

AGENDA

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

Budget & Finance Committee Chair: Robert Byrd

**Thursday, January 26, 2017
 2:30 PM**

Meeting Location:

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



ASPOSE

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1. **ACTION**
 Call to Order / Roll Call
 - **Judy Abdo, Vice Chair**
2. **ACTION**
 Election of the Commission Chair
 - **Judy Abdo, Vice Chair**
3. **ACTION**
 Election of the Commission Vice Chair
 - **Commission Chair**
4. **ACTION**
 Consent
 - **John Wagner, Executive Vice President**
 - A. Approve Commission Meeting Summary Action Minutes and Transcript 3
 - Thursday, November 10, 2016
 - B. Approve the Monthly Financial Statements Months Ending October 31, 122
 2016
 and November 30, 2016
 - C. Contract: Approve One New Agreement, One Amendment, One 133
 Contract Renewal and
 8 Vendor Agreements and Authorize Staff to Complete Final

COMMISSIONERS

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

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

- Contract Execution
Upon Approval from the Board
5. **INFORMATION**
Remarks by the Commission Chair of the Board
- **Commission Chair**
 6. **INFORMATION** 140
Executive Director's Report
- **Kim Belshé, Executive Director**
 7. **INFORMATION**
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- **Raoul Ortega, Finance Director**
- **Daisy Lopez, Budget Manager**
 - A. Long Term Financial Projection 171
B. FY 2017-18 Budget Calendar 197
 8. **INFORMATION** 198
Extension of a Strategic Partnership with ECE Registry
- **Katie Fallin Kenyon, Director, Early Care & Education**

- **Kim Hall, Senior Research Analyst, Research and Evaluation**
 9. **INFORMATION**
Public Comment (for items not on the agenda)
 10. **ACTION**
Adjournment



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SUMMARY ACTION MINUTES

FIRST 5 LA
Special Meeting of the Board of Commissioners
November 10, 2016
1:30-4:30 pm

COMMISSIONERS PRESENT:

Commissioners:

Judy Abdo (Vice Chair)
Nancy Au
Jane Boeckmann
Duane Dennis
Cynthia Harding
Sheila Kuehl (Chair)
Darren McDuffie (Alternate)
Christopher Thompson
Marlene Zepeda

Ex-Officio Commissioners:

Trish Curry
Brandon Nichols (Alternate)
Deanne Tilton

COMMISSIONERS ABSENT:

Karla Pleitéz Howell [EXCUSED]
Dayton Gilleland [EXCUSED]
Philip Browning [EXCUSED]

STAFF PRESENT:

Kim Belshé, Executive Director
Carl Gayden, Senior Director of Administration
Raoul Ortega, Finance Director
Linda Vo, Commission Secretary
John Wagner, Executive Vice President

LEGAL COUNSEL:

Craig Steele, Attorney-at-Law

CALL TO ORDER / ROLL CALL / CONSENT: (Items 1-2)

1. Commission Chair Kuehl called the meeting to order at 1:35 pm. Quorum was present.
2. Consent
 - A. Approve Commission Meeting Summary Action Minutes and Transcript - Thursday, October 13, 2016
 - B. Approve the Monthly Financial Statements Month Ending September 30, 2016
 - C. Contract: Approve Three New Agreements and One Amendment and Authorize Staff to Complete Final Contract Execution Upon Approval from the Board
 - D. Approve Extension of Strategic Partnership with California Community Foundation for the LA ECE Bridge Fund (aka LA ECE Recoverable Grant Fund)

M/S (Nancy Au/Marlene Zepeda)
THE ITEM WAS UNANIMOUSLY APPROVED

COMMISSION: (Items 3 – 9)

3. Remarks by the Commission Chair of the Board
4. Executive Director's Report
5. Strategic Plan Implementation Update: Status Report

Mrs. Altmayer gave a brief update on the current status of the implementation process of First 5 LA's current strategic plan.

6. First 5 LA County Agency Partnerships – Office of Child Protection (OCP)

SUMMARY ACTION MINUTES

Mr. Wagner, in partnership with Ms. Jacquelyn McCroskey and Ms. Carrie Miller, gave an update on First 5 LA's current partnership with the Office of Child Protection.

7. Break
8. Best Start Alignment Efforts: Strengthening the Infrastructure of the Best Start Community Partnerships

Ms. Andrews and Ms. Shen gave an update on First 5 LA's current efforts in strengthening Best Start Partnerships.

9. Public Comment (For items not on the agenda)

ADJOURNMENT:

The Commission adjourned at 4:32 pm.

NEXT MEETING:

The next Commission meeting will take place on January 12, 2017 at 1:30 pm.

First 5 LA
Multi-Purpose Room, First Floor
750 N. Alameda Street
Los Angeles, CA 90012

Meeting minutes were recorded by Linda Vo, Secretary, Board of Commissioners.

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MEETING OF FIRST 5 BOARD OF COMMISSIONERS

Thursday, November 10, 2016

750 North Alameda Street, First Floor

Los Angeles, California 90012

REPORTED BY:
HEATHERLYNN GONZALEZ
CSR #13646

1 Thursday, November 10, 2016; Los Angeles, California

2 1:37 p.m.

3 -oOo-

4 SUPERVISOR KUEHL: Okay. Hello. Welcome to a
5 brave new world. We'll see how brave it is.

6 Let's see. The first thing I believe is to call
7 this meeting to order. Is there anyone that wishes it to
8 be in disorder?

9 All right. Hearing none, the meeting is called
10 to order.

11 Don't we need something to smile about today?

12 May we have the roll called, please.

13 SECRETARY: Judy Abdo.

14 COMMISSIONER ABDO. Here.

15 SECRETARY: Nancy Au.

16 COMMISSIONER AU: Here.

17 SECRETARY: Jane Boeckmann.

18 COMMISSIONER BOECKMANN: Here.

19 SECRETARY: Duane Dennis.

20 COMMISSIONER DENNIS: Present.

21 SECRETARY: Cynthia Harding.

22 COMMISSIONER HARDING: Here.

23 SECRETARY: Darren McDuffie.

24 COMMISSIONER McDUFFIE: Here.

25 SECRETARY: Christopher Thompson.

1 COMMISSIONER THOMPSON: Here.

2 SECRETARY: Marlene Zepeda.

3 COMMISSIONER ZEPEDA: Present.

4 SECRETARY: Brandon Nichols.

5 COMMISSIONER NICHOLS: Here.

6 SECRETARY: Patricia Curry.

7 COMMISSIONER CURRY: Here.

8 SECRETARY: Karla Pleitez-Howell.

9 Deanne Tilton.

10 COMMISSIONER TILTON: Here.

11 SECRETARY: Sheila Kuehl.

12 SUPERVISOR KUEHL: Here.

13 SECRETARY: Quorum is present.

14 SUPERVISOR KUEHL: All right. Then with the
15 quorum present, let us begin the meeting. I'd like to
16 start by acknowledging that we have someone referred to as
17 an alternate but now here is he in the big chair joining
18 us, Darren McDuffie. You heard him -- just his name
19 called, but I want all those in our audience and on our
20 staff to know he's the chief human resources officer for
21 LA County Office of Education, overseeing the human
22 resources department.

23 LACOE employees more than 3,000 people, so HR is
24 a big department and serves, of course, students in all of
25 our 80 school districts in the county.

1 Dr. McDuffie is a member of the superintendent's
2 executive cabinet and also chief negotiator for LACOE for
3 certified and classified unions. I don't see enough gray
4 hair actually, having engaged in that.

5 Before he started with LACOE, he was executive
6 director of personnel services for the Capistrano Unified
7 School District in Orange County. He was also assistant
8 principal and principal in Escondido, California, and a
9 teacher at the elementary and middle school levels.

10 So please welcome him to a seat on the board
11 here.

12 (Applause)

13 SUPERVISOR KUEHL: Thank you for joining us.

14 Okay. We'll move to Item 2. Mr. Wagner.

15 MR. WAGNER: Good afternoon, madam chair and
16 commissioners.

17 Just want to draw your attention to a couple of
18 items on the Item Number 2 on consent. The first is a
19 contract with Community Partners. This is a contract for
20 \$3 million to develop and administer the early care and
21 education policy advocacy fund. The majority of these
22 funds, 2.5 million, will be subcontracted out via a
23 solicitation by Community Partners. First 5 LA staff will
24 continue to be involved in those decisions and we'll make
25 sure to keep the board informed of the solicitation, the

1 selection process, and update the board on this fund as
2 the work evolves. This fund was included in 16-17 budget
3 that you approved in June, and it was also the topic of an
4 update by our policy director, Peter Barth, at the program
5 and planning committee meeting this past June.

6 There are two agreements that are also new
7 contracts. And the board will recall that back in
8 November 2015, the board approved a motion providing
9 \$600,000 for something called the At-risk Father's
10 Initiative. Our health director, Tara Ficek, walked
11 commissioners through the process that we've undertaken.
12 Grants management staff and many others have been working
13 very hard since that time. So Tara walked through the
14 process we'd undertaken at the PPC meeting at the end of
15 October. These efforts have included a solicitation that
16 was issued that past September by First 5 LA. Tara
17 mentioned that these contracts would be coming back to the
18 board.

19 So two of those contracts are before you today.
20 One is with the City of Long Beach, which is for a total
21 of \$160,000, and it goes through the end of 2018. Staff
22 are recommending approval of this contract contingent upon
23 staff working with the city to update their scope of work
24 to reflect additional details and deliverables around
25 project scalability and to reach across Los Angeles

1 county. This is something we would do with the TA provider
2 that's connected to these investments. And that contract
3 with the TA provider is expected to come back to the board
4 early next year.

5 The other new contract on at-risk fathers is with
6 an entity called Friends Outside in Los Angeles county,
7 and it's for \$140,000.

8 The third and final bidder through this
9 solicitation requested a little bit more time to get their
10 contract materials in order, so that will come back to the
11 board for consideration early next year.

12 And, finally, there's a contract amendment for
13 your consideration with the Center for the Study of Social
14 Policy. This is for just over \$380,000. And this is to
15 allow CSSP to continue to support the Best Start community
16 partnerships which they have been doing. And this is
17 amending their contract that's already been approved by
18 the board.

19 Beyond the contracts, Item 2D, the board heard a
20 presentation on the work we're doing under something
21 called the LA Early Care and Education Recoverable Grant
22 Fund. This is a strategic partnership and we're asking
23 for your continuation -- your support to continue this
24 strategic partnership for the next 18 months. This is not
25 new money. What it is, is extending the strategic

1 partnership.

2 So with that, I turn it back over to the chair
3 and thank you for your consideration.

4 SUPERVISOR KUEHL: Any questions of Mr. Wagner
5 about any of the consent items?

6 Is there anybody here from Friends Outside? I
7 simply wanted to remind people that one of the founders of
8 Friends Outside was astronaut Sally Ride's mother, Joyce
9 Ride, who worked with them for many, many years, was
10 really central I think to their success. Just a little
11 factoid.

12 All right. Seeing no questions, so I have a
13 motion to approve the consent calendar?

14 COMMISSIONER AU: So moved.

15 SUPERVISOR KUEHL: Move and had seconded.

16 COMMISSIONER BOECKMANN: Seconded.

17 SUPERVISOR KUEHL: Any objection?

18 Okay. The consent calendar is approved.

19 Let us move then to Item 3. Not certain what to
20 say today in my report because we will have a new chair of
21 the board of supervisors in December, and that chair
22 normally would decide who's going to chair the board here
23 at First 5. We have not had that conversation. Since we
24 just had an election, we have two new supervisors. So
25 this is either my last meeting or it isn't. Sort of like

1 Schrodinger's cat, you know; until you open the box, you
2 don't know whether the cat is alive or dead and,
3 therefore, the cat is both alive and dead at the same
4 time. That's the theory, I think.

5 So I'll make two speeches. One is, it's really
6 been wonderful being your chair. I'm going miss you all.
7 And the other is, see you next year. I really am having a
8 good time. But, you know, it's sort of a time of
9 uncertainty, so it kind of fits in, doesn't it?

10 Really what I want to say though is about a kind
11 of wrap-up of the year whether I return or not. It has
12 been a year of great change. It's been a year of great
13 movement forward I think for First 5. I want to praise
14 our CEO and our leadership team and our leadership for all
15 the transition and the way we have come through the
16 transition in terms of mission, in terms of staff, in
17 terms of organization, but I think primary in terms of
18 heart, keeping the mission -- the central mission in mind
19 and alive, and also the increase in connection. It's
20 definitely been something that I've been interested in in
21 all of my work for decades: How are we collaborating?
22 How are we bringing other people in? How are we
23 participating? How are we thinking about giving and
24 sharing what we have with others? And how will we benefit
25 from how we accept and share with others as well?

1 Because I am most familiar with the county,
2 though I've only been there five minutes, we have
3 established I think some very, very strong and new
4 connections with our various county departments and
5 agencies, which has made me very happy. I have been so
6 thrilled really to meet and get to know the members of
7 this board of commissioners. What a talented gang you are
8 and each bringing such interesting, really A-plus skills
9 and talents and dedication to this agency. I'm really,
10 really pleased to be able to get to know you, get to know
11 you better, and to be able to have served.

12 And I would say, I would like us in the year to
13 come to continue this notion not just of collaboration but
14 of leadership in collaboration, of bringing what we know
15 to others, of really reaching out in terms of what we do
16 and how we think about it.

17 Welcome Baby, we think is a great program. We
18 love what they're doing. How about having it in every
19 hospital in the county, private and public. Think about
20 it, bring it to them. Maybe not hospitals. Maybe there
21 are community-based organizations that are just waiting to
22 do the same thing. We don't know. But we know that it's
23 been a great idea and one of the basic issues in a good
24 start for -- for young people.

25 And in terms of good starts, the same with Best

1 Start. In terms of really for the first time I think
2 turning to communities and saying, what is it that you
3 need whether it's different from what they need; let us
4 see, can we help you organize and be. And as we'll see
5 today, the issue for us now is, can we help you lead
6 yourselves? And how can we help you do that. Because, as
7 a good funder, we don't want to always be there forever
8 and a day, but we want to make certain that it's -- I
9 guess we would call it in other instances a warm hand-off.
10 In this case, a warm hand-off to yourself. And an
11 important one, I think.

12 So I find this a very healthy, mission-driven,
13 talented, exciting agency, and I look forward, whether I'm
14 sitting in this chair or not -- you're not getting rid of
15 me. You won't lose me. You won't lose my devotion. I've
16 got your back no matter what. And I want to thank you
17 very much. It's not really a swan song because I don't
18 know if it will be a swan song or not. There's nothing
19 more embarrassing than saying goodbye and then coming back
20 and going, oops, I guess I'm not leaving.

21 But just to say, it's been a good ride so far,
22 very impressive. And I think the one message that I would
23 bring to this message is to continue and expand our work
24 connecting to others, connecting to everything we know,
25 connecting to what the board knows, make it more stronger,

1 more secure. Why? Because the kids really need us to do
2 that.

3 So thank you.

4 Over to you, Kim.

5 MS. BELSHE: So since we don't know if the cat is
6 dead or alive --

7 SUPERVISOR KUEHL: Ain't dead yet.

8 MS. BELSHE: Ain't dead yet. So we're not going
9 to say goodbye. So there's no fruit basket. There's --
10 there's no word cloud. There's no partnership oriented
11 do-da. But we will have an opportunity as a staff and as
12 a board to acknowledge you and your leadership, either
13 welcoming you back in January or thanking you for your
14 leadership and important work that you've really helped
15 catalyze over the course of the past year. So the theme
16 of partnership is one that has rung really true for the
17 board as a whole and you as chair in particular. And it's
18 something we're really proud of and we're grateful for and
19 also proud of the good work that we have been -- at the
20 staff level been leading.

21 In my executive director comments, I call out two
22 areas where I feel particularly proud of the work that we
23 have undertaking as a staff. One relates to partnership,
24 and in a particular our evolving work with county agencies
25 and leaders and systems that John has been leading in his

1 new role. And I called out the issue of organizational
2 alignment, which you acknowledge in terms of the
3 tremendous change that is underway within this
4 organization to ensure that we're aligning our structure
5 and our staffing to effectively execute on the new
6 strategic plan, and that is a work in progress. And come
7 January, we'll have that much more to talk about.

8 So for now, we -- we thank you for your excellent
9 board leadership. And the nature of our comments in
10 January will reflect decisions that have yet to be made by
11 incoming board leadership. Okay?

12 The comments I wanted to make are in the context
13 of Tuesday's election. And I do so because I know we --
14 we all individually and collectively are kind of wrestling
15 with what did Tuesday mean for us as individuals, for us
16 as members of the LA community, for us as Americans. And,
17 you know, I -- we don't know yet what we don't know or
18 what we do know. But I think it's important that we
19 acknowledge the election has touched us all very directly
20 and for some of us very personally. And as we reflect
21 upon our work here at First 5 LA, I think there are some
22 important reflections. We have an all-staff meeting on
23 Tuesday. We'll probably talk some more about it at that
24 time.

25 But, you know, organizationally, I think the

1 outcome of the elections really elevates the importance
2 and centrality of what we do and who we are and the kind
3 of impact we seek to have as, not just a grant making
4 organization, but as an advocacy organization. I think a
5 lesson from Tuesday for us is advocacy matters, organizing
6 matters, having opinions matter. And one of the things
7 that attracts me about First 5 LA, this is an organization
8 that has opinions and this is an organization that
9 increasingly is putting resources and muscle, whether it
10 be board members, staff, our organization. You know,
11 we're putting effort behind information and knowledge and
12 ideas that are powerful and important to addressing
13 important equity gaps and improving outcomes for families
14 with young kids. And, you know, how lucky are we to be
15 able to do this kind of work on the platform that we do.

16 So, yes, the national news may be sobering in
17 many respects, but we also need to recognize that here at
18 home there's some important, positive developments at the
19 statewide level. The two initiative that's this board
20 endorsed were passed very strongly by California voters.
21 So there's some important developments on that stage. And
22 then here at home, the local measures supporting parks,
23 supporting local public transit, supporting homelessness,
24 that's all very powerful and offers some important
25 connections to our work going forward.

1 At the same time, I have said often, you know, we
2 are a nation state. How exciting is that? You know, the
3 scope and scale and complexity of LA county is
4 effectively like a nation state, but we're not an island.
5 So what's going on in Washington does matter for us.
6 Right? And, again, how fortunate that we have the
7 resources to have some capacity in Washington DC and to
8 help us as a board, as a staff think through, you know,
9 how are we go to develop and advance our work to fit and
10 indeed even shape the changes that we're seeing unfolding
11 with this new national reality.

12 So it's a sobering time, but it's also an
13 exciting time because we're part of an organization with
14 the board support that doesn't shy away from these
15 challenges, but instead is trying to figure out, how do we
16 help inform and shape better outcomes from for families
17 with young kids.

18 So we take a deep breath and we resolve to bring
19 our talents, our resources, our commitment to doing what
20 we can in partnership with others, particularly our county
21 partners, but really a diversity of partners to help
22 advance our north star that every kid shows up in
23 kindergarten ready to succeed in school and life.

24 That north star hasn't changed because of
25 Tuesday. If anything, I think it underscores the resolve

1 we all bring to this work. And I'm excited about not only
2 the good work we've done this work but opportunities in
3 the year ahead.

4 So those are the things I wanted to get off my
5 chest.

6 SUPERVISOR KUEHL: Very thoughtful. I think in
7 many ways, we haven't had a lot of public fora to sort of
8 process Tuesday, nor is it really appropriate because
9 everybody's going to have a different reaction. I
10 certainly had my own. What can I say?

11 But thank you, Kim, for bringing it up. I think
12 that it's much better to say, everybody's going through
13 something than to appear to just, you know, waive it off.
14 So thank you very much for that report.

15 We will move to the next agenda item, which is
16 agenda 6. And we are talking then about the -- speaking
17 of our partnerships and collaborations, the Office of
18 Child Protection. And -- is that right? Did I skip
19 something.

20 MS. BELSHE: No, Christina. Item 5.

21 SUPERVISOR KUEHL: You're right. Sorry. I did
22 skip something. You can always tell because everyone
23 looks at each other like, what, what, what.

24 What I said was, we're moving immediately to Item
25 5. I don't know what made you think that we're going to

1 Item 6. We are -- this is a report on the strategic plan
2 implementation.

3 Christina, sorry, didn't mean to make you feel
4 nonplussed for the moment. Over to you.

5 MS. ALTMAYER: Great. Thank you. Good
6 afternoon, commissioners.

7 This will be very brief. I just wanted to get
8 back to you in response to the discussions that we had in
9 July and September and the commission's interest in
10 receiving regular updates on the strategic plan progress.
11 This is the first of our quarterly reports, our periodic
12 reports on the strategic plan progress.

13 We heard at the both July and September meetings
14 about your ongoing interest in understanding how progress
15 is working, the challenges that we're having with
16 strategic plan implementation as well as where are there
17 learnings that we are incorporating in the work that we're
18 doing on an ongoing basis.

19 So with this in mind, we have proposed a
20 reporting cycle that will allow for both written updates
21 as well as opportunities for more in-depth discussions
22 throughout the year on the plan progress. Attachment 1
23 presents the tool that we'll use. Hopefully, it looks
24 familiar. This was the tool that we used in July and
25 September to do our first year reporting progress. And we

1 proposed to provide periodic updates using this tool.
2 It's a starting point. It's not complete. And as we move
3 forward, we're going to be working to enhance this tool
4 over time to more specifically identify both qualitative
5 and quantitative results that we're achieving as the plan
6 is implemented. We want to engage in an ongoing
7 discussion with both the commissioners and stakeholders
8 and broadly community members about what we're learning as
9 we go through this strategic planning process.

10 So Attachment 1 presents this first written
11 report. And you can also see in the memo the proposed
12 reporting cycle of providing both written as well as
13 workshop discussions.

14 So happy to answer any questions or walk -- or
15 answer any questions either about the proposed process or
16 the specific first quarter results.

17 COMMISSIONER ZEPEDA: I have a question.

18 SUPERVISOR KUEHL: Marlene.

19 COMMISSIONER ZEPEDA: You said you were going to
20 give us in subsequent reports any outcome data or
21 evaluation data. So it will be another column on this
22 tool?

23 MS. ALTMAYER: Good question. I think that's
24 what we're trying to test and explore is what are
25 effective tools in order to communicate a lot of

1 information. But obviously, we want to make it simple and
2 accessible. So this is the first tool, which we hope to
3 enhance and strengthen over time.

4 COMMISSIONER ZEPEDA: Because it is very dense.
5 So something to think about.

6 SUPERVISOR KUEHL: Duane.

7 COMMISSIONER DENNIS: Christine, it goes without
8 saying that, you know, it's quite a bit of work that has
9 been done. And my comments and my suggestions, you know,
10 are somewhat two-fold. The first of which is, it reads
11 like a process recording. It says what -- you know, the
12 many activities that we've done. And I would hope at some
13 point in time we'd look at impact. And to have a sense of
14 impact, you obviously would need to know what is the lay
15 of the land on that specific issue when we started in the
16 game, how have we changed the needle, and what -- you
17 know, positive, you know, attributes that we put into the
18 mix. And that would be helpful.

19 I mean, I think this is okay for now but, more
20 importantly, how have we changed it, how have we made this
21 different, you know, be it Best Start, Welcome Baby, you
22 know, trauma-informed care. What is our contribution
23 doing to change the scene for those families who need it.

24 So I don't know how you capture that, but I think
25 that is part of our challenge because it's good to

1 understand the many processes that we are engaged in, but
2 it's more important to move forward to know the degree
3 that we, you know, have made a change.

4 MS. ALTMAYER: Absolutely. I should highlight
5 that this is not intended to replace but really to be in
6 addition to some of the more in-depth workshops that the
7 board has identified as priorities. You may recall from
8 last month, there was an in-depth session where we talked
9 about ECE and the progress that we're making on the QRIS,
10 quality reporting systems. So those types of in-depth
11 discussions will be complementary to this. And this is to
12 provide a snapshot in time.

13 I appreciate those comments that we need to
14 enrich it with some of the impact and the outcome data.

15 COMMISSIONER DENNIS: Thank you.

16 SUPERVISOR KUEHL: Let me ask, how does Kim
17 receive information from you about the progress of the
18 strategic plan?

19 MS. ALTMAYER: How does Kim receive? Well --

20 SUPERVISOR KUEHL: Yeah, I mean, in terms of
21 reporting to the board and the kind of information that
22 the board gets in its learning sessions, how does Kim
23 learn?

24 Maybe I'll ask Kim. How do you -- no, I mean,
25 what I'm getting at is not any test of how that

1 information is transmitted, but whether it needs to be
2 different or not.

3 MS. ALTMAYER: Yes.

4 SUPERVISOR KUEHL: Because I think they're -- I'm
5 thinking there's some preparation, some presentation, some
6 transmission of learning some report. Now, maybe it's the
7 same. But I -- I don't know that it needs to be different
8 for the board except probably not as detailed since the
9 board has often complained this is too dense. It's not
10 that we're dense, but we'd like to have, you know,
11 information given to us in a good and graphic way for us
12 to grasp.

