California that have come together to advocate for a raise in reimbursement rates and increase the amount of children served. The collective efforts of the Coalition, First 5 LA and other ECE advocates are reflected in the 2016-17 California state budget (legislatively approved on June 15, 2016). According to the budget, beginning January 1, 2017, an additional \$67.6 million will be allocated to increase standard reimbursement rates and \$69.9 million to increase regional market reimbursement rates to address the minimum wage increase and help providers cover the cost of care. Higher reimbursement rates will allow agencies to generate some additional revenue that could be used to help sustain operations during temporary funding delays.

### **Impact of Technical Assistance to LA Childcare Agencies**

Bridge funding is temporary but when paired with supportive TA, agencies are able to realize long-term benefits for their programs to increase revenue, budget for cost savings, fundraise, build their boards, improve HR practices and negotiate leases and facility issues. In 2016, LIIF received \$50,000 in grant funding from the Ralph M. Parsons Foundation to expand capacity building efforts through TA and

training. This award allowed LIIF to leverage \$50,000 in First5LA matching funds to increase the TA hours and trainings offered to Fund participating agencies. From 2012-2016, LIIF provided 770 hours of direct TA and three capacity building trainings for 14 agencies on projecting and earning CDE contracts, board development and finance management. The following highlights results from Fund-related TA and training:

- 14 agencies (100%) moved towards a more sound financial position by avoiding taking out high interest lines of credit and incurring debt.
- 10 agencies (70%) made changes to diversify their board structure after attending the Board Training and receiving individual TA.
- 7 agencies (50%) increased fundraising which helped them recover from past debt.
- 6 agencies (42%) increased their earnings to the full extent of their contract after management and fiscal staff received direct training on doing accurate earnings projections and reporting.
- 6 agencies (42%) successfully negotiated leases, facility improvements and expansions.
- 6 agencies (42%) partnered to form two shared service alliances, one of whom received a \$39,000 grant from the Nonprofit Sustainability Initiative (NSI) and a \$50,000 grant for two years from CCF to support them in their planning. Shared Services is a capacity building strategy specifically focused on leveraging resources, collaboration and consolidation that aims to strengthen and sustain the system of ECE providers serving low-income families and improves program quality across the system.
- 3 agencies (22%) reduced expenses and restructured their agencies to keep within budget.
- 3 agencies (22%) with directors nearing retirement worked on succession planning and training for rising administrative staff.
- 2 agencies (15%) earned additional funds totaling \$60,000 after they received TA to successfully complete transfers between contracts.

Again, no additional funds are being requested as part of this extension; funds to cover costs for this extension will come from the original approved funding under Resource Mobilization-ECE.

Pursuant to the Procurement Policy, Strategic Partners of \$75,000 or more in a fiscal year must be presented to the Board for approval. Staff requests an extension of a strategic partnership and approval to use up to \$150,000 for administrative cost to comply with this policy. Section IV.5 of the Procurement Policy also states that contracts of \$75,000 or more requires Board approval prior to execution. Staff is seeking approval to execute a contract extension for the period of January 1, 2017 to June 30, 2018.

**GOVERNANCE GUIDELINES #5 AND #6 (SUSTAINABILITY AND LEVERAGING):**

The Fund is considered a Legacy Investment, therefore not subject to Governance Guidelines #5 and #6.

**JUSTIFICATION:**

**This Strategic Partnership meets the criteria below:**

- The Strategic Partnership can provide specific resources needed by First 5 LA to implement an approved program or initiative in a manner or on a scale that makes the Strategic Partnership more cost effective than resources provided through a competitive solicitation; or
- The Strategic Partnership can implement an approved program or initiative more expeditiously than resources provided through a competitive solicitation; or
- The Strategic Partnership can provide a demonstrated level of ability or expertise that is only available in the community through the proposed Strategic Partnership; or

- The Strategic Partnership provides an opportunity to leverage First 5 LA funds to produce additional funding for the program or initiative or service.

**AND**

- The proposed Strategic Partnership is aligned with the adopted Strategic Plan.

This investment is aligned with the Strategic Plan and complements the goals of First 5 LA's ECE Outcome Area by creating an innovative funding mechanism to help strengthen and sustain the child care infrastructure in LA County.

The Fund has allowed First 5 LA to leverage significant public and private dollars to support First 5 LA's mission that children are ready to enter kindergarten. The CCF Board has allocated \$1.375M to the Fund pending financial commitments from other funders and provided CCF staff authority to extend support for the Fund through December 31, 2018. By investing in the Fund, First 5 LA served as a catalyst to create and launch the Fund with CCF in July 2012. To date, First 5 LA's investment has leveraged \$1.2 million in private resources for the Fund. Throughout this investment, the Fund facilitated additional opportunities for CCF and First 5 LA to collaborate and work as thought partners on other capacity building initiatives.

In addition to First 5 LA's initial \$1.075 million investment to establish the Fund, First 5 LA has made a \$1 million challenge grant available to support Fund-related activities, based on the contingency that other funders match First 5 LA monies at a 1:1 rate within a 3-year challenge period, ending December 31, 2016. These monies, restricted for use by the Fund, are drawn down by CCF as additional funding is secured. To date, CCF has drawn down \$200,000 from the \$1 million challenge grant. This challenge grant has not only increased the resources available to CDE contractors, but also increased the visibility of critical cash flow issues and mobilized support for child care providers among the broader early childhood funding community.

**CONCLUSION:**

The Fund serves a critical function in helping maintain ECE services to low-income families and can inform ECE policy and systems change efforts to address the recurring cash flow issues. The Fund currently offers a number of learning opportunities that First 5 LA and Fund partners can share with the field to inform future strategies to strengthen and support ECE providers, advocates and policymakers.

This extension will allow First 5 LA, in partnership with CCF, LIIF and OCC, to:

- Synthesize and communicate the Fund's impact and learnings to date;
- Articulate opportunities for policy and systems change;
- Provide TA and training to support transition of grantees in final year of the Fund; and
- Maximize the available funds to support an additional and final loan cycle in FY 17-18.

The remaining balance for the ECE Recoverable Grant (Resource Mobilization-ECE) of \$800,000 is sufficient to cover the additional administrative cost for the 18-month extension and will be expended in FY 16-17; therefore, no budget request is needed in FY 17-18. As the initial strategic partnership stipulates, once the Fund ends, the \$1 million in First 5 LA loan funds held by CCF (minus any defaults) will return to First 5 LA within 30 days after expiration of the Agreement.

This request for extension aligns with CCF's recent Board approval to extend CCF's investment in the Fund to December 31, 2017, and authorization of staff to extend an additional year to December 31, 2018.

# Family Engagement: A Pathway to Greater Impact

Panelists:

Dr. Joan Maltese  
Sandra Gutierrez  
Susan Kaplan

Moderator: Barbara Andrade DuBransky,  
Director of Families

October 27, 2016

1<sup>ST</sup>  LA  
**first 5 la**  
Giving kids the best start

# Welcome

---

Joan Maltese,  
President/CEO



Sandra Gutierrez,  
Executive Director



Susan Kaplan,  
Executive Director



144

# First 5 LA's Focus & Context

---

## Supporting Parents and Caregivers in their Child's Success

### To strengthen and impact:

- Parent/caregiver-child relationships and interaction
- Parent/caregiver participation input in community & county systems
- Parent/caregiver-provider relationship and interaction

145

# Learning Objectives

---

## **Increase awareness and inform commission priorities as it relates to:**

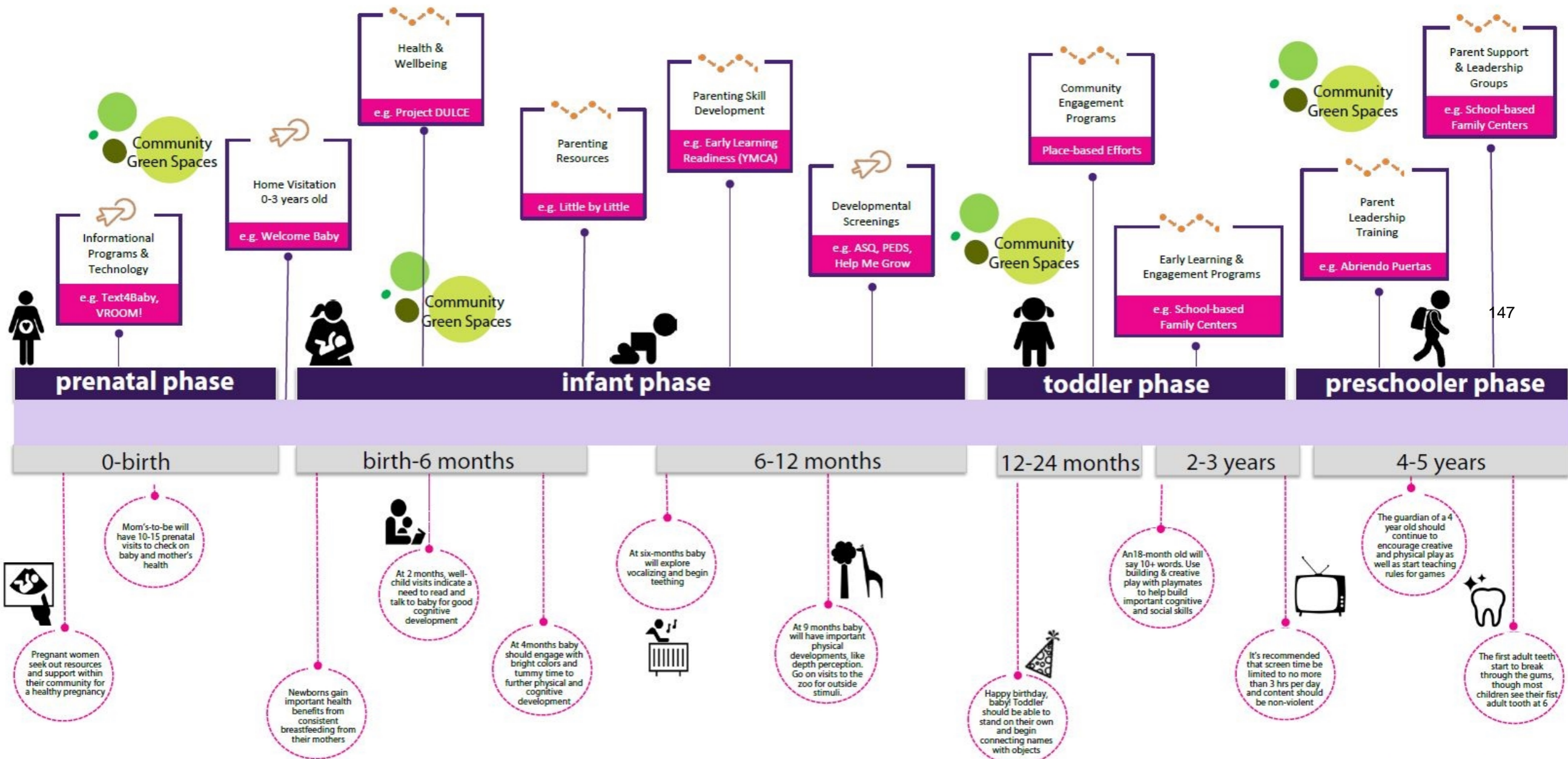
- The role of family engagement on family attitudes, knowledge & behaviors
- How First 5 LA can learn from and partner with families to achieve our community and systems-level outcomes
- The family engagement landscape and its alignment to the Strategic Plan