13 But I think, as Duane has indicated, this notion
14 of evaluation -- we had a presentation we were just
15 talking about, about evaluation, I don't know, seven or
16 eight months ago that talked with outcomes and not just,
17 you know, here we gave a basket of fruit to five people,
18 but they ate it and became more healthy. You know what I
19 mean? So I wonder whether there's any difference because
20 I know that the CEO gets information about the progress of
21 the strategic plan. And I wonder if that can help inform
22 the board without duplication.

23 MS. BELSHE: So we -- I want to go back to a
24 comment that Christina made in terms of what this matrix
25 is and what it's not. This is a dense document, but the

1 only document that's more dense would be the strategic
2 plan. So this is a -- our effort to at least present.
3 And I wanted to commend Christina and the four department
4 heads for taking what is a vast, complex amount of work
5 and presenting it in a way that gives the board a snapshot
6 of what our objectives are. So, you know, the starting
7 point is five years out, where do we hope to be seeing
8 some progress, which is very concrete, the kind of
9 investments the board has approved, the near-term targets
10 we are making and progress against those targets.

11 So this is not intended to say, and so the end,
12 these are the outcomes we are seeing. So this issue of
13 impact, this issue of contribution to progress, really
14 needs to be and is a separate set of discussions with the
15 board. And as we were discussing just a moment ago over
16 lunch, the good news is we have elevated learning in the
17 organization. We have a new division of integration and
18 learning. And we are approaching our learning very
19 differently.

20 So there isn't a easily summary document that I'm
21 getting on a regular basis and reviewing at night and
22 saying, oh, look at the good progress. But rather, we're
23 really stepping back and asking ourselves, what are the
24 essential learning questions associated with these
25 investments and how are we going to assess our

1 contribution, not attribution -- our contribution to
2 progress.

3 So this will be a big part of our discussion in
4 2017 because how we're approaching learning, how we're
5 approaching measuring and evaluating our investments and
6 contribution is going to look very different in 2017 and
7 going forward than it has today.

8 So really, really fair comment, but that's not
9 what this matrix was intended to do. This is like giving
10 you a sense of, here's our north star five years out,
11 here's where we're making investments, here some of the
12 initial progress. But the more quantitative and
13 qualitative learning, that's to come in 2017.

14 COMMISSIONER DENNIS: Yeah.

15 MS. BELSHE: And it still may be very process
16 oriented for some of our new work. Right? So it's going
17 to look different based upon the investment.

18 COMMISSIONER DENNIS: Kim, and I think the point
19 I was making is that, this is quite appropriate for now;
20 that what we would have in the future would be something a
21 little -- a little different that really takes that into
22 consideration. I think it's too early in the game to have
23 that type of analysis. So I'm reassured. So I can shut
24 my mouth.

25 THE COURT: No, no. I don't think you should

1 ever.

2 But I guess the -- let me ask you, Christina, is
3 there something that the board could say about its own
4 hopes about these reports? Because I think you're letting
5 us know that there will be periodic updates on it. And I
6 think rather -- all of us have headed up some organization
7 or department or some aspect of leadership where we've
8 learned that you don't have unspoken expectations of
9 people, and then, when they come to you and go, why didn't
10 you.

11 So I was just wondering what Duane said is very
12 instructive whether we're quite ready for it or not to
13 say, this is something in which we're interested. Is
14 there any other area -- not to put you on the spot because
15 there's no spot here. But any other area that you would
16 like to know does the board want this or that; not did you
17 learn something or whatever. But I just think to prepare
18 -- to help prepare for these reports.

19 I like to know quantitative data; you know, did
20 we -- how many of these did this, how many of those got
21 that. What Duane has indicated is also very useful. That
22 may not be known quarterly. I'm not sure. But is there
23 anything else the board wishes it could learn every three
24 months if we're going to have a report on some aspect of
25 the strategic plan.

1 Duane.

2 COMMISSIONER DENNIS: I mentioned it earlier,
3 this whole idea. Where was the -- where was the situation
4 when we started? Who was -- who else was doing something
5 in the game? What -- what are the achievements? What are
6 the contribution that have been given; i.e., if we're
7 talking about trauma-informed care. Then if we have a
8 sense of where it was when we started, what has our
9 contribution given and what are the quality improvements
10 as a result of our contribution. So that would take some
11 sort of environmental analysis of understanding that
12 particular issue at some point in time And then saying,
13 okay, First 5 got in this game and started really
14 intentionally looking at systems and policy or whatever
15 have you, and then, as a result, this is what happened.

16 And so that kind of analysis is going -- that
17 environmental scan I think is going to be extremely
18 necessary, you know, and I would think that's part of the
19 work --

20 MS. BELSHE: And that's a good example, Duane, I
21 think of the -- and, again, we have new leadership leading
22 our integration and learning work in Daniela Pineda. So
23 we will be coming back with a lot more, but I think the
24 example that you offered, in my mind, is really
25 illustrative of certain types of investments we are making

1 in our health-related systems where it's all about
2 partnership, it's all about us playing a convening role, a
3 facilitating role. So what a landscaping analysis pre and
4 post our involvement, you know, is going to be very, I
5 think, helpful and illustrative, but that's going to be
6 very different than what are we measuring and evaluating
7 with our investments in Welcome Baby and how are we --
8 what are the key learning questions that we're trying to
9 answer through those very substantive and rigorous and
10 resource intensive quantitative analysis.

11 So each investment is going to look different in
12 terms of pre and the post. And that's why we need to come
13 back in terms of building upon the evaluation presentation
14 that was done earlier this year, is how do we as an
15 organization think about evaluating and measuring our
16 contribution to change when our focus is policy and
17 systems change. And that takes time. So, you know, it's
18 -- there's not one answer to this question.

19 COMMISSIONER DENNIS: Okay.

20 SUPERVISOR KUEHL: Just on the same note, maybe
21 and I -- I'm -- I don't know how this would work. But
22 maybe there is a difference, but it might be interesting
23 to the board in both aspects, between our work, what we're
24 doing, what we're accomplishing, what we're aiming at, and
25 what we're getting in our particular programs, the way any

1 foundation would measure its own impact from its own
2 contribution. But maybe there is also a column somewhere
3 for our -- our role as participant.

4 I'm thinking about this as I said in closed
5 session: We're an employer, we're a service provider and
6 program provider, in our case thought leader, and we're
7 also a participant. So, for instance, First 5 is -- I
8 want to talk about Welcome Baby is in a group of people
9 providing home visitation. It's not all us. And it's
10 very scattered. They're not organized. But we're part of
11 it only because we have a program and so do they and so do
12 they and so do they, including DCFS. So it may be good
13 for us to know, and we're one of six people and so far
14 there's no organization of all of us, we're just telling
15 each other what we do, something. Because those of us
16 that are in other arenas will say, oh, maybe we can ask
17 you to sponsor a convening of this or the county will or
18 something.

19 Nancy, I see --

20 COMMISSIONER AU: Yeah. I guess I -- it's
21 helpful for me in my thinking process sometimes to go --
22 start sort of backwards and -- and I guess the thought I
23 have is that this is in relationship to our current
24 strategic plans. And we're now a year, maybe two years
25 now into that plan. And relatively shortly, in my

1 experience --

2 MS. BELSHE: Don't say it. Don't say it.

3 COMMISSIONER AU: We're going to be halfway
4 through it in no time and then we'll start thinking about
5 the next planning process. And I think what is going to
6 be really critical for commissioners at that juncture is
7 to say, well, how effective has this particular plan been.
8 Were we able to accomplish what we wanted to accomplish.
9 And so given that -- that major overarching question, then
10 would come the more particular detailed ones, which is,
11 we've invested a lot in Welcome Baby, so how effective has
12 that been. What have we learned and what have we -- what
13 do we want to do with that practitioner focus, and so on
14 and so forth. Best Start. What have we gained from doing
15 Best Start work and is there a potential for more.

16 So I think that -- in some ways I had this
17 conversation with Daniela earlier, you see the -- and
18 she's nodding her head. This is massive work, and -- but
19 it's exciting work and I think it's very focused and
20 intentional work. So the questions about impact that
21 Duane is raising, we clearly as commissioners would want
22 to hear that before we move into the next planning
23 process.

24 MS. BELSHE: Absolutely.

25 SUPERVISOR KUEHL: Good. Christina, I

1 interrupted you.

2 MS. ALTMAYER: No, I was just going to comment
3 that, as we're approaching evaluation, which I think is
4 being referenced more, there's sort of two sides of it:
5 One is, did you do what you said you were going to? Did
6 we accomplish the work that we said we were intending to
7 do, which this tool is helping to answer. And then,
8 secondly, and probably as you all are pointing out more
9 importantly, did what you do make any impact. And I think
10 that's the part that we need to get to.

11 And one of the ways, hopefully, that we can get
12 isolate and prioritize answering that second question is
13 by attempting to give you some type of comprehensive tool
14 that says, this is what we're doing.

15 I do think that -- I don't want to give the
16 impression that this is our learning agenda, as Daniela
17 would frame for us. This is a piece of a much broader
18 learning agenda. And dipping into those, so what was the
19 impact of all that work, is going to require sometimes
20 more in-depth study sessions as we hopefully will be
21 scheduling.

22 But I think you're all raising the important
23 challenge for us, which is, can we comprehensively say,
24 and what was the impact of all that work that you did, of
25 all those activities. And that's the challenge of --

1 SUPERVISOR KUEHL: It is more difficult. I don't
2 think the board meant any critique of this presentation or
3 of this approach. In many ways, as a principle, I would
4 want to know how many of your study plans did you do, how
5 many, you know, students took the test. The kind of data
6 where we look to see, are you making some progress in your
7 goals.

8 Then the question is did, they learn anything.
9 And, of course, we've found one way or another, we're not
10 sure whether this testing is helping us know that or
11 whether we don't find out until later, you know,
12 somebody's still using algebra like I am. Is that an
13 outcome? I think it is.

14 So I think that's the more difficult part. And
15 not that we expect perfection, but I think some attention.
16 But, obviously, this is an important component as well.

17 Okay. We thank you very much. And we will then
18 move on as I tried to earlier and wasn't allowed.

19 MR. WAGNER: Thank you. As we assemble the
20 panel, I just want to go back to the comments that Kim
21 made and our chair made earlier, which is a great
22 connection to the topic we're about to discuss in Item
23 Number 6, which is First 5 LA and county partnerships.

24 This presentation or this -- what will be a
25 discussion is really exciting because it's an illustration

1 of the new way in which we're beginning to think and
2 beginning to work to effectively partner with others to
3 share our -- or to advance our shared priorities and work.

4 In fact, having Carrie here -- and I will
5 introduce her in a minute -- is really the embodiment of
6 this approach and this theme of partnership, which is a
7 cornerstone of our 2015-2020 in strategic plan, in an
8 effort to maximize our impact on families with young kids
9 has in many ways been the hallmark of your leadership,
10 Supervisor Kuehl, and the work of all of you on the board
11 over the course of this past year. We've really begun
12 over this year to really see some of this work take shape.

13 And before I go into a little bit more of an
14 introduction of Carrie, I do want to remind the board of a
15 presentation we did back in September where Sharon Murphy
16 walked through a lot of the work we had done in
17 collaboration with the office -- the CEO's office, with
18 the chair's office, with others to support the emerging
19 work in the county on the 47 recommendations in the
20 homeless initiative. So it was a way in which we were
21 looking at our current work, our current investments, and
22 how do we align to support where the county is going in
23 those 47 recommendations. And that -- we gave
24 presentations to the program and planning committee as
25 well as the board, but that's another example of this

1 notion of partnership.

2 But today we're going to get in a little bit more
3 detail and a little bit more discussion to talk about
4 another fruitful collaboration, and that's with the Office
5 of Child Protection.

6 So, first, I'll start with the obvious, which is
7 that neither of us are Jacquelyn McCroskey.

8 SUPERVISOR KUEHL: No, because you would have to
9 have a cast on your hand.

10 MR. WAGNER: That's right. So due to some
11 unforeseen --

12 SUPERVISOR KUEHL: John, before you introduce
13 Carrie, may I just say a word about OCP?

14 Carrie, are you going to talk about --

15 MS. MILLER: By all means.

16 SUPERVISOR KUEHL: Before I was elected, there
17 was a lot of concern starting I think with Supervisor
18 Ridley-Thomas and others that very like many subjects in
19 the county, there's was more than one department that had
20 something to do with a population, and they were not
21 acting together mostly to help the population; they were
22 acting separately to try to help the population and it
23 wasn't working as well as we hoped. So in this notion
24 that we've been talking about all day about collaboration,
25 one of the things the county has been doing is to create

1 some forced collaboration.

2 Cindy will tell you she headed up an independent
3 Department of Public Health and then suddenly she's
4 heading up a Department of Public Health that's part of a
5 three-department health agency. And the reason was, we
6 didn't want them to mush necessarily their objectives and
7 programs, but we wanted to break down the walls between
8 and among them so that people walking in with three
9 different kinds of problems could go to one place.

10 Same with the Office of Child Protection: The
11 county formed a blue ribbon commission to talk about
12 children in the county and what they needed and what they
13 were getting. And we found a lot of different things, one
14 of which was, many of our children were in the Department
15 of Children and Family Services but also in probation
16 because they would go from being a foster child back, into
17 the county, back and forth. Just a lot of different
18 issues.

19 And out of that, the primary recommendation made
20 by the blue ribbon commission, the number one
21 recommendation was that there ought to be an office of
22 child protection, which was not in a department but which
23 brought departments together to collaborate, to talk, to
24 really bang their heads together and say to the
25 supervisors, they're not cooperating, go beat them up.

1 Not exactly but kind of.

2 So now there is an Office of Child Protection.
3 And we were very fortunate to be able to hire Judge Mike
4 Nash who headed up the juvenile court for many, many years
5 and was very familiar with a lot of our children, both in
6 the dependency and in the delinquency system.

7 So that's where we are now. We have OCP and
8 we're delighted, I might say on the part of the county,
9 that First 5 in looking at our population, the First 5
10 population, sees the connection and is exploring how that
11 works. So lucky to have Carrie there. Lucky to have John
12 here.

13 So please go ahead, John.

14 MR. WAGNER: Thank you very much for that
15 context.

16 So it's really great to have the opportunity to
17 introduce Carrie, who's the assistant executive director
18 of the Office of Child Protection. I had the privilege of
19 working with Carrie back in my days when I was with the
20 State and really have appreciated working with Carrie now
21 at the county level here in LA.

22 Many of you probably know Carrie from her many
23 years of experience with the county, including when she
24 headed up the various cross-departmental initiatives out
25 of the county CEO's office as manager of the services

1 integration branch. Carrie also served as the director of
2 the education coordinating counsel, or ECC, which is
3 something that OCP has relaunched under its purview and
4 which we, First 5 LA -- on which we have a seat.

5 So truth be told, this isn't the first panel that
6 Carrie and I have had an opportunity to talk a little bit
7 about, this notion of partnership and what philanthropy
8 and government can do together to move forward really
9 critical work. And in fact, we were joined by
10 Commissioner Harding earlier a couple of weeks ago at the
11 LA Partnership for Early Childhood Investment, and there
12 was a great panel discussion with Commissioner Harding,
13 myself, Carrie, and Jacquelyn on this very topic.

14 So in many ways, just -- also want to call out
15 and acknowledge the great panel that First 5 LA had at the
16 last program and planning committee meeting led by Barbara
17 Dubransky where we got a little bit more in -- in-depth
18 briefing discussion with what we're doing to engage
19 families and schools and in communities. And so this in
20 some ways will pick up from that presentation.

21 So for purposes of this panel, first you'll hear
22 from Carrie and then I'll come back and provide a few
23 wrap-up remarks and then we'll open it up for some
24 discussion with our commissioners.

25 So with that, I'll turn it over to you, Carrie.

1 MS. MILLER: Thank you, John. And thank you,
2 Supervisor Kuehl, for that really thorough explanation of
3 OCP. Just saved me several bullets that I don't have to
4 share now. So I appreciate that.

5 You covered it very well. That is what the
6 Office of Child Protection is to do. And with that
7 charge, what we've been working on most recently is really
8 seeing a strategic plan. Our strategic plan has four main
9 areas. The areas are prevention, which actually is our
10 first and foremost area of our strategic plan because we
11 know, if we don't focus on prevention, then we're really
12 not going to be successful in any other area. And,
13 obviously, that's a huge role for where we see partnership
14 with First 5 LA. We're looking at safety; that's our
15 second area. Well-being and permanency. Those are the
16 four areas.

17 And currently right now we have efforts that are
18 underway under each. We are launching a pilot project
19 with DCFS on family finding and trying to figure out how
20 do we best ensure that our youth, when they come into the
21 system, are able to be connected with relatives instead of
22 having to go into out-of-home care with nonrelatives
23 whenever possible.

24 We're looking at psychotropic medication issues.
25 And I would love to say that this does not affect children

1 under the age of five, but unfortunately it does. So a
2 lot of the work that we're doing there is also focusing
3 on, how do we monitor that, how do we make sure it's only
4 used a last resort after all other alternatives have been
5 tried. And particularly for our youngest population who
6 are so vulnerable, how do we make sure that any
7 intervention that's used is used in the most effective
8 way.

9 We're also very engaged in some data sharing
10 efforts right now. And these are particularly helpful I
11 think also for the young population because we know that
12 25 percent of youth who are coming into the system are
13 under the age of five. But what we're looking at right
14 now is, through partnership and our collective focus
15 through the county on trying to integrate better, we're
16 looking at sharing data among seven county departments
17 with DCFS electronically; not using a pointer system but
18 actually sharing key information that will help them in
19 terms of making their investigations more thorough and
20 complete, which we think will really help out in the
21 safety realm. There was a lot of work that was done by
22 ICAN on this that was very ground breaking in terms of
23 really trying to figure out how to bring departments
24 together and share data most effectively. So we're hoping
25 to try to continue that legacy moving forward and

1 strengthen those efforts.

2 And then the three areas that we're working on
3 that really touch on the work that First 5 is doing and
4 where I think our connections and opportunities for
5 partnership are the most strong are: One, we have a
6 countywide prevention work group. It's made up of a
7 number of county departments as well as key advocates,
8 stakeholders, other folks who've just been long time
9 advocates and proponents of doing prevention work. And so
10 we are in the process of drafting a countywide strategic
11 plan.

12 The idea of this is to actually build off of
13 community partners to work out in the community to serve
14 children and families who are vulnerable, who are at risk
15 of coming into the system, and figure out, how do we best
16 provide supports and services to them so that they don't
17 come in. This work is where we're really partnering with
18 First 5 LA and, quite frankly, couldn't do this type of
19 effort without First 5 because it's really taking this
20 strong community focus. It's not something that the
21 county has typically done very well in the past. So we
22 really do need to rely on our key partners who are experts
23 in this and who have built the foundations and the
24 structure in the community already. And so that's what
25 we're trying to do.

1 Through work with John and Kim on this effort,
2 we're building upon work already outlined with the Best
3 Start communities and trying to figure out how do we
4 better strengthen that and make sure our services are
5 provided to our families in particular to keep them out of
6 system whenever possible. Obviously, if they do come in,
7 then the goal is, how do we help them move out as quickly
8 as possible and in a way where they don't come back
9 because they have the supports, they have the strengths
10 that they need to do well.

11 So that's one area. And actually First 5 was
12 very instrumental in helping us to put together a
13 listening tour of a number of the key Best Start providers
14 as well as those through -- that have contracts with DCFS
15 through the prevention and aftercare networks, listening
16 to them about what their needs are in terms of how better
17 to serve the communities, what types of supports are
18 necessary, what does that look like. And hearing from
19 them in terms of, how do we expand and build on those
20 early efforts. So that was a huge effort that's underway.
21 And we're hoping sometime this year, sometime very soon,
22 we will actually have a draft strategic plan that we start
23 to float out to our partners and may very well be
24 presenting back here on that plan sometime soon.

25 Additionally, we're looking at expansion of home

1 visitation programs, which I know has been a big push and
2 level of work that's happened with First 5 LA as well as
3 many individual members who are around the table today.
4 We really see that as a key intervention if we're going to
5 really be successful in helping these vulnerable families
6 not come into our system. We want to expand that as much
7 as possible. And so we have a partnership with First 5
8 looking at also working with the home visitation
9 consortium and other key partners. Public health has been
10 a really big partner in this effort as well in terms of,
11 how do we do that and how do we leverage funding both at
12 the state, at the federal level, how do we braid, how do
13 we get more creative about how we offer these services and
14 make sure that through all the efforts we have the
15 capacity to serve all the families that need to have it
16 and provide them the level and scope of services that are
17 needed. So that's another huge area.

18 And then the third is what John mentioned, the
19 educating coordinating council whose mission is to raise
20 educational achievement for foster and probation youth.
21 In that effort, we are really looking at, how do we expand
22 and strengthen efforts in the area of early care and
23 education. So that's some work that's been happening now.
24 Right now, our first effort in that area is looking at our
25 referral system and how do we refer families who have come

1 into the DCFS systems ensuring that they get those
2 services. Additionally, it's working with families who
3 are vulnerable to make sure that they're also getting
4 those services as well. And so we're building on some
5 existing efforts with policy roundtable and other key
6 folks to figure out how do we do that better and how do we
7 strengthen those efforts.

8 I think that through all this work what we've
9 learned really is the areas where we can -- we really
10 benefit and -- and -- and see opportunities for further
11 partnership with the First 5 LA commission is, one,
12 through this community work and learning -- not only
13 learning lessons learned from what First 5 has done and
14 undertaken in the past, but learning about the best ways
15 to move forward, how do we strengthen those relationships,
16 how do we do it in a way that works for communities, that
17 speaks to them and their needs and engages in them in a
18 way that communities see themselves needing to be partners
19 and not approaching it in the way that governments often
20 do, which is talk down and, here's what we want, and
21 here's what we think this looks like, and here's what you
22 should do, but actually take an approach that's very
23 opposite from that; hearing from our communities, what do
24 you need, what are the strengths and supports that you
25 need to help build up the families in our community so

1 that we don't see them, and what does that look like. So
2 there's I think a lot of opportunity in that area.

3 Obviously, you guys are experts in zero to five.
4 So I think the work that we're starting to undertake in
5 the early care and education focus will be a big one and
6 something that I think we're very excited about. But mostly
7 it's just learning to think differently and not thinking
8 like government agencies, but building off of the work
9 that you guys have done to be more creative and thinking
10 about, what does that look like moving forward. I think
11 there's opportunities in terms of thinking more creatively
12 about the funding strategies and how do we blend and braid
13 existing funding, both at the state and federal level,
14 working more at the state level as well the because
15 there's such strong partnerships between First 5 LA and
16 the folks at the state level. And certainly both Kim and
17 John's former work at the state level I think is something
18 that's tremendous in terms of the relationships that you
19 have both individually as well as an organization. And I
20 think those are areas that we're looking to expand
21 further.

22 And then, lastly, Christina talked a little bit
23 about measurement and evaluation. And I think that's an
24 area that we want to do better in. We know that we're not
25 going to be successful in really launching and effectively

1 implementing prevention work if we're not measuring. And
2 if we are going to measure, then what does that look like
3 and how do we create consistent measurements that everyone
4 can follow and we know what that means. And I think we
5 would certainly look to First 5 LA on partnering with that
6 and looking towards your leadership and how to actually
7 create that in a more consistent and global way.

8 MR. WAGNER: So I think with that overview of the
9 focus of the Office of Child Protection that Carrie just
10 gave, this is really very much -- I'm very optimistic at
11 the opportunities to really to connect to a lot of that
12 work.

13 And maybe to touch on a couple of those, some of
14 which Carrie mentioned, but to offer a bit of our
15 perspective on -- on how this is informing our own
16 practice as well and how it is informing OCP's practice
17 from First 5 LA's perspective, I'll touch on a couple of
18 points. One is that, as Carrie mentioned, bringing the
19 parental voice and the community voice to the table and
20 into the process is something that we're -- we are
21 uniquely positioned to do in commission and has been very,
22 very powerful and very rewarding to hear parents sit at
23 the table with county system's partners and others talk
24 about what's going on in the communities and what works
25 and what doesn't work.

1 Carrie mentioned this prevention work group that
2 we have certainly been happy to be on and contribute to,
3 but that's an example where OCP asked us to provide a
4 parent representative. And so we were able to get a
5 parent leader out of one of our Best Start communities,
6 El Monte, who's been attending those groups and is really
7 a resource not only for the county, but for us almost as a
8 lens through which we're seeing some of these discussions
9 and this work. Incredibly important.

10 We've also, as Carrie mentioned, organized and
11 facilitated meetings with community members. So Carrie
12 mentioned a listening tours which we did which was really
13 an opportunity to go into these communities. And what we
14 did is, we selected the DCFS funded prevention network
15 providers who are also contracted with us in our Best
16 Start communities to meet with them because they had a
17 foot in both camps and they've been doing this for a
18 number of years and to learn what's working well -- since
19 you're in the similar business of engaging parents and
20 bringing parents in, what's working well and what's not
21 working so well and what did we learn about the experience
22 of both of these kind of investments, whether it be from a
23 county department or First 5 LA.