146



# Early Childhood and Family Engagement Journey Map

This map serves as a visual tool to highlight key early childhood milestones, transitions and touch points where families engage and interact with informal and formal systems (health, early care, education, and social services). In addition to these settings and systems, communities may identify unique relationships that provide a "social richness" including social networks and informal supports. The boxes below represent potential opportunities to develop or leverage "touch points" (👉) as well as opportunities for "continuous family engagement" (👉👉👉) during the first 5 years of life.



Created by Harder+Company Community Research (2016)

# Informing Policy & Systems Change

---

**First 5 LA experience and work in family engagement can inform and support the coordination & integration of county family-serving systems through:**

- Partnerships with schools to develop meaningful relationships with families
- Strategies to connect to families through medical homes to support broader family needs
- Approaches to connecting families to policymakers through Best Start partnerships

148

# Panelists

---

Joan Maltese,  
President/CEO



Sandra Gutierrez,  
Executive Director



Susan Kaplan,  
Executive Director



149

# Family Engagement in F5LA Strategies

---

- What changes in the field should First 5 LA be aware and supportive of in the context of our ECE and health-related systems investments, as well as in our community work?
- What are some limitations and barriers to authentic and effective family engagement that First 5 LA should be prepared to address?
- What are some ways that First 5 LA can support the growth of the Family Engagement field in the context of its current investments?

150

# Discussion Questions?

---

- What resonates with you about what you've heard?
- How do the elements discussed today inform First 5 LA's current and future investments?
- What would you like to know more about?



# Final Remarks

---

Joan Maltese,  
President/CEO



Sandra Gutierrez,  
Executive Director



Susan Kaplan,  
Executive Director



**FIRST 5 LA**

**SUBJECT:**

**Strengthening the Infrastructure of the Best Start Community Partnerships – Alignment Update and Learnings from the Request for Information (RFI)**

**BACKGROUND:**

Best practices in place-based initiatives highlight the need for strong, local community infrastructure as a pipeline to connect and advance local priorities to larger policy and systems change. Critical to strengthening community infrastructure is committed local leadership from key stakeholders to advance an agenda that supports early childhood development.<sup>1</sup>

For *Best Start*, that committed local leadership takes the form of the Community Partnerships. F5LA's implementation experience – as well as ongoing community feedback -- suggests that the current way of operating *Best Start* is not optimal or aligned with best practices. Since May 2016, staff has been conducting a landscape analysis as a starting point to shift from a structure where First 5 LA is the sole funder and directs the work of the Community Partnerships to one in which there is strong, local governance with the support of partners, including but not limited to First 5 LA. Blue Garnet, a consultant firm with expertise in strategy, impact, and evaluation, has been hired to serve as a “thought partner” with staff to analyze the landscape and provide recommendations for the most appropriate structure(s) to support the Partnerships.

During the September 2016 Program and Planning Committee Meeting, staff shared the *Best Start* alignment strategy as the process of adjusting program and operational structures consistent with best practices, community feedback, and First 5 LA experience and values. As noted in the presentation and discussion, the alignment process will require multiple “shifts” to improve operational structures, strengthen relationships, and embed a culture of equity, inclusion, and network building to drive lasting social change. These shifts will need to be phased-in over the life of the FY 2015-2020 Strategic Plan. The first step in the alignment process is a reorganization of the operational structure that supports Community Partnerships by transitioning key functions from First 5 LA to existing community organizations, based on multiple inputs.

**DISCUSSION:**

The landscape analysis included the release of a Request for Information (RFI) to invite community stakeholders to provide their best thinking and ideas about key aspects of *Best Start*. The RFI is part of a larger landscape analysis to gather information that will be used to strengthen the infrastructure<sup>2</sup> of the Community Partnerships over the course of the next year.

Specifically, the purpose of the RFI was two-fold:

1. Understand how a variety of community organizations and other assets can be strategically mobilized to increase local governance and strengthen the ability of the Partnerships to sustain collaborative efforts and achieve results we all seek for children and families in the Best Start Communities.

---

<sup>1</sup> Early Learning Communities: Building Blocks for Success. A project of the Early Childhood Learning & Innovation Network for Communities (EC-LINC), convened by the Center for the Study of Social Policy. Retrieved from: <http://www.cssp.org/media-center/blog/text/Building-Blocks-for-Success.pdf>

<sup>2</sup> Infrastructure is defined as “the basic fundamental structure of a system, organization or community (e.g. material, social, political, financial, cultural, institutional, etc.) which determines how it functions and how adaptable it is to meet future requirements” (First 5 LA's 2009-2015 Capacity Building Plan, pg. 30).

2. Learn about organizations (including existing networks of organizations) that may have an interest in fulfilling key functions (e.g. coordination, financial management, and skill building support) for one or more Best Start Community Partnerships as outlined in this RFI.

Twenty-one organizations responded to the RFI. In addition to the RFI, staff conducted a series of Community Input Sessions to capture the experiences and perspectives of organizations that did not respond to the RFI but provide important community resources. Forty-eight organizations participated in two Community Input Sessions. Responses from both the RFI and Community Input Sessions elevated the role of First 5 LA as a funder, connector and catalyst -- supporting the provision of technical assistance, evaluation and learning, financial resources, engagement of County agencies, and advocacy for overall community development. The presentation will provide information on the participants' consistent themes and inputs.

RFI respondents and input session participants were also given the opportunity to discuss interest and capacity to fulfill critical operational functions to support the growth and impact of the Community Partnerships. Feedback on the geographical approaches to structure these operational functions is the subject of this presentation and discussion. The benefit and challenges of geographical approaches as well as design options (Attachment A) will be discussed in the presentation.

#### **NEXT STEPS:**

In November 2016, staff will conduct regional input sessions for *Best Start* Community Partnership members to share their perspectives and insights on the design options. This input will further inform the detailed design process that will occur between November and January, with the support of Blue Garnet. The next Board engagement session is scheduled for the November Commission Meeting.

# 4 WAYS

## TO STRUCTURE BSCP OPERATIONAL SUPPORT

### COMMUNITY-GENERATED IDEAS FOR A HYBRID STRUCTURE

#### Countywide for Admin Only

Contract with an organization to provide administrative support and financial management for all 14 communities with subcontracts to regional or local "anchor" organizations for local coordination, financial management and skill building.

#### Regional

Contract with organizations to provide administrative support and financial management for a region (e.g. valley) with subcontracts to local partners for coordination and skill building

#### Countywide - All Three Functions

Contract with an organization, a "backbone" to support to all 14 Community Partnerships with resources to hire regional staff to fulfill local functions

#### Self-Determined

Allow each Community Partnership to determine what works for them (i.e. regional or per community). Some Partnerships like those in South LA and the Antelope Valley may take a regional approach while others (e.g. Metro) may prefer a per community approach to maximize local resources.





# BEST START ALIGNMENT STRATEGY

---

Special Commission/Program and Planning  
Committee

October 27, 2016

# Learning Objectives

- Review key discussion points from the September Program and Planning Committee Meeting
- Share findings from the Request for Information
- Discuss immediate next steps

# Learning & Reflection: Best Start Alignment

---

- Best practices elevate the need for strong, local community infrastructure to advance and sustain policy and systems change.
- Community feedback and F5LA's implementation experience suggests that the current way of operating Best Start is not optimal or aligned with best practices.
- The Best Start alignment strategy is the process of adjusting program and operational structures consistent with best practices, community feedback, and First 5 LA experience and values.
- The first step is a reorganization of the operational structure to support Community Partnerships, transitioning key functions from First 5 LA to existing community organizations, based on multiple inputs.

# Learning & Reflection: Commissioner Feedback

## Messaging & Role

- Need concrete messaging to articulate the purpose and goals of Best Start.
- F5LA is a conduit for a coordinated community voice and a catalyst for policy and systems change.

## Learning & Evaluation

- Share and apply learning from the implementation of Metro LA as well as the other 13 communities.
- Need an evaluation and learning framework to measure the outcomes of the investment.

## Operational Structure

- The operational structure should consider the context of each community (should not impose a structure that does not work for the communities).
- The process of transitioning operational functions should promote movement building not organization building.
- Keep communities involved and engaged in the process.

## Community Leadership

- Along with parents and residents, organizations, civic leaders, business leaders, advocacy groups, and others are critical partners to advance essential community-level leadership and collective action.
- Knowledge and skills gained through *Best Start* -- particularly around community organizing and activism -- are useful to address a variety of issues that community members care about.

# What does alignment look like for the Community Partnerships?

## Current State: FY2010-16

- \* First 5 LA is only funder.
- \* First 5 LA drives an agenda and outcomes framework to which communities respond.
- \* First 5 LA facilitates priority-setting among predefined options.
- \* First 5 LA staff handles logistics, financial management and operations of Community Partnerships.
- \* First 5 LA provides guidelines for governance structure and intervenes on governance issues.