24 So I should mention that there is an attachment
25 in the board material. So you'll see the attachment to

1 the board memo on this item really distills 12 themes that
2 came out of those listening tour conversations with
3 communities. And one of the things that really amazed me
4 -- it's almost a sign you're tapping into something when
5 you're meeting individually in 12 different communities
6 with people doing the work on the ground. And they may be
7 using different language, but they're all saying the same
8 thing. And those 12 themes are the themes that were
9 consistently conveyed across all of those community
10 meetings. So some of those things were -- were Carrie
11 mentioned this notion of braided funding. But, you know,
12 really what we're hearing consistently is how important it
13 is to look at the three strategies of reducing social
14 isolation, increasing economic stability, and increasing
15 connection to services in times of need.

16 And for those of you who have been around doing
17 the work of the strategic plan and the work of Best Start,
18 Building Stronger Families framework, those are completely
19 connected to the protective factors that we've talked
20 about. So the -- the conciliation, the bringing together
21 of all of this is really quite amazing.

22 Another thing we learned from these community
23 discussions is, in doing or seeking to advance those three
24 strategies, how important it is to create a connection to
25 parents and families where they are and to start to build

1 a relationship based on that connection in a very trusted
2 environment. I think you can imagine that if you're
3 dealing with issues of domestic violence or substance
4 abuse or mental health. You're not necessarily going to
5 go knock on a county door and say, hey, I need this. But
6 by creating by that connection with a trusted partner in
7 your community who is part of a network can help navigate
8 access to all those services, that's a much different
9 environment in which to access services.

10 So these are all a lot of the really critical
11 pieces of learning that we've gained from those visits and
12 will definitely be included in the prevention plan that
13 Carrie mentioned.

14 The final thing I'd just like to acknowledge is
15 First 5 LA does bring resources. And sometimes it's
16 monetary, but more importantly and oftentimes what we
17 bring our resource around staff experience and expertise.
18 We have incredible staff that we can tap into and help
19 inform, reflect upon what we're hearing, how it impacts
20 the way in which we're thinking about our work. And we
21 also have the flexibility of nimbleness and flexibility --
22 sometimes being able to get things done a little bit
23 quicker or easier than -- than having been in government I
24 know oftentimes I struggled with. So I think all of those
25 are very important resources that we can help bring to the

1 table to help advance this work.

2 So I'll close really with acknowledging something
3 that we talked a little bit about and I think reflects a
4 little bit about -- of the chair's comments a meeting or
5 two ago where they're -- you encouraged us, Supervisor, to
6 think not only about going to the county and talking about
7 ways in which we can support the county, but what is it we
8 ask of the county. And we have through these
9 conversations and the listening tour that both I mentioned
10 and Carried mentioned really began to think through and
11 talk to the county ways in which this may impact the very
12 work we're investing in in the Best Start communities. So
13 it's not just how we connect to and learn and lead in
14 partnership these county systems; it's how do we take
15 those connections and learnings and bring them back into
16 our investments and communities.

17 And a couple examples that I'd like to share that
18 are very consistent with the work we're doing in our Best
19 Start communities department include looking for ways to
20 strengthen the connections between our Best Start
21 partnerships and the prevention networks funded by DCFS.
22 We have the connections that bring in parents. And how do
23 we better strengthen to those prevention networks the
24 parent voice and making sure that they're included in the
25 prevention work as well as the Best Start work.

1 We've had similar discussions about connecting
2 our work to the DMH emerging investment in Health
3 Neighborhoods. This has been a conversation well over the
4 past year. I want to give a lot of credit to Best Start
5 staff for continuing to move that forward. Within the
6 last day or two, Christina and I had an opportunity to go
7 over to DMH and meet with them and hear about their latest
8 thinking and advancement -- or investment in these
9 collaboratives called Health Neighborhoods, and how we can
10 make those connections even more strong between our
11 providers and their providers. And a general learning
12 about how we support communities and their Best Start
13 partnerships as they identify some of these needs in the
14 communities, whether it be access to education or early
15 care and education or health or mental health supports;
16 how are we learning from communities of what they need,
17 and then using that learning to connect to the county
18 systems that are in a position to deliver those services
19 that we are not able to do.

20 So I think those are really concrete examples of
21 how we are hopefully supporting the work of county, but
22 using that support and that partnership to inform our own
23 investments here at First 5 LA to really move the needle
24 for kids and families with kids from zero to five.

25 So I think that's kind of an update on where

1 we're at with OCP and really just want to have a
2 conversation or open it up to any questions that you might
3 have.

4 SUPERVISOR KUEHL: Carrie, could you just say a
5 little bit about what Kate Anderson's piece of OCP is
6 doing?

7 MS. MILLER: Absolutely. So the board voted to
8 create the Center for Strategic Public Private
9 Partnerships, which is a new office that is housed within
10 the Office of Child Protection, and Kate Anderson is the
11 director of that -- of that center. And what she's doing,
12 which I think actually does overlap a lot with this work,
13 is looking to figure out how to bring together a shared
14 agenda between philanthropy and private foundations and
15 the county and figure out where is the overlap, where is
16 the opportunities to really leverage and strengthen the
17 investments around these areas. And one of the key
18 efforts and why this is very timely -- so thank you for
19 the reminder -- is around preventions. There's a big
20 focus in the philanthropy world around prevention, home
21 visiting, early care and education, what does that look
22 like.

23 So we're working with First 5 on a number of
24 those efforts looking at many partnerships within the
25 county, across actually every agency that's here, to

1 figure out what is that shared agenda, how best do we
2 capitalize and move that work forward. And I think she's
3 doing a really great job about figuring out how to do
4 that. And I'm sure a number of you have probably seen her
5 draft shared agenda at this point, but it's really looking
6 at where those cross-sections are.

7 SUPERVISOR KUEHL: Thank you very much. Okay,
8 board?

9 Yes, Trisha.

10 COMMISSIONER CURRY: I'm on the prevention
11 committee also, and I have to say, John's presence on
12 there has just been fantastic. He's really brought a lot
13 to the table and brought a lot of First 5 to the table and
14 done a great job. And the OCP, Carrie, I mean, it's just
15 a dynamic duo team working together. It's really
16 wonderful. And I think they're both doing a great job.

17 There's -- sometimes I wonder how we might or if
18 we can ever get to a point with some of the county
19 departments where we -- you know, we find them saying to
20 themselves, well, we're doing our planning for this year
21 for our department, maybe I ought to go over to OCP or to
22 John and say, what would you need from me. And what we're
23 finding is not that the departments aren't making
24 preventative plans or putting it as part of their
25 strategic plan, but it's almost in isolation and in a silo

1 instead of going over and saying, you know, we're putting
2 together this part of our strategic plan for the year and
3 so, for the prevention piece, what would you like to see
4 from me or what -- or how about this? Crazy, but, you
5 know, do the PANS need some more services or money. And
6 braiding the -- the money together that they actually, you
7 know, go over and see what -- where they're at with the
8 plan and what they need.

9 I think I see in the meetings some of that most
10 from DCFS. They seem to be really attuned to that. But
11 I'm not saying that other departments don't do things, but
12 they don't seem -- they think about how they're going to
13 do it. They don't think about how they're going to do it
14 in conjunction with a county plan. And for the most part,
15 a lot of the departments see DCFS as prevention and
16 they're -- and DCFS's responsibility. They're not only
17 supposed to take care of the kids when they get there,
18 they're supposed to prevent the families from ever getting
19 there. And I think I'd like to find a way to maybe change
20 that perspective a little bit.

21 And then the last thing is, you know, I have been
22 keeping an eye on the fact sheets from DCFS for the last
23 15 years. And every year slowly, slowly, slowly the
24 number of children under the age of four is increasing in
25 the foster care system. And it's now increased to a point

1 where it's 33 percent of the total kids under the
2 Department of Children and Family Services. That's 11,400
3 kids under the age of four or under.

4 So I just think prevention, prevention,
5 prevention, prevention. And it's everybody's
6 responsibility. It's not DCFS's responsibility.

7 SUPERVISOR KUEHL: Cindy.

8 COMMISSIONER HARDING: Trisha, thank you very
9 much for those comments. I really appreciate and I
10 appreciate you bringing up the fact of prevention. I
11 think the one thing that gives me some comfort -- I'm
12 going to talk a little about at the county, is next week
13 we're going to be talking about the county strategic plan
14 that's going to come before the board. And for the first
15 time, there is a whole segment on prevention. And I think
16 it's due to the work that the Office of Child Protection
17 has been doing to be elevating this idea of prevention.
18 We've got to be thinking ahead to prevent bad things from
19 happening. And many of the departments you'll see in that
20 prevention initiative, maybe it doesn't look like it's
21 child -- prevention of child abuse. But, for example, the
22 work that public health is doing in trying to building
23 healthier communities so that families and children can
24 thrive in them, doesn't on the immediate surface look like
25 it, but it's ways in which we're providing resources for

1 families in times of need and preventing them from having
2 those needs by making sure there are parks and that
3 there's good systems for education and that there's a way
4 that families can make a solid living, having good wages
5 that help prevent.

6 So I have some -- we're not there yet. You're
7 absolute -- your comments are absolutely right on. We all
8 have to do a whole lot more in this and think about
9 prevention more fully. But I am encouraged because the
10 board is going to be, hopefully, adopting this new
11 strategic plan where prevention is front and center.

12 SUPERVISOR KUEHL: Duane.

13 COMMISSIONER DENNIS: Hi, Carrie. How are you
14 doing?

15 One of the things that you started off was, you
16 know, articulating the four strategic pillars, the first
17 of which being, you know, prevention. And -- and in my
18 field, I think about high quality ECE and how does high
19 quality ECE, you know, factor into, you know, your
20 prevention thinking, and what role does not only First 5
21 have in there, but also the county office of child care.

22 And so could, you know, you and/or John talk to
23 some degree about that?

24 MS. MILLER: Well, as I said, that's an area that
25 we are looking to launch next. We've started with this

1 countywide prevention plan. We're looking at expansion of
2 home visitation. And what we've said, our very next step
3 must be early care and education and, obviously, with a
4 focus on high quality. I know that that's something that
5 I know you've been involved with the rating scale system
6 and so forth, and that's tremendously important. So we
7 are in conversations with folks from the policy
8 roundtable. Obviously, First 5 is a huge partner in what
9 that looks like moving forward. We've talked to Harvey,
10 who's over the Office of Child Care about what that looks
11 like, what are those efforts.

12 Some of the early discussions that we've had are,
13 as I said, looking at referrals and starting with some of
14 the referrals moving forward particularly with children
15 who are already in the DCFS system. DCFS does have an
16 electronic referral system that they've launched a number
17 of years ago. And so that was one of the things that
18 we're going to start in. But it has to go broader. It
19 has to go beyond that. And it's exactly what we're
20 saying: How do we ensure not only that there's the
21 capacity and need for these kids, not only those who are
22 already in the system, but those who are at risk of coming
23 in, what does that look like.

24 And, certainly, not only just the capacity but
25 even just the training of the workers because we know that

1 that's a huge issue. A lot of our kids, once they get in
2 these programs, end up getting expelled or whatever
3 happens because there's trauma or there's other things
4 that come out with these children when they're in these
5 programs. And if staff aren't capable of dealing with
6 that or don't understand how to work better with that,
7 that becomes an issue.

8 So we need to start looking at training. We need
9 to look at capacity. We need to look at the referrals.
10 We need to look at what's the overall outcome, how do we
11 connect that with the work that's already happening out in
12 the community, and how do we connect those early care and
13 education programs to the work that the Best Start
14 communities are doing, that the prevention and aftercare
15 networks are doing, and where are the linkages.

16 So we're just starting that journey, but we're
17 open to all conversations and thoughts about that.

18 COMMISSIONER DENNIS: A suggestion may be that
19 maybe we can be helpful as far as the policy and advocacy
20 framework around what happens with children in foster care
21 and the need for high quality child care. And then the
22 Office of Child Care could be more focused on the direct
23 services piece, making sure that the referral goes on,
24 making sure kids get a space in child care. And I think
25 having those roles, you know, distinctly understood, I

1 think will be extremely helpful from the beginning because
2 there could be a tendency to put butt up if there's no
3 distinction between what we do and perhaps what the Office
4 of Child Care does.

5 SUPERVISOR KUEHL: Nancy.

6 COMMISSIONER AU: I guess -- thank you for that
7 great presentation, by the way. I think you're very --
8 very comprehensive. And I really appreciate it how much
9 you have contributed to that conversation, John. And
10 which speaks to an earlier conversation we had in our
11 board meeting about First 5 LA really being at a threshold
12 or the ability to become a teacher or a teaching entity to
13 share what it is that we've learned over time and which
14 adds value to many of the -- the county's conversation in
15 terms of planning which then leads to my next question, is
16 how do we prevent the Office of Child Protection, as you
17 engage in this planning process, that you don't create
18 another silo?

19 And because I'm hearing that ICAN and public
20 health that even LACOE and definitely DCFS and probation
21 are all dealing with portions of this notion of
22 prevention. And, clearly, they're planning needs to be
23 part of your planning. If not, the danger is that it's
24 going to be become a silo effort. And that would be
25 counterproductive I think to the whole spirit of creating

1 this office.

2 So I strongly would recommend before any of these
3 agencies go merrily down the road and create -- and
4 concretize their plans, that they -- before that happens
5 that -- that the Office of Child Protection is engaged in
6 that prevention planning piece that they are engaged in.

7 MR. WAGNER: I think that's a really critical
8 point and one of the lessons learned. And I just want to
9 acknowledge that this isn't going to -- everything isn't
10 going to be resolved overnight. And I know you're not
11 saying that, but a lot of these efforts have been underway
12 and they're on like cyclical planning cycles that aren't
13 always coordinated or overlap perfectly.

14 So I think with OCP putting together this
15 prevention task force where many entities are at the
16 table, including more recently ICAN, we begin to identify
17 and crosswalk where those are.

18 So, for example, we just learned of the planning
19 cycle that will DMH has for prevention early intervention
20 dollars. And, yeah, they're already in the cycle, but we
21 can learn from that and find ways in which we can connect
22 earlier by knowing what that cycle it and making sure that
23 there are representatives who are advocates for kids
24 issues in -- as part of that cycle.

25 So those are all kinds of learnings and

1 recommendations we can put into the OCP prevention plan
2 that we can begin to implement going forward, but it
3 becomes to make those connections that you're talking
4 about that are really critical.

5 MS. MILLER: And one of the things that we're
6 also doing, Nancy, is trying to not reinvent the wheel,
7 not stepping into territories that folks are already doing
8 work. We're not interesting, basically, on doing anything
9 that anyone else can already do. We're a very small
10 staff. We have to focus on the areas where we're really
11 needed, where there's strong barriers or issues where
12 bringing our resources and our thoughts to the table
13 actually make a difference, but we don't want to do
14 anything that anyone else is able to do.

15 So what we see ourselves is, instead of jumping
16 into spaces where there's work that's already been doing
17 and several others do it, and trying to put on yet another
18 layer or create yet another siloed attempt, what we are
19 seeing ourselves is really, it's hurting the grasshoppers,
20 it's looking at the existing networks, the existing
21 effort, and figuring out where those connection points
22 are. And that's the way we see ourselves working, and
23 particularly in this prevention effort.

24 In fact, on our draft one pager of what we
25 thought conceptually a countywide prevention plan could

1 look like, our very top focus was just network the
2 networks. They're already existing. They're already
3 there. We don't need to recreate or reinvent anything.
4 What we need to do is figure out, do the existing networks
5 talk to each other, do they know where those touch points
6 are, do they communicate or see how they can work together
7 and build off those existing efforts to make themselves
8 stronger and build even a greater network of the networks
9 that already are existing.

10 So that's how we're trying to combat that as much
11 as possible. But as John says, that will always probably
12 be a work in progress, but one that we're very conscious
13 of and trying to move forward in that way.

14 MR. WAGNER: If I could add just one thing on
15 that. The network -- or connecting of the networks, what
16 I find really rewarding on that is, this isn't a top-down
17 recommendation; this is something the networks and
18 communities themselves are saying, is you could be more
19 explicit in mandating these connection, you could be more
20 explicit in standardizing how we report out these
21 investments on prevention because we can't tell our story
22 without that. So it's not like us sitting together
23 figuring that out; it's actually we're hearing it
24 consistently from community.

25 SUPERVISOR KUEHL: Judy.

1 COMMISSIONER ABDO: Well, my question comes right
2 along following what you just said. In your listing of
3 themes, there are a couple that I see here as more like
4 operational barriers; one being that there's not a
5 standardized consistent way to measure and report on
6 prevention. And then the other, the way you put it here,
7 categorical funding and reporting requirements are often
8 challenging. And s somebody who tried to manage multiple
9 programs on the ground, that is an immense challenge when
10 every -- everybody kind of has -- is part of the silo
11 mentality but everybody has real good reasons for why
12 they're asking for specific things, but they don't
13 necessarily fit together very well.

14 I just wondered how you're going to approach
15 those barriers that are not so much policy as, okay, what
16 do you do when you get this to this place.

17 MR. WAGNER: You know, I think this isn't --
18 again, this isn't going to be a one-size-fits-all
19 solution, but I think it really is the value of what we
20 learned from many of these networks is that -- my learning
21 was the networks are very, very adept at connecting to
22 separately funded programs and services that their
23 families need. So it's not identifying, hey, we need X
24 service in our community, fund us to do that. It's more
25 we need X service in our community and we can connect to

1 this entity that already provides that and it becomes part
2 of the network.

3 So it's not that we are going to necessarily
4 abolish or erase all of these categorical funding streams,
5 but what they really called out the need for is help us
6 make those connections, help us fund the family portrait
7 day, help us fund the community event that engages the
8 parents in the first place. And once we get that
9 engagement, we bring them into this network, this trusting
10 environment, and we are able to connect those entities
11 that are already funded to do those services.

12 It was fascinating to hear that the dollars and
13 the things they were looking for were those small,
14 flexible use things to connect to services that already
15 existed through the regular funding streams.

16 And the other thing on data, I think that is
17 something that probably will take a little bit more work
18 to get the right experts together and groups together to
19 figure out, similar to home visitation. You know, if we
20 come up with a common data set, how -- it really helps us
21 advocate and tell our story in a way that we can't
22 otherwise do it. And I think that's something that will
23 be continued focus.

24 SUPERVISOR KUEHL: Deanne.

25 COMMISSIONER TILTON: Hi, Carrie. Hi, John.

1 I assume most people understand what ICAN is and
2 has been doing for the last 38 years, but sometimes I'm
3 surprised that they don't. So let me, first of all, thank
4 you so much, John. I believe I give you credit for
5 bringing ICAN into your planning committee for the Office
6 of Child Protection. Mike Nash was a part of ICAN and a
7 member of our policy committee for many years before he
8 retired and then became the head of the Office of Child
9 Protection. And when the strategic plan came out, I noted
10 that ICAN wasn't even listed or consulted in any way in
11 developing the strategic plan, much to the chagrin of the
12 hundreds of people who work on our committee.

13 So I called him and I said, Michael, what
14 happened? And he said, well, the blue ribbon commission
15 recommended eliminating ICAN. And I said, pardon? And he
16 says, that's what I -- that's what it says. And I said,
17 will you look at that report again, it strengthens ICAN
18 and recommends it become a stronger independent entity.
19 And he said, oh, Deanne, I should be taken out of town and
20 shot. He said, we're going to be working as partners. He
21 made it very clear. And I said, well, that feels better.
22 And so to sort of give you a little bit of background as
23 to our catch up process here.

24 And, of course, I've known Carrie. I hate to say
25 this, but she was a very little girl when I first met her

1 and I worked with her mother. And she's become a force,
2 you know, on her own.

3 But I want to point out that when we talk about
4 -- referring a lot to what Nancy said. When we talk about
5 the different entities and not creating another silo,
6 first of all, thank you again for including us. We went
7 to our first meeting and didn't contribute a thing because
8 didn't know where we were starting from, but we will be
9 very active and involved in that.

10 And, secondly, in 1978 when we created our child
11 death review team, we discovered that 80 percent of the
12 children killed in this county were under age five and
13 over half under age two. We recognized the vulnerability
14 of very young children, and the highest risk is in the
15 first year of life.

16 So we then launched our home visitation
17 recommendations. We've been recommending home visitation,
18 at the same time developing a model for neighborhood
19 family centers, which actually was adopted at the federal
20 level and has been integrated into legislation since. We
21 have started seeing the connections. We have 32 agencies.
22 They're not all county. City, state, federal. And
23 there's 12 child abuse councils from different parts of
24 the county. So all of these people on our 20 committees
25 are very anxious to be connected to the county's Office of

1 Child Protection because we are part -- very much part of
2 the county, always have been, but have brought in agencies
3 that wouldn't necessarily be involved because they're not
4 county or because the chief medical examiner and his
5 staff, for example, wouldn't necessarily be at their
6 meetings, but we sure need him when we try to figure out
7 how to understand and prevent the terrible harm to kids
8 which, by the way, even though there are more little
9 children coming into the system, there are fewer children
10 killed now.

11 In 1991, we had 61 children almost all under five
12 killed which their parents. 61. And then last year it
13 was 17. So that's 17 too many. And each one we review in
14 detail, and it's horrible. We work really closely with
15 DCFS. We work with law enforcement. Our policy committee
16 is shared by the sheriff and by the district attorney.
17 That's very unusual because they are really interested in
18 becoming a part of the prevention intervention system and
19 they bring in the health department, the mental health
20 department, all of those agencies that will admit, you
21 know, without good law enforcement being on the side of
22 families and being perceived as a friend and protector
23 rather than a threat, we can't do our jobs.

24 And so I have a big shout out for Jackie Lacy and
25 Jim McDonald because they have been right there with us at

1 every step.

2 Our data report you talked about putting
3 together, as a legacy, it's going to continue. It's
4 300-some pages long. It's over 15 agencies and it has
5 longitudinal data and multiple categories moving toward
6 common terms that really want to share and really want to
7 work with you. I really would appreciate your reviewing
8 that and helping us turn it into something that's useful
9 to both of us or shared by both of us.

10 We have the family and children's index that was
11 developed when we determined that the same -- the family
12 was being seen by multiple agencies but they didn't know
13 -- we had one little kid who had been seen by over 30
14 agencies and he died at ten months of age. And so we
15 developed this system where we could share information
16 through the family and children's index.

17 We noted gradually that there was domestic
18 violence in these homes. Of course, there's substance
19 abuse and there's isolation, all of those factors that we
20 talk about.

21 But I have to do a big shout out to Sheila Kuehl
22 because we now have the board basically officially saying
23 that the protocols we developed for the effective response
24 to domestic abuse involving multiple agencies, paying
25 attention to the danger to children, and paying attention

1 to with the problems with particularly women, following
2 through and being able to feel safe in -- in asking for
3 help. The fact of the matter is these protocols are very
4 extensive and will change the face, I think, of our
5 county's response to domestic violence and how we can
6 protect kids because they get hurt really badly in these
7 homes and the women are really afraid to do what they need
8 to do.

9 We have also looked at things like grief, the
10 grief that little kids suffer when they are removed from
11 their home, not just because -- not just because they lost
12 whatever it was in that family, the dog, the neighborhood,
13 the cat, all of that, but this deep felt grief that ties
14 into these adverse childhood experiences that we are
15 focusing really hard on now. The brain changes that
16 reflect -- that result in lifetime medical mental health
17 and -- and well-being of people, not just -- not just the
18 parents, but the -- and not just the children, but
19 everyone around them.

20 We have a group focusing on -- it's not pregnant
21 and parenting teens anymore; it's expectant and parenting
22 youth. So it's EPY, not PPT. And so that's a high-risk
23 group, definitely a high-risk group that I'm sure that
24 you're probably -- you're probably focusing on in some
25 way. You know about safe surrender, safe sleep. We have

1 five conferences each year. Nexus we just had. That's
2 the nexus between domestic violence and child abuse. We
3 have a conference in grief. We are looking at cyber
4 crimes. Cyber crimes against very young children are at
5 that computer these days and hurt badly. We're looking at
6 sexually exploited kids. And we're looking at our newest
7 project, the hospital network where find that only a very
8 small percentage of children who are hurt are seen at
9 county hospitals. There are -- there are over a hundred
10 hospitals but we focused on 55 hospitals who have
11 identified a person who would agree to be a liaison so
12 that we could track a child who might come in who is
13 injured and might be at risk for -- well, will be at risk
14 for future damage. And these are all kids under three
15 years old. Under three years old.

16 So I'm -- I feel like I'm doing a commercial.
17 And I'm only doing this because sometimes people say,
18 well, what is ICAN and how does it relate to the overall
19 pictures. It relates to the all the overall pictures and
20 it's the last thing away from being a silo because it's
21 inclusive of everything.

22 And that's why I love you, John, for including us
23 in the planning for OCP. And I forgive Michael Nash for
24 misreading the blue ribbon commission report. And I care
25 for him very much. And, Carrie, I've always cared for

1 you. And Sheila, thank you for your support in all of
2 this. So thank you.

3 SUPERVISOR KUEHL: Thank you for the good work.

4 Let me close. I have four quick points about
5 silos and breaking down silos that I don't know if they're
6 helpful, but there's only so far we can go.

7 I had a gathering last week of all the colleges
8 in my district to talk about homeless students. Each of
9 them was doing a little bit or nothing, or they had a food
10 bank and they thought that was a way to approach it, which
11 it is, but it wasn't housing. They were happy, happy,
12 happy to talk to each other. They had no idea what the
13 other guy was doing. But all of their discussion was
14 about what they could do within the parameters of their
15 campus. What shall we do. Shall we have a shelter for --
16 the Bruin shelter, for instance, or valley colleges, you
17 know, response to homeless students.

18 They were not thinking about the homeless
19 services agency a half a block away outside their
20 parameters. So we close with a resource fair so that they
21 would go. We had departments there. We had service
22 providers, et cetera. So one thing about breaking down
23 silos often as we've been talking about is connection.
24 And that I think OCP is really very well looking at.

25 One of the problems that we have are the multiple

1 requirements. Judy was very circumspect in talking about
2 actually the child care programs and early education
3 programs she was running for Santa Monica Malibu School
4 District. But we had many conversations about a child for
5 whom she needed full-day child care, and one program would
6 fund from 9:00 to 12:30 and one program would fund from
7 1:30 to 3:00 and one program would only fund from -- I'm
8 making this up but, you know, 4:00 to 6:00. And you had to
9 put together and justify all of these. And between the
10 feds and the state and the county and the cities, it's
11 really the same on a lot of our programs. And those are a
12 little more difficult.

13 I just had a young woman who's a daughter of a
14 friend who was decompensating, was in a facility. They
15 found out she was pregnant. This was a county-funded
16 facility, not a county facility. And they said, oh, we
17 can't -- we're not allowed to serve pregnant kids. And
18 they put her out on the street.

19 So I'm sorry. You know, you think, oh, that's
20 terrible and yet we've terrorize people by our funding
21 requirements. And I'm sure all of you know that. It's
22 like, you can't do that, you have to report to me, et
23 cetera.

24 So I think that's a really challenge and needs to
25 be brought to our attention to see what we can do because

1 we can't do everything.

2 The third thing is how everything is connected.
3 And sometimes it's really daunting. We have a family --
4 we have a child, let's say four years old. They are not
5 just a child four years old. They are in a family who
6 maybe needs work in order to stay in the housing where we
7 maybe found to put them but they have to pay something.
8 This child needs education. We don't know what the
9 connection will be between early childhood education if
10 they have it and where they go next. Health care, DPSS
11 has to declare that you're qualified for Medi-Cal, but
12 then you get it somewhere else.

13 So we're working too to break down. And we think
14 computers will help us, and in many ways they will. But
15 we are trying to do more integrated databases. But I
16 think the issue of where we draw the lines around what
17 we're doing is also important to do a prevention measure.

18 The final thing I was thinking about when you
19 were talking was that our kids are nonverbal. And the
20 question of how you do prevention around children who are
21 nonverbal and maybe not in any kind of education is kind
22 of like, how do we find them. Well, we find them through
23 families that we consider at risk. And we identify them
24 as at risk by various kinds of reports. But I think it's
25 a challenge. I don't know. Others more immersed and

1 smarter than me in these area I know are thinking about
2 it. But I was just struck by the difference between the
3 nonverbal level of children and those who can say
4 something or show something or are going to kindergarten
5 or are being seen, and how we think about prevention for
6 this population.

7 So thank you so much for the report. Carrie,
8 would you like to make any closing remarks? Or John?

9 MS. MILLER: I would just like to say that we're
10 really pleased with the partnership and all the work and
11 the collaboration that folks have come together. I know
12 there's many people around this table and in the audience
13 who've had these conversations for 30-plus years. And
14 sometimes or maybe more often than not, it doesn't seem
15 like the conversation's going anywhere, but I do think
16 that we're in a new day and a time that's very exciting.
17 There's a lot of opportunities that are starting to come
18 together. And I think that presents some new
19 opportunities and a chance to really do something right
20 and do it well. And I'm really excited for those
21 opportunities and very much look forward to working with
22 our county partners, our communities partners, and First 5
23 in making that happen.

24 SUPERVISOR KUEHL: Thank you very much.

25 John, any closing?

1 MR. WAGNER: Couldn't have said it better.

2 SUPERVISOR KUEHL: All right. Thank you. Thank
3 you. Thank you.

4 We're going to take a ten-minute break from 3:12
5 to 3:22. I'll see you back at 3:22 all in your seats
6 please.

7 (A brief break.)

8 SUPERVISOR KUEHL: 3:22 having arrived, we are
9 now at Item Number 8. We have a report and some request
10 for public comment at the end of the report.

11 So let us begin. Who wishes to begin?

12 MS. ANDREWS: I wish to begin.

13 SUPERVISOR KUEHL: Okay. Good. Pull the mic
14 down so you're talking right into it. It's all yours.

15 MS. ANDREWS: Good afternoon, commissioners.

16 I definitely heard a rich conversation this
17 afternoon and to the chair's comment about dense
18 information, and I was sitting there thinking I'm about to
19 bring an item with dense information in it. But we have,
20 you know, a little time to go through the materials and
21 time for discussion as well.

22 And so I want to start by saying that the last
23 seven years of implementing Best Start has been a
24 tremendous journey. We -- when the board took up the bold
25 leap into the place-based field in 2009, it did so with

1 the understanding that, in order to maximize the impact on
2 the greatest number of children, that we -- there needed
3 to be a deep commitment to involve families in a more
4 effective way, not from a top-down service -- direct
5 service perspective, but through a community engagement
6 approach where families, residents, organizations would
7 built lasting relationships and work together toward a
8 collective vision that we all share for children.

9 And the excitement and the promise surrounding
10 the effort, quite frankly, became a source of frustration
11 in 2012 when First 5 LA took a pause in order to be more
12 clear about the purpose and plan for Best Start. And the
13 board's endorsement of the Building Stronger Families
14 Framework in 2013 was a significant milestone because it
15 really set the initiative on a path towards the approval
16 and implementation of the community identified projects of
17 each of the 14 Best Start communities.

18 And commissioners recently have had an
19 opportunity to learn more about the partnerships, about
20 their projects during the recent executive leadership
21 tours.

22 And throughout the ebbs and flows of Best Start,
23 we always knew that we needed to take a look at the
24 operational support structure for the 14 partnerships.
25 And we asked ourselves whether that support structure was

1 effective and sustainable, did it support -- or does it
2 support the growing momentum in the communities, and does
3 it truly facilitate the level of engagement that First 5
4 LA envisioned when it launched Best Start in 2009.

5 Interest in this topic was reinforced during the
6 July and September board meetings when commissioners
7 requesting an update on plans to strengthen the support to
8 the community partnerships, and that is the subject of
9 today's presentation.

10 So this is the third in a series of board
11 engagement opportunities to discuss fundamental shifts in
12 how First 5 LA supports the Best Start community
13 partnerships. We will discuss the purpose and role of the
14 partnerships as well as the process and rationale for
15 improving the operational support structure. And we'll
16 highlight key steps with a preview of discussions and
17 decisions to be made in the first quarter of 2017.

18 This presentation will be in collaboration with
19 Jennifer Li Shen, who's sitting right near in the front
20 row.

21 MS. LI SHEN: Hello.

22 MS. ANDREWS: She is partner and cofounder of
23 Blue Garnet, a consultant firm with expertise in strategy,
24 impact, and evaluation. And we have hired them to
25 facilitate in inclusive and transparent decision making

1 process.

2 So we start here with a very bold vision for
3 children and families, a bold vision for communities. And
4 although it exists in words in our strategic plan, it is a
5 shared vision throughout Los Angeles county. And our
6 strategic plan outlines First 5 LA's specific contribution
7 to this vision through several strategies across four
8 outcome areas. Best Start is an important anchor
9 investment in the communities outcome area.

10 First 5 LA's strategic plan is grounded in the
11 premise that if families are strong and community support
12 families to succeed, then children will have better
13 outcomes. And this is at the heart of the Building
14 Stronger Families Framework, which I referenced in my
15 opening remarks.

16 What does it look like for communities to support
17 families? Well, First 5 LA recently joined the Early
18 Childhood Learning and Innovation Network for Communities,
19 known as ECLINC, convened by the Center for the Study of
20 Social Policy. This network includes ten communities
21 across the nation with a history of building effective
22 early childhood systems.

23 And best practices identified by ECLINC include
24 five key characteristics of communities that support
25 families. And those are listed here; that there needs to

1 be strong community leadership and collaboration, strong
2 social networks, which John referred to -- John and Carrie
3 referred to in their earlier remarks, quality services,
4 safe and accessible built environment, and public policies
5 and systems that work for families.

6 So today I'm going to talk specifically about
7 cultivating community leadership and collaboration.

8 So First 5 LA's investment in community
9 leadership takes the form of the Best Start community
10 partnerships. Parents, residents, organizations, they're
11 all members of the partnerships. And together they
12 fulfill six important roles to ensure that communities
13 support families. And our capacity building work through
14 the Center of social -- through the Center of the Study
15 for Social Policy is designed to strengthen the
16 partnership's ability to -- to fulfill these roles.

17 Now, I want to point out a few things here
18 because these are words on a slide, but in the everyday
19 functioning of the community partnerships, these words
20 come to life for them. So when we say that the
21 partnerships are a platform for social connections, we're
22 talking with the lasting relationships that are being
23 built between parents and among families that extend
24 beyond the community partnerships. When we talk about
25 being a trusted resource of information and abrogation,

1 there's a lot of information that flows into the community
2 partnerships because parents don't have access to that
3 information otherwise. So there's lots of presentations.
4 I know the Department of Public Health has come to talk
5 about its work. We've had Welcome Baby come and talk
6 about its work. And communities are very interested in
7 all of the different programs and projects that are being
8 funded through the county and through First 5 LA and how
9 they can get involved in those particular projects.

10 When Best Start began in 2009, we began in metro
11 Los Angeles as a pilot community. And at the time, based
12 on best practices, staff recommended a process to
13 cultivate collaboration that would promote collective
14 leadership and decision making rather than creating
15 competition between organizations.

16 However, we moved forward using a very
17 traditional funding and procurement process, an RFP,
18 request for proposals, to select a lead agency for Best
19 Start metro LA. And the RFP process actually did spark
20 some competition and it created situations within
21 communities that, instead of having a collaborative
22 process and approach to collective and shared leadership
23 and decision makings, it created some divisions within
24 communities. And when we think about competition, as
25 Commissioner Dennis has pointed out, competition is

1 healthy. And we have to think about the nature of this
2 particular investment and whether that is what we want to
3 promote moving forward.

4 So we learned some lessons from moving forward
5 with a lead agency approach using an RFP process for the
6 metro Los Angeles community. And building on that lesson,
7 we rolled out with 13 additional communities with plans
8 that included the implementation of a more collaborative
9 process on the front end. And that this process would
10 bring together parents, residents, organizations in a
11 shared leadership space for to -- for discussion, for
12 decision, for action. And this shared leadership space is
13 what we know today as the community partnerships.

14 And the plan also included fiscal agents that
15 would handle the logistical aspects of the community
16 partnerships as well as distribute funding based on First
17 5 LA's approval of proposed community actions.

18 In 2001, however, there was an internal decision
19 that fiscal agents would not be selected and instead First
20 5 LA would assume the role of fiscal agent for 13 of the
21 14 community partnerships. So we maintained our
22 relationship and grant with Para Los Ninos as the lead
23 agency for metro LA and First 5 LA staff assumed the role
24 of logistical support and the distribution of funding.

25 So we were implementing -- we've been

1 implementing two different models for the last seven
2 years: One that's lead agency, one that's a countywide
3 approach with First 5 LA functioning as that lead agency.
4 And we've learned some important lessons in these four
5 areas. The first area in our capacity building really is
6 a question about where capacity resides. Does the
7 capacity reside within the community or does it reside
8 outside of the community? In the case of Metro LA Para
9 Los Ninos is an anchor, has been and will continue to be
10 an anchor within that community. And they have been able
11 to develop and they have collaborative relationships with
12 other organizations and with families. And so they're --
13 the capacity is there. They are the day-to-day operating
14 partner along with the metro LA community partnership.

15 And so in metro LA, the vision, the history, the
16 knowledge and skills attained over the years has been
17 maintained by the community with PLN, Para Los Ninos, as
18 that consistent day-to-day partner that facilitates and
19 serves as a repository of community discussions,
20 decisions, actions, and results. In fact, Para Los Ninos
21 has an evaluation unit and they track their progress. And
22 I know they're actually here today and have signed up for
23 public comments, so you'll hear a little bit more about
24 that.

25 Para Los Ninos is a trusted local entity that has

1 been and will continue to be that anchor, as I just said.
2 And whereas in the other 13 communities that backbone type
3 function really resides with First 5 LA and its
4 contractors.

5 And in the end, when we think about First 5 LA
6 serving in that capacity and when we think about the
7 number of contractors that we have given -- provided --
8 provided support to the community partnerships over the
9 years, we have to also think about what happens when those
10 contracts ends. And the fact is that there is a higher
11 likelihood that the stability and the viability of the
12 partnerships will weaken and the long-term capacity is not
13 sustained because it's in the hands of external entities
14 rather than organizations that are part and built into the
15 fabric of that community.

16 So that's one of the things that we learned about
17 capacity building and implementing these two models.

18 Another area for learning has been around
19 leadership development. The community members in metro LA
20 were very intentional about leadership development. They
21 themselves developed, in conjunction with Para Los Ninos,
22 a leadership curriculum that they used for the parents and
23 residents within that community. It is built into the
24 fabric of what it is that they do. When we think about
25 leadership development across the other 13 communities, it

1 is not as intentional as it is. Now, that doesn't mean
2 that there isn't leadership development happening. In
3 fact, it is through our contract with the Center for the
4 Study of Social Policies, CSSP. And the board just
5 approved an amendment to that contract to ensure that the
6 partnerships have the resources that they need in order to
7 move their work forward.

8 But when we think about an intentional leadership
9 development approach that currently does not exist across
10 the other 13 communities, now there is a caveat to this.
11 And that is with the approval of the Building Stronger
12 Families grantees, there has been leadership development
13 built into those grants that the communities identified as
14 important resources in order for them to really advance
15 their work. So whereas it is a very intentional and
16 structured process within metro LA, it is not as
17 intentional from a -- from the perspective of across --
18 consistency across the other 13 communities and it is not
19 as embedded into the work of the partnerships.

20 That doesn't mean, however -- I just want to
21 reiterate. Does not mean that it is not happening. We're
22 just talking about the magnitude and the difference in the
23 magnitude in which it is happening.

24 Another area that is important to point out is
25 resident engagement. Resident engagement is embedded into

1 the community partnership of metro LA. It is embedded
2 into the structure of metro LA, the community partnership.
3 They function with a partnership, but also have I believe
4 it's seven what they call neighborhood leadership groups
5 that is a part of the structure and is a way to engage
6 people at the neighborhood level that then feeds into a
7 larger partnership that is the platform for shared
8 interest and collective action.

9 In the other 13 communities, we implemented a
10 countywide approach when we moved forward with what we
11 call resident outreach coordinators through a contract
12 with SPCC. That particular contract or that way of doing
13 it was in essence a cookie cutter approach to doing it.
14 We said that, here's a resident engagement model that
15 we're going to implement across the 13 communities;
16 whereas, resident engagement was more organically done
17 through the metro partnership itself. So very different
18 from how we've done it in the other 13 communities.

19 So we have a lot to learn about what happens and
20 the sustainability of what happens when it is a bottom-up
21 approach versus a top-down approach on to the communities.

22 The challenge with this, however, is that, as
23 effective as it is in metro LA, it comes at a cost. And
24 the metro -- one of the reasons why the metro LA cost or
25 the PLN contract is so expensive is because of this

1 resident engagement approach where they're -- they are
2 supporting these neighborhood leadership groups and also
3 the part of their contract -- or part of their grant, we
4 are funding promotoras for each of those.

5 So there's a cost associated with this. So then
6 that begs the question of how sustainable is this if First
7 5 LA is paying over a million dollars to support this kind
8 of infrastructure when we know -- when we look at our
9 revenues versus our expenditures and we think about our
10 long-term financial planning, we are certain that one
11 million times 14 is not the answer to what we are trying
12 to do and what we want to promote here.

13 So we're learning lessons from both. When it's
14 more organic and based on community context, there are
15 resources that need to be mobilized in different ways.
16 When we decide upon a space specific approach, then it
17 becomes a top-down approach that then gets applied across
18 the communities that may or may not really resonate with
19 communities and may not really address that particular
20 community's context.

21 The other area of significance in terms of what
22 we've learned is the role of First 5 LA staff. Because
23 Para Los Ninos is the lead agency, staff can be deployed
24 more strategically. Staff is able to really think about,
25 make connections between the county systems between other

1 things that's are going on even internally to be able to
2 connect the dots between First 5 LA's investments. So
3 that's with metro LA.

4 In the other 13 communities, our staff resources
5 are about volunteer management. It's about logistical
6 support. It's about the operations of the community
7 partnerships.

8 Now that doesn't mean that our staff for those
9 are 13 communities aren't engaged in some of this other
10 work in connecting the dots across systems and
11 initiatives. But when we think about how our staff
12 resources are deployed, we have to think differently about
13 how we do this in order to maximize our investment within
14 these communities.

15 So with all I described, you may feel like, well,
16 this is kind of a dire situation, what do we have going
17 on. So this slide is meant to convey this message:
18 Partnerships are working. Momentum is growing. They are
19 flying. They are getting from Los Angeles to New York
20 City. But we want them to go from the planet earth to
21 another galaxy. And they do too.

22 So we're operating these two models. They're
23 working and -- but there are challenges and benefits with
24 both of the models. And so the process that we're
25 undertaking is trying to figure out how do we take what's

1 working in both of those models to mitigate the things
2 that are challenging and to come up with an operational
3 support structure that's a lot more sustainable in the
4 long run and helps the partnerships get from here to
5 another galaxy.

6 So just to give you a little bit more information
7 about it looks like right now. And this is sort of a
8 summary of what I just spoke about.

9 So First 5 LA currently is a sole funder. And we
10 direct the work of the partnerships and we handle all
11 logistical, financial management, and operations support
12 of the community partnerships. Now you may be wondering,
13 well, First 5 LA after all, we are a funder, so shouldn't
14 we provide the financial management. So what I want to
15 point out here is, this is a matter of how much money did
16 we spend on the child care vendor, how much money is left.
17 We should be thinking about what are the resource that are
18 needed within communities and how do we mobilize those
19 resources strategically in order to get impact. But what
20 we're doing is saying, how much did we spend on these
21 logistical supports and providing reports back to the
22 partnerships so that they have an understanding of their
23 spending.

24 For the remainder of this strategic plan, we want
25 to see us -- we know that we're a primary contributor.

1 But there are other contributors. There are other
2 resources. There are other funders out there that are
3 already doing work within these communities. So we want
4 to take -- be more intentional about being a partner with
5 -- with others.

6 And as our board chair mentioned in her remarks,
7 we want the -- we want to transition the operations to the
8 communities. So we want to give it to them because we
9 believe that there are organizations like Para Los Ninos
10 that exist within communities that are able to direct --
11 that are able to sit at the table with the community
12 partnerships and the partnerships should be able to direct
13 their own work.

14 And those organizations have the capability to
15 handle logistics, financial management, and the operations
16 of the community partnerships because, ultimately, we want
17 for First 5 LA to be one of multiple diverse contributors.
18 We want the partnerships to drive a communitywide agenda.
19 Now, it would be aligned with First 5 LA's outcomes
20 framework, but the issues that matter to communities
21 extend beyond First 5 LA's framework. So it's really
22 important that we set the partnerships up for success and
23 they're able to address a series of issues that need to be
24 addressed within their communities, and that community
25 organizations will continue to handle the operational

1 aspects of the partnerships.

2 So where do we begin? This is a heavy lift. So
3 we have to start somewhere. And the first step is to
4 transition key operational support functions from First 5
5 LA to existing community organizations. And what we have
6 based on our experience is -- what we're looking at is
7 really transitioning coordination, financial management,
8 and skill building types of functions to community
9 organizations.

10 And these decisions that we're making, the
11 discussions that we're having, we're not doing those in a
12 vacuum. We're doing a lot of great work to ensure that we
13 are hearing from communities, that we're hearing from
14 local opinions leaders, that we're looking at best
15 practices, that we're hearing from the board, that we're
16 talking to our own staff because those inputs will help us
17 to then design and transition operational support.

18 So just for a moment, just to give you a sense of
19 what we're hearing so far, there is support for
20 transitioning operational support from First 5 LA to
21 community organizations. That is really important
22 because, if there wasn't support to do that, then I could
23 stand here and we could all agree that we should do that,
24 but then it would go nowhere. So the fact that there's
25 overwhelming support for it gives us some confidence that

1 we're definitely headed in the right direction.

2 It's has also been clear that we need to think
3 about the community's context and that we need to look at
4 the possibility of more customized approach to moving this
5 work forward. And this is very consistent with what we
6 heard from board members during the September and October
7 program and planning committee meetings.

8 And we also heard that First 5 LA should not
9 function as -- an operating foundation. There were lots
10 -- there have been lots of suggestions on how we can
11 structure this. And this information we will bring back
12 to the board in January of next year.

13 But what I want to do at this time is ask Jenny
14 to come up to share with you what our process is going to
15 be for moving from where we are today to where we want to
16 be in the near future.

17 MS. LI SHEN: Thank you. Good afternoon,
18 commissioners.

19 So I want to share a little bit about the
20 process. Blue Garnet, the consulting firm that I'm a part
21 of, our team has been asked to serve the role as thought
22 partner, really to help put structure around ambiguity in
23 this process and working with an internal work group
24 charged with gathering this input, analyzing the options,
25 and developing the framework for consideration. The

1 design process for transitioning the operational support
2 functions of the community partnerships, it's really
3 multifaceted as Antoinette just shared. There's input and
4 feedback points throughout the design process, both from
5 internal and external stakeholders.

6 And as part of this inclusive and transparent
7 process, the work group has really been homing in on some
8 key factors that really guide the process, so first off,
9 starting with First 5 LA's values, in particular three:
10 Partnership, accountability, and learning. Also,
11 parameters, another less fancy word is, must haves. As we
12 design this, what does it look like and what must it have.
13 And then of course there's guiding principles. So what
14 does it look like? How will this operate and what are
15 some principles that we're going to hold fast to. And
16 then, of course, an agreed upon critical path. Actually,
17 I can't say of course. A critical path for decision
18 making. That, in of itself, has taken time to figure out
19 what are the decisions, who's making them, when does the
20 input come in to do that. So really getting to place
21 which we're at with this critical path and agreement has
22 been critical.

23 And then these factors that I just talked about
24 really then become filters or screens. So there are a
25 number of options in which you can go. How are we going

1 to evaluate them against these things.

2 So just as an example, these design parameters,
3 as you can see listed here, are the tangible must haves by
4 which the options will be considered. They really
5 represent, if you can imagine, your values in action, in
6 pragmatic parameters that will be screens for viable
7 options. As you can see, some are focused on First 5 LA's
8 role and desire to evolve to be one of many partners as
9 opposed to being the actual doer. Others are focused on
10 the importance of decisions informed by multiple inputs,
11 internal and external, and community engagement as well as
12 leveraging existing networks and community capabilities
13 rather than creating new entities, hence the third bullet
14 there. Others of these parameters are still about options
15 being cost effective and reasonable and within a timeline
16 for transition by the end of next year.

17 Then moving on to these design principles, there
18 are five of them. They' been synthesized from input from
19 key stakeholders about what does matter most in
20 transitioning the operational functions, this first step.
21 As a learning organization, First 5's work group really
22 uses these principles to help analyze and vet the options.
23 And in so doing, it's supporting the transparency of this
24 process, just really laying out here what we're looking at
25 to evaluate the options.

1 So, finally, as I wrap up my portion, I just want
2 to say that this really is a design process as opposed to
3 a strict planning process. If you think about planning,
4 it's actually quite guided and framed and linear. Right?

5 So with values and principles and parameters
6 guiding the process and a desire to gain this input and
7 feedback from key stakeholders, what we're doing as a
8 design process is really then taking the feedback
9 seriously to inform and continue to refine the work. As
10 an example, we had a design session earlier this week and
11 a feedback session the day before. Well, that feedback
12 specific input came up as three points that then fed into
13 the design session there and then the next day. That's
14 what we call being responsive to community needs. Right?
15 And in a real time learning way designing what this could
16 be.

17 MS. ANDREWS: Thank you, Jenny. And I appreciate
18 the board's patience as we go through this. We're almost
19 done with our presentation.

20 So this is actually just a very high level view
21 of our timeline. As Jenny mentioned, we do have a goal of
22 transitioning operational supports by the end of 2017.
23 And what that would require is some board decisions to be
24 made along the way, the most -- with October being that
25 point in time where we're looking to bring grants to the

1 board for approval.

2 So staff has been very, very busy. There is a
3 lot to do. But what's very important to us is considering
4 stakeholder feedback. And so we've been doing a lot of
5 work ensuring that our community partnerships are being
6 brought along but also that our staff. And there's a lot
7 of knowledge that exists within -- the staff has been
8 implementing one of those models for a very long time. So
9 we have during -- between November and February, we will
10 continue to do community partnership feedback sessions.
11 And in fact, as Jenny mentioned, there were two just this
12 week, along with our design session, and then the board
13 presentation. So we're very serious about making sure
14 that key stakeholders, the board being a key stakeholder,
15 is brought along in this process.