## Transitional Phase: FY2017-20

- \* First 5 LA primary funder; community leadership begins pursuit of other funding and in-kind resources
- \* First 5 LA provides an outcomes framework and community leaders facilitate priority-setting aligned with that framework.
- \* Community organizations handle logistics, financial management, and support the operations of the Community Partnerships.
- \* Community Partnerships develop and implement a governance structure reflective of their leadership model.
- \* Community Partnerships expand the network of individuals and organizations involved in Best Start

## Future State: FY2020-beyond

- \* First 5 LA is one of multiple, diverse funders; community leadership mobilizes a variety of financial resources and in-kind resources
- \* Community leadership drives an agenda and identifies priorities based on community need and context.
- \* The community agenda aligns with, but is not limited to, or driven by, First 5 LA's outcomes framework.
- \* Community leaders continuously strengthen governance structure reflective of community demographics.

# First Step: Transitioning Key Operational Functions

---

By December 31, 2017, First 5 LA will transition key operational functions of the Community Partnerships to existing community organizations/networks that have the capacity, values, and philosophy required to support a collaborative community change initiative.<sup>161</sup>

# First Step: The Path to Get There

---

May 2017

First 5 LA will have completed an inclusive and transparent process for determining and implementing a new structure of support to the 14 Community Partnerships reflective of best practices, community feedback, implementation experience and First 5 LA values.

Oct 2017

First 5 LA will have completed the process to select existing community organizations/networks that will fulfill key functions that support the operations of the Community Partnerships.

Dec 2017

First 5 LA will transition key operational functions of the Community Partnerships to existing community organizations that have the capacity, values, and philosophy required to support a collaborative community change initiative.

# An Inclusive and Transparent Process

---

- ✓ Transition Team
- ✓ Request for Information
- ✓ Community Input Sessions
- ✓ Interviews with Key Influencers & Opinion Leaders
- ✓ Literature Review
- ✓ Internal Knowledge (*focus groups/interviews with staff and contractors, reports, etc.*)

# Request for Information (RFI)

---

- ✓ Purpose of the RFI
  - Garner best thinking and ideas
  - Gauge organizations/networks' interest
- ✓ May – June 2016 (6 weeks to respond)
- ✓ Twenty-one (21) Respondents
  - Fourteen (14) Service Providers
  - Seven (7) Advocacy Groups/Networks
  - Four (4) Respondents – *Lead Agencies for Prevention & After-care Networks*
- ✓ Community Input Sessions for Additional Information  
(48 Organizations in Attendance)

# RFI: Two Areas of Inquiry

---

- ✓ Key Operational Functions
  - Coordination
  - Financial management
  - Skill building
  
- ✓ Geographic Approach
  - One-on-One
  - Regional
  - Countywide
  - Other Ideas

# RFI: Respondents' Overall Reflections

---

- First 5 LA functioning as an operating foundation does not build long-term capacity of the community to do the work.
- Thoughtful transition is important.
- The involvement of a network of organizations is more likely to elicit trust and builds upon existing community infrastructure.
- Include organizations that do not traditionally provide direct service in order to promote a more holistic, systematic approach.

# RFI: Respondents' Overall Reflections

---

- There is a need for greater engagement of dispersed ethnic communities (e.g. API and African American).
- First 5 LA's role should be to provide TA, evaluation support, financial resources, engagement of County agencies, and advocacy for overall community development.
- There are benefits and challenges associated with the geographic approaches outlined in the RFI. Most respondents recommended a hybrid approach.

# Benefits & Challenges of Geographic Approaches

---



## One-on-One

- Most responsive to each community
- Enables strongest local relationships
- Enables local ownership, increased capacity & sustainability at local level

## Regional

- Cross community collaboration, learning and sharing best practices
- Collective strength for advocacy
- Less cost

## Countywide

- Consistent and single vision from First 5 LA
- Cross-community learning and leveraging of resources
- Collective strength for advocacy
- Neutral oversight & least admin overhead



## One-on-One

- One agency may be unable to fulfill all three functions
- Higher cost
- More significant First 5 LA administrative role
- Fewer opportunities for cross-community learning

## Regional

- May not meet the needs of communities' cultural, demographic, and socio-economic differences
- May weaken local voice
- Regional org may lack familiarity with each BSCP and therefore may face resistance