16 Our intention is to bring a design recommendation
17 to the program and planning committee meeting -- program
18 and planning committee in January with costs and
19 implementation considerations presented to the February
20 program and planning committee. And our gold star will be
21 if the board endorses the design framework and
22 implementation steps by March of 2017.

23 So I want to end with this picture. I realize
24 every presentation I do I never put any pictures of
25 babies. That's because mine is 21 now. But he was a

1 baby. So the first picture is him. He must have been
2 between one and two years old. And the second picture is
3 on my wedding day. He walked me down the aisle. He's 21
4 now. And I -- I saw this quote from John F. Kennedy that
5 children are our world's most valuable resource and its
6 best hope for the future.

7 What we do matters. It really, really matters.
8 And it's not to say that the work that we've done up to
9 this point hasn't mattered. It has. But there are
10 children who are now six, seven, eight years old from the
11 time that we started Best Start. So the decisions that we
12 make right now are going to have an impact on kids that
13 some day will be 21, 22, and so on.

14 So now I'd like to open it up for questions.

15 SUPERVISOR KUEHL: Thank you, Antoinette. That
16 was a really, really good presentation. It was engaging.
17 It was informative. It led us from one point to the
18 other.

19 Thank you, too, Jenny. It was a little more
20 esoteric I think for us to grasp in terms of the work that
21 you do, but that's good. That's why we have to hire
22 people to do that work.

23 Duane.

24 COMMISSIONER DENNIS: Antoinette, you said
25 something earlier in your presentation with regards to

1 cost. And I think what you stated as a fact could have
2 been an assumption. You said that, when we dealt with
3 metro, we knew it -- it's a million dollars a year because
4 we know the contract. And so you also stated that that's
5 probably was one of the more expensive propositions that
6 we could possibly take.

7 And my question is, do we know the alternative is
8 less expensive because I don't know. I mean, you would
9 have to literally do a time analysis of all the staff time
10 we put into those individual organizations and then you
11 would have to do hourly wage the amount of time that you
12 put in, the amount of time that Kim puts in, the amount of
13 time that Rafael puts in. So if you do the aggregate of
14 that, I'm not sure if we know that one is more or less
15 expensive than the other. I thinks there is an assumption
16 because we have this contract that one is less but I don't
17 know because we have never done what would be required to
18 understand how much support we actually give those other
19 -- other organizations. And I don't know if that's
20 important as far as where we're trying to go, but -- but I
21 think my point is, we just don't know how expensive it has
22 been over the last seven years to do it from a First 5,
23 you know, focus and centered around doing not only the,
24 you know, facilitation, getting the child care, you know,
25 taking people to meetings. But the hours and hours of

1 staff time and, you know -- and really doing analysis of
2 those hours.

3 MS. ANDREWS: And we have begun to do that
4 analysis and -- because we do believe that it is important
5 to know that.

6 COMMISSIONER DENNIS: I didn't know, but I just
7 suggested. I mean it sounds like it's important, but I
8 don't know. It's a lot of money.

9 MS. ANDREWS: Yes. Exactly. As I mentioned for
10 the February program and planning committee, we want to
11 present those costs because the board should know what are
12 we spending. So, yes, there is a contract for Para Los
13 Ninos and then we have to factor staff time and anything
14 else that we do on top of that. And then we also have to
15 look at what are we spending on supporting the 13
16 communities in terms of staff time.

17 So we have been working with our finance
18 department on that. They've given us some -- a few months
19 ago, they have given us some costs associated with that
20 that I will not share at this time because I think it's
21 incomplete data. But what I know for sure is that the
22 amount of the Para Los Ninos contract, but we -- the staff
23 will take some time to actually do that type of cost
24 analysis and present it to the board.

25 SUPERVISOR KUEHL: We have -- before I call on

1 other board members, we have two requests for public
2 comment and I think they'll inform our discussion on the
3 board. So with your permission, Antoinette, let me call
4 up Jen Rawls from Para Los Ninos. Welcome.

5 SPEAKER: Thank you.

6 SUPERVISOR KUEHL: And, Sam, you're next. Sam Ju.

7 SPEAKER: My two minutes starts now. Hi, I'm Jen
8 Rawls. I'm the director of outcomes and community impact
9 at Para Los Ninos. And we've put together a packet of
10 data for you today. We've been really excited in metro to
11 share with you not only the successful data but some of
12 the roadblocks that we've experienced over the past seven
13 years as the pilot agency. And so we thought today's the
14 day to share the data, not knowing how much detail
15 Antoinette would share. So this is a really nice
16 coupling.

17 The data points that we chose to include today
18 reflect First 5's vision of what supportive communities
19 look like. So what you have in front of you, I'll explain
20 a little bit just because I know it's a little bit
21 decontextualized.

22 You have the Best Start metro LA decision making
23 and governance structure, and that reflects strong
24 community leadership and collaboration. That point that
25 Antoinette made about what goes into a supportive

1 community. You have Best Start LA attendance data. That
2 represents strong social networks. This is our first
3 attempt to analyze attendance data because it's not the
4 sexiest things that people love to see but attendance data
5 speaks to engagement and retention and people continuing
6 to come to meetings even when they're not getting paid and
7 continuing to galvanize around the movements that they're
8 creating.

9 You have what I'm calling the protective factors
10 bubble sheet. It's the yellow sheet that really looks at
11 protective factors data based on a survey that we created
12 with the community partnership, with parents. We have an
13 evaluation work group that's made up of parents from our
14 different neighborhood leadership groups and we developed
15 with them a survey. They analyzed the data. They decided
16 what the visuals should look like to present the data.
17 They've been presenting what protective factors data looks
18 like at a community level.

19 I know -- I'm not even going to tell you the
20 others because I just have to say one more thing about
21 this protective factors. Not only are the results
22 important, but it's a huge power shift in the way we do
23 evaluation. As funders and agencies and someone who's
24 been in evaluation and justice for years, we come in and
25 we evaluate what a community needs. We tell them what

1 they need based on the data of the surveys we create and
2 then we put in programs. This is a total shift. This is
3 the community asking each other, what do you need, where
4 do you go for violence, who do you talk to in times of
5 need, and sharing the data.

6 We're going to launch into some other evaluation
7 efforts where they're really going to get to see the
8 demographic profiles of their community and access the
9 right services.

10 So all this to say, we have a lot to show for the
11 small \$1 million investment per year and we hope that you
12 continue to collaborate with us and we can partner with
13 you as you move into this realignment strategy.

14 SUPERVISOR KUEHL: Thank you very much.

15 SPEAKER: Thank you.

16 SUPERVISOR KUEHL: And thank you for the printed
17 material, too. It's really interesting and important. I
18 like the different ways that you've shown us the data as
19 well. Very helpful.

20 SPEAKER: Great. Thank you.

21 SUPERVISOR KUEHL: Sam.

22 SPEAKER: Good afternoon, commissioners. Thank
23 you for the opportunity to speak in front of you.

24 My name is Sam Ju. I'm with the Koreatown Youth
25 and Community Center, but I'm also part of the Best Start

1 metro partnership for the past seven years. So it's been
2 a tremendous experience for me to be involved with this
3 group of parents, and an extensive learning experience for
4 me as well.

5 And metro is very intense and we do ask a lot of
6 our parents. On the average I think our parents spend
7 about 30 hours a month in either trainings or activities
8 or advocacy efforts. And there's a lot of coaching that
9 goes behind that with the promotoras. That's why the
10 model has been so effective for the community of metro LA.

11 But one thing as we move forward in looking at
12 the operations of Best Start communities in LA county, one
13 aspect that I haven't really heard spoke about is the
14 aspect of economics. One thing that we grapple with so
15 often is struggles of our families when it comes with
16 money and finances. And oftentimes many of our parents
17 have to pull out because they have to work or their
18 husbands lost their jobs, they're not able to come to the
19 meetings.

20 So I think when we talk about systems change and
21 working with county departments, one aspect that I would
22 really highly recommend the board look at is employment.
23 How do we investment in these parents in our community.
24 We're talking about, you know, these parents are
25 navigators. They're the ones that other parents go to for

1 resources, where should I go, have you gone to that
2 agency, what are they like, what are the questions they're
3 going to ask me, can they serve me if I'm undocumented.

4 We feel like these parent navigators are going to
5 be the pillars when it comes to identifying resources and
6 connecting folks to resources. And I think there needs to
7 be an employment investment strategy with that. And not
8 only working with DPSS at the county level, but things
9 like organizations, and organizations that receive county
10 funding to encourage them to hire parents from coalitions
11 by giving them additional points with RFPs.

12 So I think there's a lot of strategies we can
13 look at but that's one thing that I just wanted to
14 recommend and, hopefully, we can hear for all of you in
15 the future.

16 Thank you.

17 SUPERVISOR KUEHL: Thank you very much.

18 Back to the board then. I saw some hands.

19 Nancy.

20 COMMISSIONER AU: I think Marlene was first.

21 SUPERVISOR KUEHL: Okay. I'm sorry. Thank you
22 so much.

23 Marlene. I tend to look to my left more than my
24 right.

25 COMMISSIONER ZEPEDA: I know you look over there

1 a lot.

2 SUPERVISOR KUEHL: It's just a lefty thing.

3 COMMISSIONER ZEPEDA: Sorry. I'm editorializing.

4 Antoinette, I have a question. And maybe I
5 missed it in the presentation in your time frame. When
6 you went from the Para Los Ninos as being the primary
7 facilitator of the metro to the First 5 staff being the
8 people that were doing the implementation, what was the
9 rationale for that? Was it a cost rationale?

10 MS. ANDREWS: No, at the time the -- so -- and I
11 just want to pause here and say Barbara Dubransky is in
12 the audience. She was around during that time. So if
13 there's anything I can't answer --

14 MS. BELSHE: Barb is in the building.

15 MS. ANDREWS: -- she'll be here. But I think the
16 issue was really around is a -- is an RFP process the most
17 effective way to support communities in developing a
18 collaborative process for shared decision making. And so
19 the -- when we launched metro LA, we went out with, here's
20 our model, here's an RFP. And in that -- you know,
21 there's competition that happens. With the other 13 we
22 started with the collaborative process first and the
23 thought at that time was that there would be fiscal agents
24 that would serve sort of as that neutral party for
25 communities and they would also provide a logistical

1 support. There was a decision in 2011 that instead of
2 fiscal agents doing that, that it would be First 5 LA
3 staff that would do that.

4 So, Barb, did I get that right? Okay.

5 COMMISSIONER ZEPEDA: And by fiscal agent, what
6 are you referring to exactly?

7 MS. ANDREWS: So it would be --

8 COMMISSIONER ZEPEDA: A community based
9 organization or -- I'm not clear. What do you mean?

10 MS. ANDREWS: Well, I don't -- so I think what
11 was envisioned is that it could be a community partners
12 type of an agency or it could be a community based
13 organization, but the -- the intent was to issue an RFP
14 for a fiscal entity so that we would get applications and
15 proposals from organizations that felt that they could
16 fulfill that particular function.

17 COMMISSIONER ZEPEDA: One of my concerns is the
18 whole issue of sustainability in these very high-risk
19 communities, communities actually that are changing over
20 time -- even metro is changing -- and their ability to
21 continue once First 5 leaves. And I think that's their
22 anxiety I would assume. And I would also think that
23 different communities have different stages of readiness
24 to take this on.

25 You did mention, for example, that you thought --

1 you said in your presentation that each of these
2 communities have a community-based organization that could
3 take it on. Is that correct?

4 MS. ANDREWS: Yes.

5 COMMISSIONER ZEPEDA: Okay. Because that's what
6 would be one of my concerns is that, after all of this
7 investment and getting people's hopes up and mobilization
8 and all that, that they would not necessarily have the
9 capability to forward. And one of my criticisms has
10 always been of this whole sustainability issue that's put
11 forth by funders is that many of these communities -- here
12 in Southern California, we don't -- and I know that we're
13 working with public-private partnerships to a large
14 degree, but there's not a lot of funding streams for this
15 kind of activity.

16 And so I mean, we can go looking for some of the
17 funding streams, but I -- I'm -- I just feel like there is
18 an ethical and moral obligation to these communities that
19 we have invested in over time to really make sure that --
20 to the best of our ability, that there is some ability to
21 go forward past First 5 pulling back.

22 So I'm -- I'm anxious about that.

23 MS. ANDREWS: Yes. And thank you for your
24 comments because it's also connected to what Commissioner
25 Dennis was asking about cost and whether, you know, what

1 we're doing in the 13 communities is just as costly as
2 metro LA. We're not -- we need to do that analysis.

3 But the larger question is, if we were to
4 determine that the costs were the same across both models,
5 then I think we have this question of, but is it the right
6 thing to do within communities because we have to think
7 about sustainability. So we don't want to, you know,
8 raise hopes and get people mobilized and a lot of great
9 work is happening and then we say, but the grant is ending
10 on such-and-such a date. So those are the things that we
11 are taking into consideration as we move forward.

12 The other thing that -- so my response to, are
13 their organizations. So we did issue a request for
14 information to ensure that we had the answer to that
15 question. And so there are organizations that responded
16 that said that they could take on key functions of the
17 partnerships. At the same time, we went back in time,
18 back to 2008, 2009 when the staff went through a process
19 of selecting 14 Best Start communities. And one of the
20 things they looked at was, does capacity exist. And there
21 were some communities where there's high capacity, some
22 where there's medium, and some where there is low.

23 So we want to take a look at that information as
24 well and factor that into our decisions.

25 SUPERVISOR KUEHL: Nancy.

1 COMMISSIONER AU: This is an important juncture
2 in terms of the -- the continued implementation of Best
3 Start. And I guess I'm always at a point of reflecting
4 back to the original planning process that I was involved
5 in. And at that time, it was really more of a concept and
6 a more of a vision that the commissioners had that -- and
7 we started with what would an ideal community look like
8 that was supporting children so that they would have the
9 most optimum possibility of becoming really worthwhile and
10 productive adults down the road.

11 And I believe that the original intent was to --
12 and this is why we had the pilot, was for us to
13 essentially experience what it would be like to engage in
14 a community place-based approach and work in partnership
15 with families and -- and really engage in a productive
16 relationship and partnerships so then we could jointly
17 look at that question of how best could Los Angeles county
18 support them. And then to be able to sort of with -- with
19 excitement and -- and -- and enthusiasm -- and this is
20 where Best Start came about. We went about branding this
21 effort and calling it Best Start. And in my -- my
22 particular way of fantasizing the ultimate was to be able
23 at that say, let's create Best Start communities all
24 across LA county. So we would be able to utilize what was
25 happening with the Good Housekeeping seal of approval that

1 we would not just have the original five community -- it
2 really did start with five, but we would actually have all
3 of the communities within LA county be branded with First
4 5 LA's Best Start community. It would be west start
5 community metro, Best Start community Culver City,
6 Inglewood, south -- West Adams, El Monte, and so on and so
7 forth.

8 So I guess if we look -- and I'm listening to
9 you. If we look just at the 14 communities and we're
10 asking the question about sustainability and funding and
11 cost, it's a really limited vision. I truly want to
12 challenge us to see it beyond that because all communities
13 in LA county deserve the same. I mean, every child that's
14 born here deserves the same in terms of having a system
15 that is intentionally saying, we're committed to you to
16 provide you with the most optimum opportunity to be able
17 to fulfill your future in whatever that may mean.

18 So the -- but the reality is that we're dealing
19 with a fiscal picture here. So to me, the question
20 becomes even broader when we talk with sustainability. We
21 -- I -- the challenge here is that we can't just look at
22 this 14 communities. In my mind, I think we need to look
23 broader. And this is where I think the role of First 5 LA
24 really plays a pivotal role.

25 As we pivot into becoming a system change agent

1 and engage in policy work, our ability to create this
2 broader community of Best Starts within LA county is more
3 feasible in my perspective. And -- and that's why it's
4 exciting for me that we are making this change. Best
5 Start for me becomes an important component in our ability
6 to do this work.

7 We -- when we talk about what would happen when
8 we make this change and First 5 LA is no longer being that
9 -- that entity that is intentionally making certain that
10 these communities are -- are -- are truly being supported
11 in the way they need to be supported, I have a concern.
12 I -- and truly the community then can begin talking about
13 abandonment. I don't think we have the luxury to do that.
14 I think part of our effectiveness in being able to be that
15 significant teaching, learning, and advocacy organization
16 to make policy as well as system change requires our
17 presence in the community as the way -- as we envision it.

18 And that's why, even if we do the cost analysis,
19 and I -- I think that it is going to cost. There's no --
20 I'm -- I don't operate in fantasy there. But we may need
21 to make a commitment to fund this work with whatever
22 revenue we are going -- because it's not going to
23 disappear. We are still going to be able to generate some
24 significant ongoing revenue. But the question becomes how
25 we're going to then utilize that revenue. So I -- I'm

1 very emotional about it because I'm -- it's been an
2 investment from the -- from the start of my role here on
3 -- on the commission to see that First 5 LA really does
4 have a significant presence in really making the
5 improvement that needs to be made so that all children are
6 being supported in a way they need to be supported.

7 SUPERVISOR KUEHL: Thank you.

8 COMMISSIONER AU: So anyway, the question still
9 remains, how can we do this.

10 MS. ANDREWS: And yes. And so thank you for
11 that.

12 One thing is that is maybe a little challenging
13 to explain but is necessary is that, when we talk about
14 alignment, we're talking about really looking at the
15 ultimate vision that we have for children, looking at --
16 from a Best Start context, looking at what it takes to
17 then create communities that are supportive of families.
18 So I want to go back to the -- one of the beginning slides
19 here. This one, here.

20 What we're talking about today is the community
21 and community leadership and collaboration portion of
22 this. And so we are in agreement with what you're saying
23 in terms of a broader vision about how First 5 LA
24 interacts with within communities, the impact that we as
25 an agency have within communities, and our responsibility

1 and role as an advocate, as a convener, as a catalyst.
2 The issue at hand today is that our an staff energy has
3 been on the operational aspects of these entities --
4 they're not legal entities -- that we call community
5 partnerships. So what we're trying to do is shift those
6 operational supports to community organizations so that
7 then we can better fulfill the roles in order to achieve
8 exactly what it is that you are referring to.

9 So when we think about as an example the Building
10 Stronger Families grants that the board has approved.
11 These will be projects in communities if we are not
12 intentional about seeing them as demonstration projects
13 for how the county -- how First 5 LA, how other entities
14 may interact with families, and how we can advance certain
15 work moving forward so that we can get to a place where
16 communities truly do support families to succeed.

17 So when we think about the -- the branding, to
18 your point about that, it has to be a brand that's owned
19 by multiple people. And right now, it's a brand that's
20 owned by First 5 LA. So we want to shift from being the
21 driver of this to being a true partner and a catalyst and
22 convener and, you know, advocate for children and families
23 within communities. So that's something that we are
24 looking at.

25 So it's really not a narrow view although this

1 presentation was about a very specific thing that we need
2 to address. The overall point is, we need to take a look
3 at how we're implementing Best Start and will -- is the
4 way that we're implementing it right now going to lead us
5 to the kinds of change that you're speaking to and that
6 the board really envisioned back in 2009.

7 The other issue is in terms of our presence
8 within the communities. Again, the majority of staff time
9 is spent with the community partnerships. But we'd like
10 to see the staff at the county tables and at the -- the
11 tables where, for example, we have several promised
12 neighborhoods and promise zones in the LA area. But
13 they're not talking about zero to five issues. Yet,
14 they're going to make decisions about what happens in
15 communities like our Best Start communities. So we need
16 to be present in a different kind of way within the
17 communities. And that is the -- what we're trying to get
18 to.

19 SUPERVISOR KUEHL: Thank you. Judy.

20 COMMISSIONER ABDO: I won't take very much time
21 on this. But it seems to me that the word sustainability
22 is -- is important in all of this, but could be broken
23 down into something that's a little more understandable.
24 So sustainability to some people means funding or money.
25 And I think it is important to know how much money we've

1 been spending and how much money is actually needed. But
2 sustainability to me really goes to the -- what is each
3 community doing and where are they along a pathway to
4 being almost self-sufficient. We know they're not
5 self-sufficient and we know that what we do is fund. But
6 how -- how can we strategically fund so that the outcome
7 is that they are less dependent on us. And that's very
8 tricky because it's easy to become dependent on funding.

9 So I hope as you're looking at this, each
10 community's going to have a different set of needs and a
11 different set of skills within it and different
12 organizations within them. But let's look at we want to
13 see as finally they take -- they take the possession of
14 their own organizations.

15 SUPERVISOR KUEHL: Duane.

16 COMMISSIONER DENNIS: Yeah, I want to build off
17 of that, Judy. And I think Marlene pointed to it earlier
18 because so often the discussion of sustainability talks
19 about dollars. And I really believe that part of the
20 discussion is around how do we sustain capacity because,
21 once you develop and build capacity, then communities are
22 able to do a lot more independently for longer periods of
23 time.

24 So I don't think we should restrict the
25 conversation around sustainability to dollars at the time.

1 I mean, because right now I think we're putting a lot of
2 dollars into building capacity. And the hope is that
3 communities will be more independent.

4 Secondly, I think that the trajectory around
5 getting other partners is a right step. You know, we --
6 we at First 5 should not be the only, you know, partner in
7 these endeavors and we should help communities to seek out
8 other partners, be they financial partners or
9 municipalities or whatever have you, school districts,
10 whatever have you.

11 Then, lastly, this issue around the Par Los Ninos
12 versus what First 5 does, it doesn't necessarily have to
13 be an either/or because, you know, in the early childhood
14 arenas there is a shared services type of thinking going
15 on that, when you look at some of the back office type of,
16 you know, functions; i.e., finance, you know, getting
17 food, you're facilitating meeting. You don't need a Para
18 Los Ninos to do that. They need to be doing the
19 connections with the community partners. You could have a
20 single entity that has responsibility for a lot of that
21 back office stuff.

22 So it may not be either/or. And I think we need
23 to think a little, you know, out of the box when we think
24 about how to move forward.

25 And so those would be my thoughts as we continue

1 forward.

2 SUPERVISOR KUEHL: Cindy.

3 COMMISSIONER HARDING: I'm going to be really
4 quick. I just want to say first of all what a thoughtful
5 presentation you put together. I really want to commend
6 you on this very, very well put together. And it helps us
7 to think about all the issue as this move forwards. As
8 you can see, it's provoked a lot of thinking among
9 different members on the commission because we care so
10 much about this initiative. And we care what it looks
11 like as it moves forward. So I really appreciate the
12 thoughtfulness and the way you've demonstrated the kind of
13 learning that's gone on among the staff and the way you're
14 bringing that learning to us as the board. I really
15 appreciate that.

16 I want to do a quick shout out to Best Start
17 metro LA. Fabulous data. This is really, really helpful
18 to have to give us a sense of what we can learn from one
19 of the communities. And I really appreciate that.

20 I just want to agree with both Judy and Duane.
21 We need to look at all kinds of models. Because we're
22 pioneers in this work right now. And we're learning from
23 two models. There may be a third or a fourth or a hybrid
24 or something else. And just encourage you to help us with
25 that learning as we go forward because, again, we really

1 care about this community -- supported community involved
2 and what's the best way to do it. And I appreciate the --
3 the struggle that's going on about, well, how do we make
4 -- you know, how do we help these communities to be less
5 dependent on us, First 5 LA, but how do we continue to
6 support them in meaningful and important ways, whether
7 it's resources or staff or connection or whatever.

8 So thanks again. Great work.

9 SUPERVISOR KUEHL: Thank you.

10 Change is hard. And it's interesting we talk a
11 lot about parents. And really what we're talking about
12 here is parenting: When do you let go. How do you
13 prepare someone to let go. How much do you let go. Do
14 you say, I'm never giving you another dime in your life.
15 And, I mean, I think everyone is sort of looking at
16 absolutes and we're not looking at the moment at absolutes
17 is what I got from the presentation. Because I can help
18 you go to college. I probably shouldn't let you live in
19 my house until you're 40. You know, I mean there are
20 moments. And in each our communities I think we will see
21 some differences because maybe we'll want a countywide
22 fiscal agent but more local approach to the other aspects
23 that -- you know, that you named in your presentation.

24 If it was divisive to do an RFP before we had the
25 collaborative groups, might it not be just as divisive to

1 do an RFP even though everybody's collaborating because
2 now I'm going collaborating, but you're going to choose
3 one of us. I think we'll think about that.

4 To Nancy's point about why are we -- we don't
5 have to stick with these 14. Maybe we want there to be
6 30. And I think that it may be that First 5 will think
7 about new Best Start communities and they will need us in
8 the way that the startups needed us. We don't know. So
9 it may be that we might be running this on different
10 tracks. But I think the aim that you have about the end
11 of 2017 is really about the 14. But it doesn't in my
12 opinion preclude further discussions later on or parallel
13 tracks just as we have with the different children in our
14 family. You know, one is ready to go. You've got the 21
15 year old off. The eight-year old ain't ready to go yet.

16 And I really do think of it in a way like
17 parenting because what we're doing is like that. And you
18 -- and all of our discussion is about not letting go but
19 how to allow greater maturation in the groups that we've
20 been essentially parenting.