## Countywide

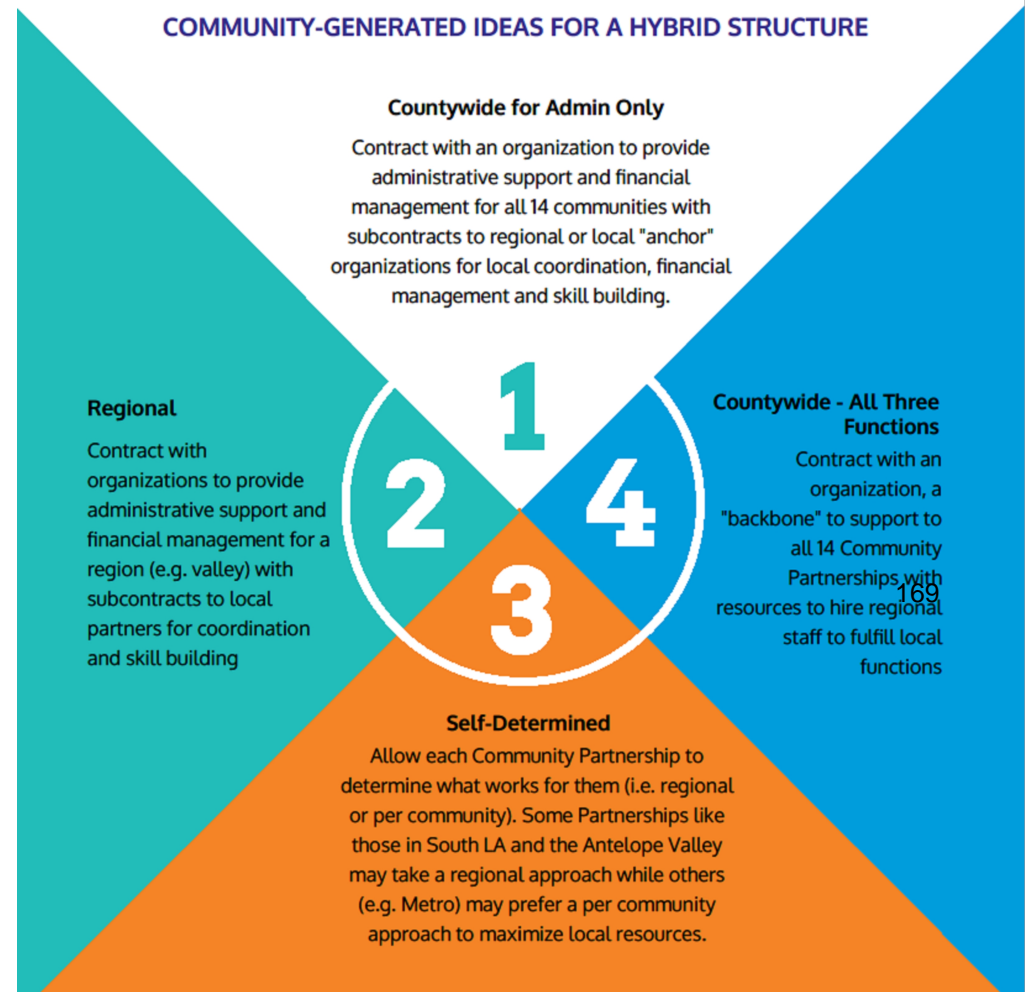
- May not meet the unique needs of each community
- Cookie cutter approach
- May dilute local and regional impact and collaboration

# Community Input on Hybrid Approach

**HANDOUT:**  
*4 Design Options*

## **4WAYS** TO STRUCTURE BSCP OPERATIONAL SUPPORT

COMMUNITY-GENERATED IDEAS FOR A HYBRID STRUCTURE



# Next Steps

---

November 2016

- ❑ Community Partnership Engagement Sessions
- ❑ Commission Presentation

December 2016

- ❑ Design Session with Blue Garnet
- ❑ Transition Team Meeting

January 2017

- ❑ Program and Planning Committee Meeting

Detailed Design Process by F5LA Staff & Blue Garnet

170

Communication with External Stakeholders

# First Step: Transitioning Operational Functions



1. Landscape Analysis & Design Options

July – Sept 2016



2. Detailed Design & Procurement Strategy

Oct 2016 – May 2017



3. Procurement & Contracting

Jun – Sept 2017



4. Transition & Implementation

October 2017



**WE ARE NOW HERE**

FIRST 5 LA

**SUBJECT:**

**First 5 LA's Engaging Fathers and Positive Birth Outcomes Investments**

**PURPOSE:**

**Provide update regarding Engaging Fathers and Positive Birth Outcomes Investments.**

**BACKGROUND:**

In November 2013, the First 5 LA Commission approved \$600,000 for an investment that supports engaging fathers of children prenatal to age five<sup>1</sup> who are at-risk of, involved in, or transitioning out of foster care or probation. The intent is to help fathers further their education, obtain stable employment, or become more positively engaged as a parent and caregiver. Within the same motion, the Board also approved \$500,000 to support policy and systems change approaches that address the disparity in birth outcomes in African American families.

Following the Board motion, First 5 LA first sought to better understand the landscape in LA County. First 5 LA contracted with Harder+Company to identify best practices and promising strategies to positively impact health disparities in birth outcomes and promote father involvement with children prenatal to age five. The Birth Outcomes Exploratory Study was completed in April 2014. It found that the Antelope Valley and South Los Angeles have historically experienced some of the highest rates of infant mortality and other poor birth outcomes in Los Angeles County and recommended a regional approach to address these issues.

The report recommended the following approaches be recognized and incorporated in any potential areas for investment: 1) Men as a valuable part of pregnancy and early childhood by incorporating fatherhood programs in maternal-child health program, 2) Positive effect of father's involvement on child development and maternal behaviors during and after pregnancy, 3) Target the father's relationship with the child's mother, and 4) Reduce structural and policy barriers to father involvement. The Birth Outcomes Exploratory Study also provided a baseline understanding of the needs and potential areas for investment.