21 Sam's notion about employment of people in the
22 community to do the work that we've been doing or that we
23 are asking the community, can you take this on, leadership
24 development, or any kind of this work, I love that. In
25 the county we're encouraging our departments to look at

1 our own clients for entry level jobs training and hiring.
2 And not only our clients, but those coming out of jail
3 and, you know, homeless, whoever.

4 So I think -- I always see, you know, yes and
5 more possibilities, not one size fits all. I didn't hear
6 you ever say one size fits all. I think Kim has said the
7 same thing. So thank you very, very much for the
8 presentation and for the work.

9 Kim, did you want to add anything to this? No.

10 All right. We have no other requests for public
11 comment. Thanks to Antoinette. Thanks to Jenny. And I
12 will -- I don't believe we have a December meeting. So
13 let me wish you a wonderful Thanksgiving, an
14 extraordinarily joyful holiday season, and a happy new
15 year. And I'll see you next year.

16 COMMISSIONER ZEPEDA: I got a flash from my
17 public safety from the university a little while ago. The
18 10 freeway is closed in both directions by Eastern and
19 College Way over by the university. And I haven't gotten
20 an update, so you might want to check.

21 SUPERVISOR KUEHL: The 10 is closed going both
22 ways, but only around where?

23 COMMISSIONER ZEPEDA: Eastern by Cal State LA.

24 SUPERVISOR KUEHL: Okay. So not west of
25 downtown, but east of downtown.

1 COMMISSIONER ZEPEDA: Yeah. East of downtown.

2 SUPERVISOR KUEHL: Thank you.

3 Any other public service announcements? All
4 right. Happy new year. See you next year.
5 Stop.

6 (At 4:34 p.m. the meeting was adjourned.)

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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 22nd day of November, 2016.

CERTIFIED SHORTHAND REPORTER
FOR THE STATE OF CALIFORNIA

FIRST 5 LA

SUBJECT:

Monthly Financial Reports

RECOMMENDATION:

Approval of the monthly financial statements for the months ending October 31, 2016 and November 30, 2016.

BACKGROUND:

Staff provides monthly financial reports for the Commission's review and approval to ensure transparency of the financial status of First 5 LA.

DISCUSSION:

October 31, 2016

First 5 LA began the month with a cash balance of \$452.6 million. During the month of October 2016, we received \$15.0 million in revenues (July and August revenues). We had \$3.7 million in program expenditures, \$536,197 in pass-through expenditures and \$1.5 million in operating expenditures. As a result, First 5 LA ended the month with a cash balance of \$461.9 million.

November 30, 2016

First 5 LA began the month with a cash balance of \$461.9 million. During the month of November 2016, we received \$9.2 million in revenues (September revenues). We had \$8.9 million in program expenditures, \$535,991 in pass-through expenditures and \$1.4 million in operating expenditures. As a result, First 5 LA ended the month with a cash balance of \$460.4 million.

This report includes detailed financial information for the months ending October 31, 2016 and November 30, 2016. The financial statements are unaudited and reported as a "soft close." All materials in this packet and check registers are available online. Statements in this report include the following:

- Revenue and Expense Statement: Summarizes financial statements to highlight the starting cash balance, revenues received, program and operating expenses, and the ending cash balance for the month.
- Balance Sheet: Provides a "snapshot" view of the Commission's assets, liabilities and fund balance as of October 31, 2016 and November 30, 2016.
- Detailed operating and program expenditures: Shows expenses against the FY 2016-17 Budget approved on June 09, 2016, concluding with a report of expenditures related to programs functioning as pass-through agreements.

Los Angeles County Children and Family First -
Proposition 10 Commission (aka) First 5 LA
Revenue and Expense Statement
October 31, 2016, Unaudited

	REVENUES AND EXPENDITURES	
Cash Balance as of September 30, 2016	\$ 452,637,657	
Revenue		
Monthly State Allotments	\$ 14,752,140	(1)
State Commission Matching Grant - Cares Program	-	
Medi-Cal Administrative Activities (MAA)	-	
State Commission - Other Program Funds	-	
Interest Income - Unreserved	278,086	
Investment Income - Other	-	
Rental Revenue - La Petite	9,363	
Partnerships for Families (PFF) - LA County Dept. of Children and Family Services (DCFS)	-	
ECE-LA County IMPACT	-	
Total Revenue	\$ 15,039,590	
Expenses		
Program Budget (Attachment A)		
2015-2020 Strategic Plan: Focusing For The Future	\$ 2,151,812	
Legacy Investments	1,341,445	
Research and Evaluation	220,120	
Total Initiative/Program Expenses	\$ 3,713,376	
Pass-Through (Attachment B)		
Medi-Cal Administrative Activities (MAA)	\$ -	
Partnerships for Families (PFF) - LA County Dept. of Children and Family Services (DCFS)	536,197	
Total Pass-Through Expenses	\$ 536,197	
Operation and Administration (Attachment C)		
Personnel	\$ 1,155,189	
General Operating	104,211	
Professional Services	111,284	
Consultant Services	77,680	
Travel & Meetings	25,932	
Capital Improvements	1,999	
Total Operation and Administration	\$ 1,476,295	
Total Expenses	\$ 5,725,868	
Variance (Revenue - Expenses)	\$ 9,313,721	
Cash Balance as of October 31, 2016	\$ 461,951,378	(2)

NOTE:

- 1) Tobacco Tax Revenue for July and August 2016.
- 2) Cash Balance excludes fixed assets and liabilities.

**LOS ANGELES COUNTY CHILDREN AND FAMILY FIRST - PROPOSITION 10 COMMISSION (AKA FIRST 5 LA)
PROGRAM EXPENDITURES BY FY 2016-17 BUDGET
OCTOBER 31, 2016, UNAUDITED**

INITIATIVE/PROGRAM	FY 2016-17 BUDGET*	OCTOBER EXPENDITURES	FISCAL YTD EXPENDITURES	BALANCE REMAINING
2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE				
Strategic Plan Priority Outcome Areas				
Families	38,081,000	1,401,447	3,037,273	35,043,727
Communities	18,883,000	422,537	1,245,335	17,637,665
Early Care & Education Systems	24,199,000	63,042	196,086	24,002,914
Health-Related Systems	2,421,000	2,000	73,035	2,347,965
Strategic Plan Investment Areas & Support Costs				
Policy Agenda/Advocacy	2,442,000	217,812	224,986	2,217,014
Communications & Marketing	5,345,000	44,974	95,377	5,249,623
Communications - Conference Funding	300,000	-	-	300,000
Subtotal 2015-2020 Strategic Plan	91,671,000	2,151,812	4,872,092	86,798,908
LEGACY INVESTMENTS				
At-Risk Fathers Investment	299,000	-	-	299,000
Baby Friendly Hospitals	918,000	28,313	28,313	889,687
Black Infant Health	2,203,000	43,406	43,406	2,159,594
Children's Dental Care	8,908,000	362,869	607,593	8,300,407
Children's Vision Care	1,333,000	-	26,651	1,306,350
Early Identification and Intervention - Autism and other Developmental Delays	908,000	81,777	156,327	751,673
Healthy Food Access	1,174,000	90,469	183,089	990,911
Healthy Kids	373,000	42,763	208,206	164,794
Information Resource and Referral	1,260,000	-	98,934	1,161,066
Little by Little/One Step Ahead	3,312,000	-	-	3,312,000
Oral Health & Nutrition - Dental Home	890,000	-	-	890,000
Parent Child Interaction Therapy	3,590,000	-	-	3,590,000
Policy Advocacy Fund	1,263,000	40,864	117,890	1,145,110
Reducing Childhood Obesity	5,133,000	-	-	5,133,000
Resource Mobilization - ECE	800,000	-	-	800,000
Resource Mobilization - Funder Partnership	75,000	-	-	75,000
Resource Mobilization - Health	326,000	-	7,924	318,076
Resource Mobilization - Organizational Capacity Building	125,000	7,061	7,061	117,939
Resource Mobilization - Project Development	250,000	-	-	250,000
Universal Assessment of Newborns	8,451,000	608,770	1,341,984	7,109,016
Workforce Development	555,000	35,152	35,152	519,848
Subtotal Legacy Investments	42,146,000	1,341,445	2,862,530	39,283,470
RESEARCH AND EVALUATION				
Data Development and Integration	861,000	57,786	137,225	723,775
Data Partnership with Funders	900,000	162,334	162,334	737,666
Program Evaluation	4,707,000	-	80,289	4,626,711
Subtotal Research and Evaluation	6,468,000	220,120	379,847	6,088,153
TOTAL	140,285,000	3,713,376	8,114,469	132,170,531

* The FY 2016-17 Program Budget was approved by the Board of Commissioners on June 09, 2016.

NOTES -PROGRAM EXPENDITURES BY FY 2016-17 BUDGET:

Journal entries for FY 2015-16 accrued expenses were reversed in July 2016. The amounts reported are the actual program expenditures for October 2016.

LOS ANGELES COUNTY CHILDREN AND FAMILY FIRST - PROPOSITION 10 COMMISSION (AKA FIRST 5 LA)
 EXPENDITURES - PASS-THROUGH
 OCTOBER 31 2016, UNAUDITED

Attachment B

INITIATIVE/PROGRAM - PASS-THROUGH	OCTOBER EXPENDITURES	YEAR TO DATE EXPENDITURES
Medi-Cal Administrative Activities (MAA) - LA County Charges	-	-
Medi-Cal Administrative Activities (MAA) - Participation Payment	-	-
Partnerships For Families - LA County Department of Children and Family Services (DCFS)	536,197	1,501,071
TOTAL	536,197	1,501,071

**Los Angeles County Children and Family First -
Proposition 10 Commission (aka) First 5 LA
Operating & Administrative Budget Update
October 31, 2016, Unaudited**

OPERATION AND ADMINISTRATION EXPENSE	OCTOBER ACTUAL	FISCAL YTD ACTUAL	FY 2016-17 BUDGET	FISCAL YTD VARIANCE
Personnel Services				
Salaries & Wages	905,584	3,785,377	13,178,557	9,393,180
Fringe Benefits	249,605	1,125,511	3,909,538	2,784,027
Total Personnel Services	1,155,189	4,910,889	17,088,095	12,177,206
General Operating Expenses				
ADP Payroll Charges	2,488	9,606	31,000	21,394
Workers Compensation Insurance	-	76,103	100,000	23,897
Corporate Insurance	29,797	29,797	76,000	46,203
Mileage Expense	4,603	11,341	64,450	53,109
Telephones & Modems	3,306	14,785	35,000	20,215
Printing	2,857	4,630	18,750	14,120
Postage & Delivery	1,100	4,400	13,300	8,900
Office Supplies	5,434	21,432	80,640	59,208
Subscriptions & Publication	30	254	10,060	9,806
Equipment Rental	9,437	33,664	118,200	84,536
Repair & Maintenance - Furniture & Fixtures	15,068	62,472	180,000	117,528
Repair & Maintenance - Equipment	200	269	26,000	25,731
Rents & Lease - Offsite Storage	525	12,223	19,700	7,477
Los Angeles County Overhead	(5,842)	6,096	27,000	20,904
Contingency	13,000	23,000	75,000	52,000
Facilities & Other Supplies	67	3,466	12,150	8,684
Utilities	13,028	60,083	165,000	104,917
Educational Supplies	192	204	1,450	1,246
Cell Phones	3,390	14,677	51,240	36,564
Hardware & Software Maintenance	5,531	31,219	220,600	189,381
Total General Operating Expenses	104,211	419,721	1,325,540	905,820
Professional Services				
Audit and Accounting Fees	25,000	25,000	70,000	45,000
Legal Fees	7,965	18,272	175,000	156,728
Membership Dues	288	21,553	85,052	63,499
Professional Development	4,842	11,737	266,000	254,263
Professional Dues First 5 Association	70,000	70,000	70,000	-
Staff Recruitment	199	1,439	25,000	23,561
Commission Stipends	1,500	4,500	34,000	29,500
Human Resources Related Costs	1,491	12,502	78,000	65,498
Total Professional Services	111,284	165,003	803,052	638,049
Consultant Services				
Consultant Fees	55,108	187,473	1,208,000	1,020,528
Other Professional Fees	21,072	87,583	276,950	189,367
External Reviewers	1,500	1,500	8,000	6,500
Total Consultant Services	77,680	276,556	1,492,950	1,216,395
Travel & Meeting Expenses				
Conferences - Travel & Lodging	7,475	18,665	89,492	70,827
Conference - Registration Fees	3,234	25,383	119,285	93,902
Local Meeting Expenses	5,152	12,392	71,700	59,308
Lodging	7,848	17,906	98,726	80,820
Per Diem	2,224	9,781	51,318	41,537
Total Travel & Meeting Expenses	25,932	84,128	430,521	346,393
Capital Improvements				
Capital Outlay (Equipment Purchases)	1,999	1,999	75,000	73,001
Capital Improvements	-	-	20,000	20,000
Total Capital Improvements	1,999	1,999	95,000	93,001
TOTAL OPERATING EXPENSES	1,476,295	5,858,295	21,235,158	15,376,863

NOTES - OPERATING & ADMINISTRATIVE BUDGET UPDATE:

The administrative expenses are within the maximum authorized under the Board policy.

* The FY 2016-17 Operating Budget was approved by the Board of Commissioners on June 09, 2016.

**Los Angeles County Children and Families First -
Proposition 10 Commission
Statement of Net Assets
October 31, 2016 Unaudited**

Assets	
Current Assets:	
Cash	\$ 6,558,253
Cash- Morlin Mgmt Corp	26,950
Investment:	
Operating and Allocated funds	432,205,291
Operating Fund - SRI	-
Advance - LA Care Health Plan	8,046,384
Advance - LAUP	25,320,585
Advance - UCLA Dental Home Project	704,301
Interest Receivable	-
Other Receivables	1,607,374
Total Current Assets	<u>\$ 474,469,138</u>
Fixed Assets:	
Land	\$ 2,039,000
Building & Improvements	12,076,512
Furniture & Fixtures	627,671
Computer, Software & Accessories	1,779,722
Office Equipment	331,033
Accumulated Depreciation	(5,260,912)
Total Fixed Assets	<u>\$ 11,593,026</u>
Total Assets	<u><u>\$ 486,062,164</u></u>
Liabilities and Net Assets	
Current liabilities:	
Other Liabilities	\$ 257,285 (1)
Total Current Liabilities	<u>\$ 257,285</u>
Net Assets:	
Investment in capital assets	\$ 11,593,026
Restricted	474,211,853
Total Net Assets	<u>\$ 485,804,879</u>
Total Liabilities and Net Assets	<u><u>\$ 486,062,164</u></u>

NOTES:

(1) Other Liabilities include accounts payable, security deposit from La Petite Academy and other related liabilities.

Los Angeles County Children and Family First -
Proposition 10 Commission (aka) First 5 LA
Revenue and Expense Statement
November 30, 2016, Unaudited

	REVENUES AND EXPENDITURES	
Cash Balance as of October 31, 2016	\$ 461,951,378	
Revenue		
Monthly State Allotments	\$ 8,038,844	(1)
State Commission Matching Grant - Cares Program	-	
Medi-Cal Administrative Activities (MAA)	43,714	
State Commission - Other Program Funds	-	
Interest Income - Unreserved	469,060	
Investment Income - Other	-	
Rental Revenue - La Petite	12,183	
Partnerships for Families (PFF) - LA County Dept. of Children and Family Services (DCFS)	653,293	
ECE-LA County IMPACT	-	
Total Revenue	\$ 9,217,093	
Expenses		
Program Budget (Attachment A)		
2015-2020 Strategic Plan: Focusing For The Future	\$ 4,969,585	
Legacy Investments	3,586,072	
Research and Evaluation	353,843	
Total Initiative/Program Expenses	\$ 8,909,500	
Pass-Through (Attachment B)		
Medi-Cal Administrative Activities (MAA)	\$ -	
Partnerships for Families (PFF) - LA County Dept. of Children and Family Services (DCFS)	535,991	
Total Pass-Through Expenses	\$ 535,991	
Operation and Administration (Attachment C)		
Personnel	\$ 1,160,489	
General Operating	62,673	
Professional Services	23,691	
Consultant Services	81,933	
Travel & Meetings	32,314	
Capital Improvements	401	
Total Operation and Administration	\$ 1,361,502	
Total Expenses	\$ 10,806,992	
Variance (Revenue - Expenses)	\$ (1,589,899)	
Cash Balance as of November 30, 2016	\$ 460,361,479	(2)

NOTE:

- 1) Tobacco Tax Revenue for September 2016.
- 2) Cash Balance excludes fixed assets and liabilities.

**LOS ANGELES COUNTY CHILDREN AND FAMILY FIRST - PROPOSITION 10 COMMISSION (AKA FIRST 5 LA)
PROGRAM EXPENDITURES BY FY 2016-17 BUDGET
NOVEMBER 30, 2016, UNAUDITED**

INITIATIVE/PROGRAM	FY 2016-17 BUDGET*	NOVEMBER EXPENDITURES	FISCAL YTD EXPENDITURES	BALANCE REMAINING
2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE				
Strategic Plan Priority Outcome Areas				
Families	38,081,000	2,249,608	5,286,881	32,794,119
Communities	18,883,000	2,054,013	3,299,348	15,583,652
Early Care & Education Systems	24,199,000	283,702	479,788	23,719,212
Health-Related Systems	2,421,000	5,410	78,445	2,342,555
Strategic Plan Investment Areas & Support Costs				
Policy Agenda/Advocacy	2,442,000	120,834	345,820	2,096,180
Communications & Marketing	5,345,000	236,568	331,945	5,013,055
Communications - Conference Funding	300,000	19,450	19,450	280,550
Subtotal 2015-2020 Strategic Plan	91,671,000	4,969,585	9,841,677	81,829,323
LEGACY INVESTMENTS				
At-Risk Fathers Investment	299,000	-	-	299,000
Baby Friendly Hospitals	918,000	92,835	121,148	796,852
Black Infant Health	2,203,000	77,080	120,486	2,082,514
Children's Dental Care	8,908,000	953,759	1,561,352	7,346,648
Children's Vision Care	1,333,000	470,859	497,509	835,491
Early Identification and Intervention - Autism and other Developmental Delays	908,000	90,575	246,902	661,098
Healthy Food Access	1,174,000	85,544	268,632	905,368
Healthy Kids	373,000	-	208,206	164,794
Information Resource and Referral	1,260,000	299,588	398,523	861,477
Little by Little/One Step Ahead	3,312,000	-	-	3,312,000
Oral Health & Nutrition - Dental Home	890,000	-	-	890,000
Parent Child Interaction Therapy	3,590,000	131,583	131,583	3,458,417
Policy Advocacy Fund	1,263,000	63,350	181,240	1,081,760
Reducing Childhood Obesity	5,133,000	-	-	5,133,000
Resource Mobilization - ECE	800,000	-	-	800,000
Resource Mobilization - Funder Partnership	75,000	45,000	45,000	30,000
Resource Mobilization - Health	326,000	37,602	45,526	280,474
Resource Mobilization - Organizational Capacity Building	125,000	2,167	9,228	115,772
Resource Mobilization - Project Development	250,000	-	-	250,000
Universal Assessment of Newborns	8,451,000	1,149,288	2,491,272	5,959,728
Workforce Development	555,000	86,843	121,995	433,005
Subtotal Legacy Investments	42,146,000	3,586,072	6,448,602	35,697,398
RESEARCH AND EVALUATION				
Data Development and Integration	861,000	82,485	219,710	641,290
Data Partnership with Funders	900,000	28,164	190,498	709,502
Program Evaluation	4,707,000	243,194	323,483	4,383,517
Subtotal Research and Evaluation	6,468,000	353,843	733,690	5,734,310
TOTAL	140,285,000	8,909,500	17,023,969	123,261,031

* The FY 2016-17 Program Budget was approved by the Board of Commissioners on June 09, 2016.

NOTES -PROGRAM EXPENDITURES BY FY 2016-17 BUDGET:

Journal entries for FY 2015-16 accrued expenses were reversed in July 2016. The amounts reported are the actual program expenditures for November 2016.

LOS ANGELES COUNTY CHILDREN AND FAMILY FIRST - PROPOSITION 10 COMMISSION (AKA FIRST 5 LA)
 EXPENDITURES - PASS-THROUGH
 NOVEMBER 30 2016, UNAUDITED

Attachment B

INITIATIVE/PROGRAM - PASS-THROUGH	NOVEMBER EXPENDITURES	YEAR TO DATE EXPENDITURES
Medi-Cal Administrative Activities (MAA) - LA County Charges	-	-
Medi-Cal Administrative Activities (MAA) - Participation Payment	-	-
Partnerships For Families - LA County Department of Children and Family Services (DCFS)	535,991	2,037,062
TOTAL	535,991	2,037,062

**Los Angeles County Children and Family First -
Proposition 10 Commission (aka) First 5 LA
Operating & Administrative Budget Update
November 30, 2016, Unaudited**

OPERATION AND ADMINISTRATION EXPENSE	NOVEMBER ACTUAL	FISCAL YTD ACTUAL	FY 2016-17 BUDGET	FISCAL YTD VARIANCE
Personnel Services				
Salaries & Wages	905,359	4,690,736	13,178,557	8,487,821
Fringe Benefits	255,131	1,380,642	3,909,538	2,528,896
Total Personnel Services	1,160,489	6,071,378	17,088,095	11,016,717
General Operating Expenses				
ADP Payroll Charges	3,417	13,023	31,000	17,977
Workers Compensation Insurance	-	76,103	100,000	23,897
Corporate Insurance	-	29,797	76,000	46,203
Mileage Expense	5,045	16,386	64,450	48,064
Telephones & Modems	2,213	16,998	35,000	18,002
Printing	-	4,630	18,750	14,120
Postage & Delivery	1,100	5,500	13,300	7,800
Office Supplies	3,725	25,157	80,640	55,483
Subscriptions & Publication	453	707	10,060	9,353
Equipment Rental	8,552	42,217	118,200	75,983
Repair & Maintenance - Furniture & Fixtures	14,448	76,920	180,000	103,080
Repair & Maintenance - Equipment	-	269	26,000	25,731
Rents & Lease - Offsite Storage	525	12,748	19,700	6,952
Los Angeles County Overhead	-	6,096	27,000	20,904
Contingency	-	23,000	75,000	52,000
Facilities & Other Supplies	5,735	9,200	12,150	2,950
Utilities	12,252	72,335	165,000	92,665
Educational Supplies	50	253	1,450	1,197
Cell Phones	2,400	17,077	51,240	34,164
Hardware & Software Maintenance	2,757	33,977	220,600	186,623
Total General Operating Expenses	62,673	482,393	1,325,540	843,147
Professional Services				
Audit and Accounting Fees	10,080	35,080	70,000	34,920
Legal Fees	7,127	25,398	175,000	149,602
Membership Dues	1,180	22,733	85,052	62,319
Professional Development	1,104	12,841	266,000	253,159
Professional Dues First 5 Association	-	70,000	70,000	-
Staff Recruitment	-	1,439	25,000	23,561
Commission Stipends	4,200	8,700	34,000	25,300
Human Resources Related Costs	-	12,502	78,000	65,498
Total Professional Services	23,691	188,694	803,052	614,358
Consultant Services				
Consultant Fees	60,511	247,984	1,208,000	960,016
Other Professional Fees	21,422	109,005	276,950	167,945
External Reviewers	-	1,500	8,000	6,500
Total Consultant Services	81,933	358,489	1,492,950	1,134,461
Travel & Meeting Expenses				
Conferences - Travel & Lodging	7,533	26,198	89,492	63,294
State Prop 10 Commission Activities	989	989	-	(989)
Conference - Registration Fees	6,769	32,152	119,285	87,133
Local Meeting Expenses	6,131	18,523	71,700	53,177
Lodging	5,993	23,899	98,726	74,827
Per Diem	4,899	14,681	51,318	36,637
Total Travel & Meeting Expenses	32,314	116,442	430,521	314,079
Capital Improvements				
Capital Outlay (Equipment Purchases)	401	2,400	75,000	72,600
Capital Improvements	-	-	20,000	20,000
Total Capital Improvements	401	2,400	95,000	92,600
TOTAL OPERATING EXPENSES	1,361,502	7,219,796	21,235,158	14,015,362

NOTES - OPERATING & ADMINISTRATIVE BUDGET UPDATE:

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The administrative expenses are within the maximum authorized under the Board policy.

* The FY 2016-17 Operating Budget was approved by the Board of Commissioners on June 09, 2016.

**Los Angeles County Children and Families First -
Proposition 10 Commission
Statement of Net Assets
November 30, 2016 Unaudited**

Assets		
Current Assets:		
Cash	\$	381,708
Cash- Morlin Mgmt Corp		26,950
Investment:		
Operating and Allocated funds		435,200,927
Operating Fund - SRI		-
Advance - LA Care Health Plan		8,046,384
Advance - LAUP		25,320,585
Advance - UCLA Dental Home Project		776,697
Interest Receivable		-
Other Receivables		1,607,374
Total Current Assets	\$	<u>471,360,625</u>
Fixed Assets:		
Land	\$	2,039,000
Building & Improvements		12,076,512
Furniture & Fixtures		627,671
Computer, Software & Accessories		1,779,722
Office Equipment		331,033
Accumulated Depreciation		(5,260,912)
Total Fixed Assets	\$	<u>11,593,026</u>
Total Assets	\$	<u><u>482,953,651</u></u>
Liabilities and Net Assets		
Current liabilities:		
Other Liabilities	\$	264,315 (1)
Total Current Liabilities	\$	<u>264,315</u>
Net Assets:		
Investment in capital assets	\$	11,593,026
Restricted		471,096,310
Total Net Assets	\$	<u>482,689,336</u>
Total Liabilities and Net Assets	\$	<u><u>482,953,651</u></u>

NOTES:

(1) Other Liabilities include accounts payable, security deposit from La Petite Academy and other related liabilities.

First 5 LA

SUBJECT:
Contracts for approval

RECOMMENDATION:
Approve one new grant agreement, one amendment, one renewal, and eight vendor agreements and authorize staff to complete final execution of the agreements upon approval from the Board.

BACKGROUND:
First 5 LA's approved programmatic budget for FY 2016-17 totals \$140,285,000 and the approved operating budget totals \$21,235,158. Funding for the agreements in Attachment A was included in the budget presented to the Board on May 12, 2016, and approved on June 9, 2016. For contracts that span fiscal years, the estimated spending amount for each fiscal year will be included in First 5 LA's annual budgets for approval. Pursuant to contract terms, if the Commission does not appropriate funds for the contract in future fiscal years, First 5 LA may terminate the contract. Upon approval of the agreement presented below, staff will complete final execution.

There is **one new grant agreement** with Children's Institute, Inc. to provide training, advocate for operational changes and convene fatherhood stakeholders and advocates within Los Angeles County to create systems change for fathers with children prenatal to age five. The primary focus of the project will center on providing training and advocating for administrative changes within the Department of Child and Family Services' (DCFS) Regional Offices so that policies and practices are more inclusive of fathers.

There is **one renewal** with Children's Hospital Los Angeles for retroactive approval to provide technical assistance and developmental screening support to six community-based organizations. In the past year, the Contractor's accomplishments included completing a study showing that the Ages and Stages Questionnaire - Third Edition, alone is not sufficient to identify a child's mental health needs, and obtained and adapted developmental screening and parent education tools in various languages including Japanese, Chinese, Korean and Punjabi. For the remainder of the contract period, the Contractor will work to develop toolkits to support each organization with sustainability and linking foster children to early intervention services while collaborating with DCFS.

There is **one amendment** with Samantha Shahani dba Tulsi Consulting for retroactive approval to extend the contract with additional funds in order to complete the design and execution of the organization transition strategy, develop a detailed workforce transition plan, align business processes and workflow to support alignment, and continue providing consultation during the organization transformation and alignment process. Tulsi Consulting has been supporting First 5 LA's Senior Leadership to lead, design, and coordinate an integrated organizational transformation and change management process to support the implementation of the 2015-2020 Strategic Plan.

There are **eight vendor agreements** to support convenings for Best Start Communities for Child Care and Interpretation/Translation services. In FY 15-16, First 5 LA released a Request for Vendors (RFV) in order to establish a Qualified Vendors List (QVL). The QVL serves as a source of pre-qualified vendors to support community convenings. Once accepted into the QVL, Vendors providing Audio-Visual, Child Care, Interpretation/Translation and Transportation services are required to enter into contractual agreements with First 5 LA. Vendors are issued an Indefinite Delivery, Indefinite Quantity Contract to provide an indefinite quantity of services, during the specified contract period, provided at fixed prices. Staff is seeking approval of the agreements with the vendors listed in

Attachment A in which expenditures are projected to reach up to \$100,000 during the contract period.

DISCUSSION:

Staff seeks the Commission's approval of the agreements summarized in Attachment A.

Attachment A
January 2017

RENEWALS											
DEPARTMENT	INITIATIVE AND PROGRAM	CONTRACT (PROJECT) INFORMATION	BOARD APPROVAL DATE	PROCUREMENT METHOD	PROJECT LENGTH	ESTIMATED TOTAL PROJECT COST	CONTRACT AMOUNT	ANTICIPATED CONTRACT START DATE	ANTICIPATED CONTRACT END DATE	ANTICIPATED PROJECT END DATE	*SATISFACTORY PROGRESS ACHIEVED BY CONTRACTOR?
Program Development	Early Identification and Intervention - Autism and Other Developmental Delays	<p>CHILDREN'S HOSPITAL LOS ANGELES (#08587) The Contractor will continue to provide technical assistance and developmental screening support to six community-based organizations. In the past year, the Contractor's accomplishments included completing a study showing that the Ages and Stages Questionnaire – Third Edition alone is not sufficient to identify a child's mental health needs and obtained and adapted developmental screening and parent education tools in various languages including Japanese, Chinese, Korean and Punjabi. For the remainder of the contract period, the Contractor will work to develop toolkits to support each organization with sustainability and linking foster children to early intervention services while collaborating with DCFS.</p>	3/10/2016	RFQ	4 years, 5 months	\$588,760	\$185,000 Estimated FY 16-17 Spending \$66,666 Impact to FY 17-18 Budget \$118,334	1/16/2017	6/30/2018	6/30/2018	Yes 136

*Satisfactory progress is based on whether contractors and grantees are making or will be expected to make satisfactory progress towards completion in the current agreement by the contract expiration date.

Attachment A
January 2017

AMENDMENTS									
DEPARTMENT	INITIATIVE AND PROGRAM	CONTRACT (PROJECT) INFORMATION	BOARD APPROVAL DATE	PROCUREMENT METHOD	PROJECT LENGTH	CURRENT CONTRACT AMOUNT	AMENDMENT AMOUNT	NEW CONTRACT AMOUNT	*SATISFACTORY PROGRESS ACHIEVED BY CONTRACTOR?
Office of Strategic Planning and Integration (now under Executive)	First 5 LA Operational Activities/ Office of Strategic Planning and Integration	<p><u>SAMANTHA SHAHANI DBA TULSI CONSULTING. (#08824)</u> Amendment for additional funding and contract extension through June 30, 2017. The Contractor works directly with First 5 LA's Senior Leadership Team to lead, design, and coordinate an integrated organizational transformation and change management process to support the implementation of the 2015-2020 Strategic Plan. This includes designing an organization transition strategy, developing a detailed workforce transition plan, validating learning and development needs, managing a transitioning workforce, executing training plans and aligning business processes and workflows. The requested amendment will enable the Contractor to continue providing consultation during the organization transformation and alignment process and address change management issues that arise as a result of the project objectives.</p>	6/9/2016	Solicitation to the Pool	2 years, 5 months	\$793,500	\$147,150	\$940,650	Yes 137

*Satisfactory progress is based on whether contractors and grantees are making or will be expected to make satisfactory progress towards completion in the current agreement by the contract expiration date.

Attachment A
January 2017

BEST START COMMUNITIES VENDOR AGREEMENTS OVER \$75,000						
DEPARTMENT	INITIATIVE AND PROGRAM	CONTRACT (PROJECT) INFORMATION	BOARD APPROVAL DATE	*PROCUREMENT METHOD	CURRENT FY 16-17 EXPENDITURES	ANTICIPATED FY 16-17 TOTAL EXPENDITURES
Best Start Communities	Communities Strategy 1- Shared Vision & Collective Action / Community Partnerships	<u>MY FIRST STEPS MOBILE CHILD CARE (#09024)</u> The Contractor provides childcare services for the 14 Best Start Community Partnerships. The requested amount will provide additional funding for childcare services for Community Partnership members to be able to participate in Best Start-related meetings, trainings, and other convenings. First 5 LA will also utilize the vendor to provide childcare services for First 5 LA-led convenings such as Advisory Council meetings, Learning Communities, etc.	6/9/2016	RFV	\$32,050	\$100,000
Best Start Communities	Communities Strategy 1- Shared Vision & Collective Action / Community Partnerships	<u>YOLANDA COLE GILLIAM DBA GILLIAM FAMILY CHILD CARE (#09081)</u> The Contractor provides childcare services for the 14 Best Start Community Partnerships. The requested amount will provide additional funding for childcare services for Community Partnership members to be able to participate in Best Start-related meetings, trainings, and other convenings. First 5 LA will also utilize the vendor to provide childcare services for First 5 LA-led convenings such as Advisory Council meetings, Learning Communities, etc.	6/9/2016	RFV	\$13,001	\$100,000 ¹³⁸
Best Start Communities	Communities Strategy 1- Shared Vision & Collective Action / Community Partnerships	<u>LOS ANGELES EDUCATION PARTNERSHIP (#09023)</u> The Contractor provides childcare services for the 14 Best Start Community Partnerships. The requested amount will provide additional funding for childcare services for Community Partnership members to be able to participate in Best Start-related meetings, trainings, and other convenings. First 5 LA will also utilize the vendor to provide childcare services for First 5 LA-led convenings such as Advisory Council meetings, Learning Communities, etc.	6/9/2016	RFV	\$25,870	\$100,000
Best Start Communities	Communities Strategy 1- Shared Vision & Collective Action / Community Partnerships	<u>INLINE TRANSLATION SERVICES, INC. (#09094)</u> The Contractor provides interpretation and translation services for the 14 Best Start Community Partnerships. The requested amount will provide additional funding for interpretation and translation services for Community Partnership members to be able to participate in Best Start-related meetings, trainings, and other convenings. First 5 LA will also utilize the vendor to provide interpretation and translation services for First 5 LA-led convenings such as Advisory Council meetings, Learning Communities, etc.	6/9/2016	RFV	\$30,197	\$100,000

Attachment A
January 2017

BEST START COMMUNITIES VENDOR AGREEMENTS OVER \$75,000						
DEPARTMENT	INITIATIVE AND PROGRAM	CONTRACT (PROJECT) INFORMATION	BOARD APPROVAL DATE	*PROCUREMENT METHOD	CURRENT FY 16-17 EXPENDITURES	ANTICIPATED FY 16-17 TOTAL EXPENDITURES
Best Start Communities	Communities Strategy 1- Shared Vision & Collective Action / Community Partnerships	<u>TLC INTERPRETING & TRANSLATION SERVICES, LLC (#09302)</u> The Contractor provides interpretation and translation services for the 14 Best Start Community Partnerships. The requested amount will provide additional funding for interpretation and translation services for Community Partnership members to be able to participate in Best Start-related meetings, trainings, and other convenings. First 5 LA will also utilize the vendor to provide interpretation and translation services for First 5 LA-led convenings such as Advisory Council meetings, Learning Communities, etc.	6/9/2016	RFV	\$34,260	\$100,000
Best Start Communities	Communities Strategy 1- Shared Vision & Collective Action / Community Partnerships	<u>MARIA DEL PILAR RODRIGUEZ ALONSO DBA MARIA DEL PILAR RODRIGUEZ (#09065)</u> The Contractor currently provides reliable interpretation and translation services for the 14 Best Start Community Partnerships. The requested amount will provide additional funding for interpretation and translation services for Community Partnership members to be able to participate in Best Start-related meetings, trainings, and other convenings. First 5 LA will also utilize the vendor to provide interpretation and translation services for First 5 LA-led convenings such as Advisory Council meetings, Learning Communities, etc.	6/9/2016	RFV	\$8,681	139 \$100,000
Best Start Communities	Communities Strategy 1- Shared Vision & Collective Action / Community Partnerships	<u>ANNE ELIZABETH GUZMAN DBA GUZMAN TRANSLATION AND INTERPRETING (#09012)</u> The Contractor currently provides reliable interpretation and translation services for the 14 Best Start Community Partnerships. The requested amount will provide additional funding for interpretation and translation services for Community Partnership members to be able to participate in Best Start-related meetings, trainings, and other convenings. First 5 LA will also utilize the vendor to provide interpretation and translation services for First 5 LA-led convenings such as Advisory Council meetings, Learning Communities, etc.	6/9/2016	RFV	\$39,410	\$100,000
Best Start Communities	Communities Strategy 1- Shared Vision & Collective Action / Community Partnerships	<u>RIDESHARE PORT MANAGEMENT, LLC DBA PRIMETIME SHUTTLE (#09059)</u> The Contractor currently provides reliable transportation services for the 14 Best Start Community Partnerships. The requested amount will provide additional funding for transportation services for Community Partnership members to be able to participate in Best Start-related meetings, trainings, and other convenings. First 5 LA will also utilize the vendor to provide transportation services for First 5 LA-led convenings such as Advisory Council meetings, Learning Communities, etc.	6/9/2016	RFV	\$39,310	\$150,000

Memo

To: Special Meeting of the Board of Commissioners
 From: Kim Belshé, Executive Director
 Date: January 26, 2017
 Subject: **EXECUTIVE DIRECTOR'S REPORT**

I. FAMILIES

Abriendo Puertas/Opening Doors and the Harvard Family Research Project convenes educational policy and program leaders to discuss transition to kindergarten

Abriendo Puertas/Opening Doors and Harvard Family Research Project (HFRP) collaboratively hosted a convening on October 26, 2016 that brought together 35 educational policy and program leaders in Los Angeles to develop awareness and spark dialogue regarding effective transition to kindergarten. Participants discussed ways systems and decision makers within those systems can foster effective and meaningful transition processes for children and their families. Kim Belshe, Barbara Dubransky, and Christine Tran represented First 5 LA at this event. This convening demonstrates various ways in which Abriendo Puertas advocates for and helps others incorporate family engagement in systems change work, a core component of First 5 LA's Families Outcome Area. In November 2016, the Board of Commissioners approved an 18-month strategic partnership with Abriendo Puertas/Opening Doors to increase family engagement capacity among providers in Los Angeles County. The contract began January 1, 2017.

The following main topics emerged during the event:

- Understanding that the transition to kindergarten is a time of opportunity and growth. Leaders acknowledge that the transition to kindergarten may be a difficult time for parents and children as well as for staff and leaders. Making it an essential time to bridge potential gaps between systems and members of the community.
- Continuing conversation among peers. The following were identified as continued conversation topics: finding collaborative opportunities, incorporating family and child perspectives, overcoming implementation challenges, and discussing state and local policy issues.
- Applying new knowledge to respective work. HFRP reported that 94% of the convening participants expressed that they were extremely likely or likely to incorporate strategies they learned about into their own work.
- Committing to change at varying levels of work.

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A PUBLIC ENTITY

- *Systems Level:* Institutions can improve transition to kindergarten efforts by improving communication efforts between early childhood programs and school districts as well as between school districts and families.
- *Community Level:* Community partners can improve information sharing and collaboration between early childhood programs and schools may strengthen and improve communication with families within community contexts.
- *Practice Level:* Leaders can facilitate and increase connections with families, teachers, and early childhood providers. According to HFRP, this may improve “outreach and information sharing with families and also raise family and children’s voices in transition planning and activities.”

Staff Contact: Christine Tran (ctran@first5la.org)

Beverly Hospital and Northridge Hospital Medical Center receive Baby-Friendly Designation with support from First 5 LA

Baby-Friendly USA, Inc. has designated Beverly Hospital and Northridge Hospital Medical Center as Baby-Friendly Hospitals. Located in Los Angeles County, these hospitals reached designation with support of First 5 LA funds through the Baby-Friendly Hospital Project. In order to achieve “Baby-Friendly” designation, hospitals must demonstrate their ability to offer mothers information, skills, and support needed to successfully initiate bonding and breastfeeding.

Baby-Friendly USA, Inc. is the US authority for the implementation of the Baby-Friendly Hospital Initiative (“BFHI”), a global program sponsored by the World Health Organization (WHO) and the United Nations Children’s Fund (UNICEF). The initiative encourages and recognizes hospitals and birthing centers that offer an optimal level of care for breastfeeding mothers and their babies. Based on the Ten Steps to Successful Breastfeeding, this prestigious international award recognizes birth facilities that offer breastfeeding mothers the information, confidence, and skills to successfully initiate and continue breastfeeding their babies.

\$10.5 Million was approved by the Commissioners in March of 2009 to support the Baby-Friendly Hospital Project. In January 2013, Commissioners approved the revision of the hospital criteria for Baby-Friendly funds with the intent of aligning the Baby-Friendly with Welcome Baby to strengthen the outcomes for both projects. To date, 23 hospitals have been funded under the pilot, first, second, third and fourth funding cycles of the First 5 LA Baby-Friendly Hospital Project.

First 5 LA funded Baby-Friendly Hospitals in Los Angeles County (in order of designation)

1. Pomona Valley Hospital Medical Center, Pomona (3/14)
2. Hollywood Presbyterian Medical Center, Los Angeles (4/14)
3. San Gabriel Valley Medical Center, San Gabriel (6/14)
4. St. Francis Medical Center, Lynwood (10/14)
5. East Los Angeles Doctors Hospital, Los Angeles (12/14)
6. Providence Little Company of Mary Medical Center, Torrance (2/15)
7. St. Mary Medical Center Long Beach, Long Beach (3/15)
8. Pacific Alliance Medical Center, Los Angeles (4/15)
9. White Memorial Medical Center, Los Angeles (4/15)
10. Providence St. Joseph Medical Center, Burbank (6/15)
11. Greater El Monte Community Hospital, South El Monte (11/15)
12. Valley Presbyterian Hospital, Van Nuys (11/15)
13. Good Samaritan Hospital, Los Angeles (6/16)
14. **Beverly Hospital, Montebello (11/16)**

15. Northridge Hospital Medical Center, Northridge (11/16)

Staff Contact: Claudia Molina (cmolina@first5la.org)

II. COMMUNITIES

Communities Demonstrate Readiness to Move Best Start Forward

Best practices in place-based initiatives highlight the need for strong, local community leadership and infrastructure as a pipeline to connect and advance local priorities to larger policy and systems change. For *Best Start*, that committed local leadership is developed through the Community Partnerships. The Partnerships are doing important work designed to improve community environments that affect families. The two examples below highlight the Partnerships' increasing capacity to advance key policy and systems change work.

The *Best Start* Central Long Beach Partnership continues to focus its efforts on reducing child abuse and neglect rates in Long Beach through the Long Beach Child Abuse and Neglect Network (LBCANN). LBCANN has actively been partnering with the Long Beach Police Department for the last two years to strengthen police with expertise and skills in assessing child welfare when responding to domestic violence calls. As the new year progresses, LBCANN continues to be committed to deepening their collaboration with law enforcement, and strengthening their commitment to working with Central Long Beach residents leaders to develop their violence prevention plan. An element of their plan includes LBCANN convening a parent/resident committee that will help guide and inform ongoing child abuse and neglect prevention efforts in Long Beach, including partnerships and collaborative efforts with law enforcement. LBCANN is a proponent of strong resident participation and leadership in violence prevention efforts will provide valuable insights and perspectives in order to address collective goals.

In *Best Start* South El Monte/El Monte, two individuals represented the Best Start South El Monte/El Monte Partnership at the San Gabriel Valley's Roadmaps & Intersection Forum hosted by YWCA and the LA County Department of Public Health on December 1, 2016. Connie Preciado-González of SPIRITT Family Services (Building Stronger Families grantee and Partnership member) and Esthela Duran (long-time resident and Advisory Committee member) presented to approximately 200 leaders from a variety of organizations and businesses from across the San Gabriel Valley. Both shared the history of Best Start in South El Monte/El Monte, the keys to the success of the effort, challenges faced, and benefits of cross-sector collaboration.

The goal of the forum was to create an opportunity for cross-sector leaders to share and learn best practices and innovative approaches to collaborative efforts. The forum kicked off the Healthy San Gabriel Valley Initiative that will bring together leaders to work together to address the most complex social issues in our communities. Future forums of the Initiative will touch on collective impact, advocacy, evaluation, evidence-based models, and strengthening families. Best Start These examples demonstrate communities' readiness to move the work of Best Start forward.

Staff is continuing to support The *Best Start* Alignment to build, support, and strengthen local leadership in each of the 14 Best Start communities to facilitate long-term sustainability and the focus on supporting families. As was shared with the Commission at the November Board meeting, the first step in the alignment process is a reorganization of the operational support to Community Partnerships. By December 31, 2017, First 5 LA will transition key operational support functions of the Best Start Community Partnerships to existing community organizations/networks that have the capability, values, and philosophy required to support a collaborative community change initiative.

To that end, in November and December 2016, staff conducted six regional feedback sessions (with more than 100 parents and residents and more than 50 community organizations attending) for Best Start Community Partnership members to share their perspectives and insights on the design options for operational structure(s) that emerged based on feedback from the Request for Information (RFI) and input sessions. Staff is also having and/or organizing discussions with key stakeholders and partners (e.g. philanthropic partners, county departments, current grantees and contractors). This input is further informing the detailed design process that is occurring through January, with the support of Blue Garnet. Staff will present the design recommendation, costs and implementation considerations to the Program and Planning Committee in February and March 2017, with the intent to bring the recommendation to the full Board by April 2017.

Staff Contact: Antoinette Andrews-Bush (aandrews@first5la.org)

III. EARLY CARE AND EDUCATION SYSTEM

PEACH Awarded Packard Grant:

Partnerships for Education, Articulation and Coordination in Higher Education (PEACH), a current First 5 LA investment, has been awarded a grant from the David and Lucile Packard Foundation for \$125,000 over 15 months. PEACH is a higher education systems collaborative that works with faculty from over 20 Los Angeles County colleges and universities to strengthen the preparation and career pathways for the early care and education field. Currently, First 5LA's funding supports PEACH's advocacy and systems change efforts to revise the Child Development Permit and establish an 0-8 teaching credential in California. The additional funding from the Packard Foundation will support PEACH to 1) expand into two Northern California regions; 2) Design a professional development plan for early care and education faculty at California colleges and universities; and 3) expand work on early care and education practicum in the college system and develop an analysis of practicum best practices.

Staff Contact: Debra Colman at dcolman@first5la.org

Quality Rating and Improvement System (QRIS) Architects Update

Members of the QRIS Architects, funded through the First 5 CA Improve and Maximize Programs so All Children Thrive (IMPACT) initiative, went on a learning journey to the Bay Area from November 30 through December 2. The purpose of the learning journey was to learn about promising practices from other counties within the state. On November 30, the Architects toured the Educare California at Silicon Valley facility in San José. As part of the visit, the members met with Educare staff as well as Executive Director Dr. Lisa Kaufman. On December 1, the Architects traveled to the First 5 Santa Clara, where they met with staff from both First 5 Santa Clara and First 5 Santa Cruz, who shared a number of their quality initiatives, including their Sensitivity, Encouragement, Education, Development of Skills through Doing, Self-Image Support (SEEDS) Coaching Model. Staff traveled to the First 5 San Francisco Offices where they spent a day and a half meeting with First 5 San Francisco staff as well as Executive Director Ingrid Mesquita. First 5 San Francisco shared a wealth of information about their quality work in the city and county, the highlight of which is a strong equity-driven lens through which all their quality improvement efforts are executed.

All visits reflected a universal truth – that a functional and inclusive QRIS that serves the diverse populations and needs of the ECE community must be continuously reflected upon and refined to ensure maximum benefit for those participating in it. In particular, the QRIS Architects were intrigued by a number of innovative approaches to QRIS used by other counties, including the SEEDS (Sensitive, Encourage, Educate, Develop through Doing, and Self-Image) of Early Literacy program for family child care providers in Santa Clara and Santa Cruz, and the targeted universal

approach to coaching utilized by San Francisco, which provides program enhancements and supports targeted toward programs serving children furthest from opportunity. One key takeaway that resonated with the Architects was working to close the opportunity gap before it becomes the achievement gap. The QRIS Architects will utilize these lessons learned from the Bay Area, as well as lessons learned locally through QRIS efforts, and incorporate them as feasible and appropriate into the LA County QRIS model.

Staff Contact: Kevin Dieterle (kdieterle@first5la.org)

Quality Start LA (QSLA) Evaluation Update

First 5 LA recently completed its California State Preschool Program (CSPP) Block Grant Process Evaluation conducted by Helen Chavez and Associates. The purpose of this evaluation was to explore the early implementation activities of the CSPP Block Grant and examine which implementation activities have been successful and where the Quality Start LA (QSLA) consortium may be able to improve service delivery. While the evaluation, which featured both focus groups and online data collection was somewhat limited in scope, the evaluation found that the QSLA participants found strong value in the fiscal supports as a motivator for joining, citing the need for such supports to fund classroom quality improvements. Similar value was found for on-site training and coaching opportunities. Some participants found the enrollment process long and complex, indicating the QSLA consortium should continue making efforts to further refine the enrollment process to create a more seamless transition for new providers entering the system and returning participants alike. Despite some challenges for participants, the vast majority of survey respondents were satisfied or very satisfied with their QSLA enrollment process. Similarly, nearly three-quarters of survey participants found facility improvement grant funds and quality improvement coaching to be a high value, with professional development stipends and block grant funds (awarded to tier 4 and 5 programs) to be the most valuable incentives offered by QSLA.