In order to further understand the needs of the at-risk fathers population, First 5 LA released a Request for Information (RFI) on March 12, 2015. Specifically, respondents were asked to describe their current work, gaps and opportunities in relation to the target population and objectives of First 5 LA's Engaging Fathers Investment. There were ten RFI respondents<sup>2</sup> that provided key information regarding existing fatherhood efforts in L.A. County. According to respondents, much of the services for fathers center on parent education/engagement, job-training, education, and father support groups. Respondents also shared opportunities to address structural and policy barriers to father involvement, including better coordination among systems and targeted outreach to fathers in services for families with children prenatal to age five.

RFI respondents were also invited to participate in a focus group on May 7, 2015, to provide additional insight on target population needs and explore potential areas in policy and advocacy

---

<sup>1</sup> For this RFP, initiative will be referred to by the program name, Engaging Fathers Investment, which is under the Board approved initiative for At-Risk Fathers.

<sup>2</sup> 1) Center for Nonviolent Education & Parenting (dba Echo Parenting & Education), 2) Children's Bureau of Southern California, 3) Children's Hospital Los Angeles (CHLA)/Division of Adolescent and Young Adult Medicine, 4) Children's Institute, Inc. (CII), 5) *Community Partners FBO Los Angeles County Perinatal Mental Health Task Force*, 6) Friends Outside in Los Angeles County (FOLA), 7) Great Beginnings for Black Babies (GBBB), 8) Los Angeles County of Education (LACOE), 9) Para Los Niños (PLN), and 10) SHIELDS

work as well as potential system change efforts. Nine of the ten RFI respondents participated in the focus group. Key themes observed from the focus group include improving service coordination among providers, revising child support policies to be father-friendly, implementing co-parenting mandates to support fatherhood engagement, addressing stigmas associated with formerly incarcerated fathers, and providing fathers with trauma-informed care programs.

Consistent with First 5 LA's priority on partnerships, staff explored a number of local and national initiatives including The California Endowment's *Sons and Brothers Initiative*, Los Angeles County's *My Brother's Keeper (MBK) Challenge* and Prevention Institute's *Making Connection for Mental Health and Wellbeing Among Men and Boys in the US*. First 5 LA found these opportunities did not align with the Engaging Fathers Investment because of differing population and outcome targets. However, further exploration found that The Office of Family Assistance's *New Pathways for Fathers and Families* did align with *Engaging Fathers*. In Fiscal Year 2015-16, the U.S. Department of Health and Human Services, Administration for Children and Families, Office of Family Assistance (OFA) awarded funding for the New Pathways for Fathers and Families investment. The five-year funded projects will support fathers in parenting skills, healthy relationships, co-parenting and job training and employment services for economic mobility. These areas of emphasis align with F5LA's 2013 Board motion for the At-Risk Fathers Initiative.

As a result, First 5 LA issued an Engaging Fathers RFP, released on September 1<sup>st</sup>, to support this large federal investment for direct services by complementing their efforts from a systems change approach. This funding opportunity is in support and respective of the New Pathways for Fathers and Families and consistent with the RFI and focus group findings. Only agencies in LA County that are current recipients of the New Pathways funding were invited to apply to the Engaging Fathers RFP. Eligible agencies include Children's Bureau of Southern California, Children's Institute, Inc., City of Long Beach, and Friends Outside in Los Angeles County. This project is a time-limited initiative in which sustainability or leveraging considerations will depend on the unique project and capacity of each individual grantee.

A solicitation for a Technical Assistance Provider will also be released later this year to provide support to Engaging Fathers grantees. The Technical Assistance Provider is expected to strengthen the capacity of grantees to be effective advocacy leaders by supporting grantees' ability to navigate the complex political arena, county systems and multiple factors as they implement their projects. The level of support will vary depending on grantees' experience with systems change work. The TA Provider will also convene grantees to coordinate and explore linkages between projects to build greater connections, learning and impact. Evaluation of the Engaging Fathers Investment will focus on capturing learning to improve project implementation as well as inform future First 5 LA Strategic Plan systems change focused work.

## **DISCUSSION:**

### ***Engaging Fathers***

On September 1, 2016 First 5 LA released the Engaging Fathers Investment RFP. The Engaging Fathers Investment will target systems that regularly engage with fathers of children prenatal to age five who are at-risk of, involved in, or transitioning out of foster care or probation with the intent of helping them further their education, obtain stable employment, or become more positively engaged as a parent and caregiver.

The goal of the Engaging Fathers Investment is to strengthen systems to better engage and support fathers. As informed by the RFI and focus group, the targeted outcomes for the investment are to:

- Build knowledge to inform and advance system change and policies to further the field of engaging fathers

- Increase collaboration and partnerships amongst organizations working on engaging fathers
- Increase awareness of fatherhood landscape among decision makers
- Increase the quality, effectiveness and coordination of how services are accessed and provided for fathers in LA County

Following the release of the RFP, all four eligible applicants (Children’s Bureau of Southern California, Children’s Institute, Inc., City of Long Beach and Friends Outside in Los Angeles County) submitted proposals. Based on a review of the proposed project, skills, resources and experience, three highly scoring proposals were awarded funding for the Engaging Fathers Investment; this includes Children’s Institute, Inc., City of Long Beach, and Friends Outside in Los Angeles County.

Children’s Institute’s project will primarily focus on delivering provider training to Department of Children and Family Services’ staff (DCFS). Children’s Institute staff will engage DCFS staff from all 18 regional offices across LA County. City of Long Beach will primarily work on developing a Father-Friendly Long Beach network consisting of key institutions, providers, government and non-profits in the Long Beach area to develop recommendations and guidelines on becoming a more father-friendly city. Last, the Friends Outside in LA County (FOLA) project will address key systems identified such as DCFS and Child Support Services (CSSD) to better support re-entry fathers and their families in South LA communities including Watts, Lynwood, Compton, Broadway Manchester and West Athens.

Staff is working with awarded agencies to negotiate scopes of works and budgets and will present items for contracts consent approval during the November Commission meeting. Contracts are anticipated to begin January 1, 2017 for two years with an estimated budget of \$115,000 per agency.

***Positive Birth Outcomes***

Consistent with the November 2013 Commission action, staff is exploring multiple opportunities to strengthen the systems that connect and coordinate prenatal care for women and reduce birth disparities within Los Angeles County, with a particular focus on the Antelope Valley and South Los Angeles. The goal of the Positive Birth Outcomes Investment is to systematically ensure populations at risk for poor birth outcomes are engaged and connected to resources early in their pregnancy that best meet their needs. Specifically, staff is examining strategies to improve referrals between home visiting programs in LA County (e.g. Welcome Baby and Nurse Family Partnership), learn from successful models in California, and explore how to work with the Comprehensive Perinatal Services Program (CPSP). The CPSP promotes and coordinates the delivery of early, continuous and quality comprehensive perinatal services to Medi-Cal pregnant and postpartum women and their infants through both public and private OB providers.

**NEXT STEPS:**

Today’s Program and Planning Committee presentation on F5LA’s Engaging Fathers and Positive Birth Outcomes Investments is an information item. Staff is working with awarded Engaging Fathers agencies to negotiate scope of works and budgets and will present items for approval during the November Commission meeting via Contracts Consent Calendar. Grants are expected to begin January 1, 2017 for two years with an estimated budget of \$115,000 per agency. Staff anticipates coming back to the Board in Spring 2017 with additional details on future opportunities for the Birth Disparities investment.

# Engaging Fathers and Positive Birth Outcomes Investments

October 27, 2016



# Goal of Today's Presentation

---

Provide Board update on the following investments:

- Engaging Fathers
- Positive Birth Outcomes

176

# Engaging Fathers Investment Background

---

- Board approved 2-year \$600,000 allocation to support at-risk fathers of children prenatal to age 5 (November 2013)
- Board Update (April 2014)
- At-Risk Fathers RFI released (March 2015)
- At-Risk Fathers Focus Group Convened (May 2015)
- Engaging Fathers RFP released (September 2016)

177

# Engaging Fathers Investment Background

---

- RFI and Focus Group findings: improving service coordination and creating father friendly policies
- Funding landscape: New Pathways for Fathers and Families through Office of Family Assistance (OFA)- Administration for Children and Families
  - 4 agencies in LA County awarded

178

# Engaging Fathers Investment Structure

---

## Grantees

Identify grantees for systems change projects

## Technical Assistance Provider

Convene and connect grantees  
Support and build capacity of grantees

## Evaluation

Capture learning and inform future F5LA efforts

179

# Engaging Fathers Investment

---

- Goal: strengthen systems to better engage and support fathers
- Focus: systems that regularly engage with fathers who are previously or currently at-risk of being placed on probation or in foster care
- Complement OFA funding effort, eligibility granted to the 4 awardees in LA County

180

# Engaging Fathers Investment

---

## Awardees and Projects:

- Children's Institute, Inc: DCFS provider training and capacity building for all 18 regional offices across LA County to better engage and support fathers.
- City of Long Beach: build a Father-Friendly Long Beach network consisting of key institutions, providers, government and non-profits to develop recommendations and guidelines on becoming a more father-friendly city.
- Friends Outside in Los Angeles County: work with DCFS and Child Support Services to better support re-entry fathers and their families in the South LA communities of Watts, Lynwood, Compton, Broadway Manchester and West Athens.

181

# Positive Birth Outcomes Investment

---

To systematically ensure populations at risk for poor birth outcomes are engaged and connected to resources early in their pregnancy that best meet their needs

- Improving referrals between home visiting programs in LA County (e.g. Welcome Baby and Nurse Family Partnership)
- Review other successful models in California
- Explore opportunities with Comprehensive Perinatal Services Program

182

# Next Steps

---

## Engaging Fathers

- November 2016 Commission Meeting  
(contracts consent approval)
- Release Technical Assistance Provider RFQ<sup>183</sup>

Positive Birth Outcomes: Spring 2017

# Questions



184