Staff Contact: Andria Zaverl (azaverl@first5la.org)

IV. HEALTH-RELATED SYSTEMS

LA CARE Health Plan Board of Governors Approves Motion for Agency to Retain Healthy Kids Balance and Continue Partnership with First 5 LA on Early Identification and Intervention

On December 1, 2016, the LA CARE Health Plan Board of Governors approved a request to authorize the agency to execute an administrative agreement with First 5 LA to retain the Healthy Kids fund balance (approximately \$8.5 M) through December 2017, to allow both agencies time to work together to plan a pilot effort related to early identification and intervention, based on the Help Me Grow (HMG) framework. LA CARE will implement the pilot utilizing some portion of the remaining Healthy Kids fund balance. At the Board of Governors meeting, CEO John Baackes spoke specifically about the importance of early identification, developmental screening and connection to services for young children, and the great potential of Help Me Grow as a systems change framework to improve upon existing efforts in these areas. He also spoke of the significance of LA CARE's partnership with First 5 LA in this work, particularly as these efforts aim to meet the needs of the County's youngest children., LA CARE has a prominent role on the HMG leadership council, and in 2017 will Co-Chair, along with LA County Department of Public Health, the Child Health Provider outreach workgroup, one of four HMG workgroups. The other workgroups include Centralized Access Point, Community and Family Outreach, and Data Collection and Analysis.

As background, in 2012, the First 5 LA Board approved an advance of \$12.9M to L.A. Care for funding of the Healthy Kids initiative. On October 13, 2016, the First 5 LA Board approved an action that mirrored the one mentioned above, allowing LA CARE to retain the fund balance on the

Healthy Kids initiative and utilize some portion toward a future effort aligned to First 5 LA's Health Systems strategy on early identification, screening and intervention. First 5 LA staff will bring back further details, including the scope of work and budget for the LA Care Early Identification pilot work for board approval in the coming months. The Healthy Kids Initiative concluded as scheduled in December 2016.

Staff Contact: Mercedes Perezchica (mperezchica@first5la.org)

V. POLICY, PARTNERSHIPS AND COMMUNICATIONS

ACA Repeal-And-Replace Activities

In January, Republican leaders in Congress put into motion the planned repeal of the Affordable Care Act (ACA). The Senate initiated the process with the approval of a budget resolution that sets the stage for large sections of the ACA to be repealed through a process known as budget reconciliation. The resolution was subsequently approved by the House and is currently in review by committees in both chambers to determine budget instructions for the repeal. Once repeal legislation is drafted, both the Senate and House can approve it with a simple majority and send it to President Trump for signature. If approved, the legislation would not technically repeal the Affordable Care Act, but would instead cut out important ACA provisions.

Despite having a common goal in repealing the ACA, Republicans are currently divided over the timeline on establishing what exactly will replace the law. While President Trump and Senate Speaker Paul Ryan have asserted that the repeal-and-replace would happen concurrently, other Republican legislators have voiced concerns about an abbreviated process for developing a comprehensive reform bill to replace the ACA.

It is unclear at this time how repeal-and-replace legislation will affect Medi-Cal, the state's Medicaid program. Potential scenarios include an elimination or modification of the Medicaid expansion, and a cap on federal funding for states via a block grant or per capita cap.

Staff Contact: Ruel Nolloedo (RNolloedo@first5la.org)

Meetings with Elected Officials

The Policy Department has connected with each of the newly elected state legislators who represent districts in Los Angeles County, and is setting up meetings to introduce them to First 5 LA, identify mutual policy goals, and ensure they champion early childhood issues. Meetings have taken place with Assemblymembers Al Muratsuchi (D-Manhattan Beach), Laura Friedman (D-Glendale), and Blanca Rubio (D-West Covina). Additional meetings will be scheduled throughout 2017.

Staff Contact: Tessa Charnofsky (tcharnofsky@first5la.org)

Federal Budget

In September 2016, Congress passed a Continuing Resolution (CR) that maintained funding at existing levels through April 2017. In addition, the Bipartisan Budget Act of 2015, which provided a partial reprieve from the budget caps on non-defense discretionary programs (known as the sequester) expires at the end of 2017. If Congress does not act to lift the sequester in the 2018 budget, then sequestration will automatically reduce federal funding for programs serving young children including Head Start, WIC, Title I education programs, and others. First 5 LA has signed onto a letter (Attachment A) urging Congress to enact legislation to avoid significant cuts to federal programs.

In addition, First 5 LA joined hundreds of child care advocates in signing a letter (Attachment B) requesting that the Trump Administration increase investments in the Child Care Development Block grant, an important source of child care funding for states. While the Trump administration has not signaled policy priorities related to child care, national groups are highlighting the strong bipartisan support for increased federal investments for child care programs to new administration officials.

Staff Contact: Tessa Charnofsky (tcharnofsky@first5la.org)

State Budget

On January 10, Governor Jerry Brown introduced his proposed budget for the 2017-18 fiscal year, a \$179.5 billion spending plan. Despite historic revenues, the Governor focused on caution and fiscal prudence in the budget, highlighting slowing revenue growth projections and concerns about a new recession. According to the state Department of Finance, absent unexpected increases in revenues or changes in planned spending, California will face a \$1.6 billion deficit by the summer.

In order to avoid a potential deficit in the new fiscal year, the Governor has proposed the following adjustments to state spending:

- *Adjusting Proposition 98 education funding to meet the minimum guarantee in future years.* While Proposition 98 funding will still increase by \$2.1 billion in the proposed budget, this represents a \$1.7 billion reduction in planned K-14 spending from previous projections.
- *Sweeping one-time funding from the 2016-17 budget that remains unallocated.* This \$900 million proposal largely impacts planned renovations to state office buildings and additional funds for affordable housing.
- *Deferring increases in child care slots and provider reimbursement rates to future fiscal years.* As you may recall, as part of last year's budget agreement the Governor promised to increase funding for new child care slots and provider reimbursement rates every budget year through 2020. Going back on his promise to the Legislature, the Governor is proposing to delay the funding increases planned for 2017-18, a total of \$226.8 million in funding and an additional 2,959 state preschool slots eliminated from the budget. While the Governor has positioned this proposal as a "pause" in funding, there is no guarantee that he or his successor will honor this plan in future budget years.

In addition to eliminating funding for planned child care expansions, the budget summary lists a number of administrative changes to the child care system to create, "administrative efficiencies," and "create a more rational child care system." Proposed changes include authorizing electronic applications for program eligibility and changing existing adult to student ratios. Providers and ECE advocates are unclear how these changes would impact program quality, and are actively engaging with administration officials and legislative leadership to ensure program changes benefit children and their families.

Additional proposals in the Governor's budget related to First 5 LA's priorities include \$37.5 million in funding for the California Department of Public Health's dental program, \$3.2 billion in funds to support affordable housing development, and increased funding to support the state's share of the Children's Health Insurance Program (CHIP).

The Governor's budget does not assume any changes to federal law, policy, of funding for health care programs, and continues to fully fund health coverage for undocumented children eligible for Medi-Cal, among other expansions enabled by the Affordable Care Act.

First 5 LA staff will continue to work with our state advocates at California Strategies and our partners to ensure early childhood interests are represented in discussions with the legislature and administration.

In addition, First 5 LA issues a press release noting our concerns with the Governor's proposal to eliminate promised funding for child care in the budget. For a copy of the press release, please see (Attachment C).

Staff Contact: Peter Barth (PBarth@first5la.org)

Affordable Care Act Advocacy

First 5 LA joined hundreds of organizations signing-on to a letter (Attachment D) drafted by Children Now urging California's congressional delegation to preserve the Affordable Care Act (ACA). Noting that the ACA provides more than \$20 billion in funding to expand health coverage for Californians, including coverage for more than half a million kids, the letter has been presented to California's federal representatives.

Staff Contact: Peter Barth (pbarth@first5la.org)

Policy Advocacy Fund Grantee Meeting

On Wednesday, January 25, 2017, the Policy Department will host the third quarterly meeting for FY16-17 Policy Advocacy Fund (PAF) grantees. The Policy Advocacy Fund (PAF) was launched in 2012 to support First 5 LA's 2009-2015 Strategic Plan policy goals, and the final grant will end in March 2018. The meeting will kick off with PAF grantees briefly highlighting policy or organizational successes from the first half of the fiscal year, and what their organization is looking forward to achieving next in early 2017. The meeting will be facilitated by Leah Ersoylu and Cynthia Freeman, PAF technical assistance providers, who will guide grantees through the meeting's agenda. Public Counsel, a current PAF grantee, will present peer-to-peer lessons learned related to policy and advocacy for children age 0 to 5.

Staff Contact: Amelia Cobb (acobb@first5la.org)

VI. MONITORING, EVALUATION & LEARNING

Nothing to highlight for this month

VII. LEGACY INVESTMENTS

UCLA dental home project policy reports call for policymakers to strengthen dental care for children via federally qualified health centers

In December two policy reports were released through the First 5 LA Dental Home Project (DHP) that identify opportunities for expanding the capacity of Federally Qualified Health Centers (FQHCs) to improve access to quality oral health care for young children. DHP has demonstrated improvements in oral health care delivery since 2012 for 13,000 high-risk children ages 0-5 by establishing dental homes¹ in 12 FQHCs countywide. The first policy [brief](#), developed by the UCLA School of Dentistry and Children Now, highlights the current gap in FQHCs' ability to provide dental services to children in California and the urgency to address the barriers based on high

¹ American Academy of Pediatric Dentistry defines a dental home as having a continuous relationship between the dentist and child, inclusive of all aspects of oral health care delivered in a comprehensive, continuously accessible, coordinated and family-centered way.

Emergency Room utilization due to dental problems, and low utilization of preventative services among Medi-Cal eligible children age 0-6. UCLA and Children Now seek for California policymakers and health center leadership to expand the capacity for FQHCs to meet these needs by 1) expanding programs to increase co-location of dental and medical clinics at FQHC sites; 2) supporting efforts to improve FQHCs' oral health care capacity through medical-dental integration; 3) expanding investments in information technology and personnel to enhance care coordination, dental referrals and outreach; and 4) prioritizing children's oral health in Medi-Cal/Denti-Cal Managed Care Quality Improvement Plans so that more providers are able to improve access to quality oral health care for patients.

In addition, UCLA was invited to submit the project's federal policy recommendations to be featured in a special edition of [Health Affairs, a prominent, national, peer-reviewed healthcare policy journal](#). UCLA, represented by the lead project investigator, Dr. Jim Crall, presented the findings at a session convened in Washington, DC in December 2016, in which Centers for Medicare and Medicaid Services and other federal policy representatives were in attendance. The event highlighted continued need for policy and funding to improve oral health among underserved groups and to support access to affordable dental care among low-income families. Following the reports' release, Children Now and UCLA will work with policymakers and others such as the First 5 Association to implement the recommendations.

Staff Contact: Nancy Watson, (nwatson@first5la.org)

VIII. ADMINISTRATION & ORGANIZATIONAL DEVELOPMENT

Nothing to highlight for this month

IX. ORGANIZATION-WIDE AND CROSS CUTTING RECENT CONFERENCES AND EVENTS

ICAN- NEXUS XXI

The 21st Annual Nexus Conference was held on October 26, 2016 at the Pasadena Convention Center. This year's conference provided a full day of specialized training for approximately 500 professionals and community-based representatives. A total of 18 workshops and a morning and afternoon keynote presentation were offered. The morning keynote was Richard Krugman, M.D., Head of the Henry Kempe National Child Abuse Center and Dean of the University of Colorado Medical School. The 18 workshops included topics on victim advocacy and services for children, the developmental impact of domestic violence on children, online exploitation of children, medical/legal responses to domestic violence, spanking and shaming, alternate trauma treatment, engaging fathers, immigration law developments, verbal abuse and sexual abuse, to name some.

The conference helped educate and sensitize those serving families with young children, pregnant mothers or children up to the age of five to the potential effects of childhood violence within the home. First 5 LA granted the amount of \$10,400, as this conference ties into First 5 LA's work around Families.

Antelope Valley Health Care Partners

The 3rd Annual Wellness Symposium took place on October 27, 2016 at their headquarters. The conference was attended by roughly 245 individuals. Through a collaborative process, information and activities in four priority areas (Education, Living Wage and Local Wealth, Look, Feel, and Safety of the Community and Social Networks and Trust) were identified. Content was shared about the four priority areas and the impact on parents of/or children 5 and under, specifically the education priority. Parents and community members provided input to ensure that activities that are being identified and chosen for the upcoming year will address the needs and concerns of

children 0-5. First 5 LA granted \$5,000 to this conference and it ties into First 5 LA's work around Families and Health.

Skirball Reading – Read for the Record

On October 27, 2016 First 5 LA in partnership with Jumpstart hosted a *Read for the Record*® reading during Skirball's Storytime. *Read for the Record* (RFTR) is a national campaign that was launched over a decade ago to address the educational inequities that leave too many children unprepared for kindergarten. *Read for the Record* inspires adults to read with children, spurs policymakers and organizations to take action towards transformative change in early education, and puts books in the hands of more children across the country. Participation in the event ties into First 5 LA's work around Families and Community.

Vision Y Compromiso

The Vision y Compromiso annual conference took place October 27 through October 29. The conference provided "Promotoras," Community Health Workers knowledge and strategies to improve family, community health, well-being, and the ability to reduce gaps in access to health care.

The three day conference provided training, leadership and ongoing advocacy and support to over 1,000 health community workers. Workshops included the improvement of access and provision of quality bilingual and bicultural health care to Latinos through self-empowerment, educational programs, health advocacy outreach, and development of public policy. First 5 LA awarded a grant in the amount of \$10,900. This conference ties into First 5 LA's work around Families, Community and Health.

Boo at the Zoo

One of the Los Angeles Zoo's signature events Boo at the Zoo took place on October 29, 2016. Boo at the Zoo provides safe family festivities. First 5 LA hosted a family friendly activity and provided resources to parents. First 5 LA's sponsorship of this event ties into our work around Families and Community.

Anti-Defamation League- Bias Free Foundations Conference

On November 2 and 16, the Anti-Defamation League (ADL) hosted its Bias-Free Foundations Conference where 76 pre-school and early childhood educators from across Los Angeles County participated. ADL's education programs operate with the philosophy that teaching mutual respect and an appreciation for diversity is critical to preventing the seeds of prejudice from taking root in young children. The conference enabled educators to create learning environments where children from all walks of life can thrive.

Anti-bias education helps to reduce violence and community conflict and promote safety for children and families. The amount of \$9,600 was granted to this conference as it tied into First 5 LA's work focusing on Families, Communities and Early Care and Education.

South Central Los Angeles Regional Center

On November 16, 17 and 19 the South Central Los Angeles Regional Center conference took place. Over three days, the conference provided informative and interactive presentations tailored to three specific target audiences, Regional Center staff, parents of children 0 to 5, and social service providers including early childhood education and mental health programs.

The conference provided a greater understanding of concrete strategies for supporting a child's development and increased their understanding of social emotional milestones. Participants were provided tools on how to support children's social emotional development and helped increase their knowledge of resources and services. First 5 LA granted the amount of \$11,400 to this conference, as it tied into First 5 LA's work focusing on Families and Early Care and Education.

YWCA San Gabriel Valley

The Healthy San Gabriel Valley Initiative (HSGV) presented the YWCA San Gabriel Valley Roadmaps and Intersections Forum: Systems, Social Determinants and Sustainability on December 1, 2016 at Citrus Valley Health Partners, Queen of the Valley Hospital.

Over 75 attendees from a variety of different sectors such as business, nonprofit, education, faith-based, behavioral health, health care, and law enforcement attended. HSGV is an effort to create a synergistic effect among organizations in the San Gabriel Valley across sectors that include health care systems, education, government, business and nonprofit, as well as community stakeholders. HSGV's mission is to create a healthy, safe, and resilient San Gabriel Valley by creating a regional movement that engages communities and organizations committed to impactful cross-sector collaboration, addressing our most complex community concerns.

This conference was granted the amount of \$8,600 and relates to First 5 LA's work around Families and Health.

Child Care Resource Center – Keeping Children Safe

The Keeping Children Safe Conference took place on December 3, 2016. The conference provided educational content to ECE professionals throughout L.A. County to promote the safety and healthy development of children in their care. Attendees participated in a general session and keynote presentation. The presenter lead the group through a simulated emergency which allowed attendees to assess their preparedness, identify how they could improve their preparedness to keep children in their care safe, and learn from others on how they can implement these new ideas into their child care program. First 5 LA granted the amount of \$9,500 as this conference ties into our work around Families and Health.

Family Resource Center Network of Los Angeles

The Family Resource Center Network of Los Angeles' December 14, 2016 conference provided tools for planning, providing and assessing quality family support and strengthening practice. The conference provided training and tools designed to help organizations to build their awareness and capacity in the areas of family centeredness, family support, family strengthening, diversity, community building and evaluation.

The goal of the conference was to train organizations that work with families on the standards to help ensure that families are supported and strengthened through quality practice. Each section and training concluded with reflection using the self-evaluation tool designed to help organizations build their awareness and capacity in the area of family centeredness, family support, family strengthening, diversity, community building and evaluation. The amount of \$2,000 was granted as this conference ties into our work around Families.

Reindeer Romp 12/17

Reindeer Romp, a Los Angeles Zoo signature event, took place on December 17. The event provided families holiday festivities. During the event First 5 LA provided a family friendly activity and resources. Sponsorship of this event ties into First 5 LA's work around Families and Community.

Staff Contact: Violet Gonzalez (vgonzalez@first5la.org)

X. UPCOMING EVENTS

Nothing to highlight for this month

XI. CONTRACTS EXECUTED BETWEEN \$25K - \$75K

Procurement Update

Pursuant to the Procurement Policy adopted on February 13, 2014, "The Executive Director (or designee) may approve any contract less than \$75,000 in the aggregate in a fiscal year, and will establish appropriate internal policies and controls for those awards. Copies of contracts executed in the amount of \$25,000 or more and up to \$75,000 within a fiscal year will be provided to the Commission during the course of its normal business and be provided as informational items."

The following contracts were executed between October 21, 2016 and December 23, 2016. Copies of the executed contracts can be found here: www.first5la.org/postfiles/files/Jan%20ED%20Report.pdf

#09018 Arthur Christopher Guzman DBA ACI Pro Audio

Contract Period: 07/27/2016 - 06/30/2017

The vendor currently provides interpretation and/or translation services for the 14 Best Start Community Partnerships. The vendor is under an Indefinite Delivery, Indefinite Quantity Contract to provide an indefinite quantity of services, during the specified contract period, provided at fixed prices established prior to contract award. First 5 LA projects that expenditures for this vendor will exceed \$25,000, but remain under \$75,000 during the contract period.

#09338 Barbara Masters DBA Masters Policy Consulting – Contract Amount: \$70,050

Contract Period 11/1/2016 – 06/30/2017

The consultant will focus on practice-based coaching and technical assistance in FY16-17 and support First 5 LA's new division leadership to promote policy and systems change integration and learning. The project fulfills the need for more focused and targeted coaching and technical assistance to help new divisions build their capacity to adopt a policy and systems approach to their work.

Staff Contact: Jennifer Eckhart (jeckhart@first5la.org)

February XX, 2017

p: 202.484.1100

f: 202.4841244

Dear Representative/Senator:

The undersigned XXXX national, state, and local organizations urge you to help ensure adequate funding for programs funded through annual appropriations, by continuing the bipartisan practice of providing relief from sequestration budget cuts and opposing any new efforts to cut these programs more deeply. These "nondefense discretionary" (NDD) programs serve many vital national needs but have been subject to repeated cuts over the past six years, including through the appropriations caps and sequestration process established by the 2011 Budget Control Act. Full sequestration returns in fiscal year (FY) 2018, when the two-year relief provided by the Bipartisan Budget Act of 2015 expires. Congress should avoid making further reductions in these programs and work to replace the scheduled sequestration cuts through a package that is balanced—both in how such relief is paid for and how it is applied to defense and NDD programs. In doing so, we ask that you consider the following:

1. **NDD programs are essential to national security.** The fundamental job of the federal government is to secure the safety of its citizens at home and abroad. But America's day-to-day security requires more than military might. NDD programs support our economy, drive our global competitiveness, and help Americans lead healthy, productive lives. Both the Budget Control Act and the Bipartisan Budget Acts of 2013 and 2015 recognized that defense and nondefense programs both contribute to the American way of life and to our security. In FY 2018, lawmakers should continue to adhere to this "parity principle" in fiscal policies, including a sequestration relief package.
2. **NDD programs have already been cut too much.** Despite the vast array of important, effective services provided through these programs—infrastructure and housing, veterans services, education and job training, National Parks, medical and scientific research, and public health, safety and security, to give just some examples—overall NDD appropriations have been cut dramatically and disproportionately in recent years as lawmakers work to reduce the deficit, even though experts across the political spectrum agree these programs aren't a driving factor behind our nation's mid- and long-term fiscal challenges. As a result of sequestration and other austerity measures enacted beginning in 2011, the cap on NDD funding in FY 2017 is 13.4 percent below 2010 levels, adjusted for inflation. Without action to stop sequestration, in FY 2018 NDD programs are projected to decline to 3.1 percent of GDP—equal to the lowest level in more than 50 years.
3. **NDD cuts have consequences.** As illustrated in the NDD United impact report, *Faces of Austerity*, and other accounts from across the NDD sectors, Americans are feeling the negative effects of the Budget Control Act's austere spending caps and sequestration. These cuts are dragging down our economic recovery, hampering business growth and development, weakening public health preparedness and response, reducing resources for our nation's schools and colleges, compromising federal oversight and fraud recovery, hindering scientific discovery, eroding our infrastructure, and threatening our ability to address emergencies around the world. Simply put, these cuts are bad for the country and are not sustainable.

Deficit reduction measures enacted since 2010 have come overwhelmingly from spending cuts, with the ratio of spending cuts to revenue increases far beyond those recommended by bipartisan groups of experts. And there is bipartisan agreement that sequestration is bad policy and ultimately hurts our nation. **Congress and the**

President must work together to protect NDD programs from further cuts and end sequestration. Such sequestration relief must be equally balanced between nondefense and defense programs, as strong investments in both NDD and defense are necessary to keep our country competitive, safe, and secure.

We appreciate your consideration of this recommendation, and are eager to work with you to help produce another bipartisan budget agreement to protect critical discretionary-funded programs.

If you have questions about this letter, please contact the NDD United Co-Chairs, Emily Holubowich (eholubowich@dc-crd.com), Joel Packer (packer418@gmail.com), Sheryl Cohen (cohen@cef.org), or Ben Corb (bcorb@asbmb.org). An electronic copy of this letter, as well as *Faces of Austerity*, is available at www.nddunited.org.

NOT FOR DISTRIBUTION TO CONGRESS OR MEDIA

December 19, 2016

Dear President- Elect Trump:

The Child Care and Early Learning Coalition welcomes your recognition of the importance of affordable, high-quality child care. Child care is critical to our nation's children, women, and families, to the professionals who care for and teach our young children, and to our economic growth and prosperity. The Coalition urges your Administration to move forward with substantial investments in high-quality child care, which will help parents work, boost the well-being of children, and make our economy stronger.

The signatories below support strategies that give low- and middle-income families financial help in affording high-quality child care so parents can succeed at work; that reflect families' preferences and needs for child care; that fund salaries needed to attract and retain well-qualified child care professionals; and that give children the early learning experiences they need to succeed in school and in life and to become productive members of the future workforce.

We hope to work with your Administration in its first 100 days to help hard-working families succeed through significant new investments in child care. We encourage you to make an initial investment in child care because it would shore up our nation's infrastructure. Child care is a vital part of our national infrastructure that is central to working families, communities, and the current and future economic success of our country. When we invest in building the best roads and bridges, we need to make sure that the workers building those roads and bridges have the best child care for their children. Simply put, parents cannot work if they do not have child care. As you have noted, today's workforce includes 73.5 million women, which represents 47 percent of the entire U.S. labor force. About 25.5 million of these women in the labor force have children under age 18, including over 10 million who have children under age six. These women need to work to help support their families, but the high cost of child care often makes this impossible.

The most effective, efficient way to invest in child care would be through a substantial increase in funding for the Child Care and Development Block Grant (CCDBG), our major federal child care program. The program, which provides vouchers directly to working families to help them afford the child care of their choice, is serving just one out of six children eligible for help, and the number of children receiving assistance has been steadily declining over the past several years due to insufficient federal funding. In 2014, Congress reauthorized the program—with broad bipartisan support—to protect the health and safety of children in child care and remove bureaucratic hurdles to families' getting and keeping child care assistance. By investing in this program, you can immediately provide greater opportunity to more low- and middle-income parents and help them get to work building highways, bridges, airports, and other projects.

Increased funding should also be used to expand the supply of child care. Child care employs millions of individuals in small and large businesses. Infrastructure funds should be used to upgrade and expand existing child care centers, build new child care centers, and cover start-up costs for small family child care businesses. The funding should be used to improve the quality of child care jobs as well—these jobs currently pay, on average, less than \$11 an hour. When child care professionals are well-paid and have good working conditions, child care is more

likely to be high-quality and provide a safer and more enriching setting for children so they can thrive.

Investments in child care should be targeted at those families who have been struggling the most in this economy. We need to make sure that these families are no longer overlooked and that they get the affordable, stable, high-quality child care they need to get and keep a job and their children need to encourage their learning and growth.

We look forward to working with you and with Congress to make these investments, that would benefit our children, our families, and our country.

Sincerely,

NATIONAL ORGANZATIONS

African & African American Studies
Community Committee

Afterschool Alliance

Alliance for Strong Families and
Communities

American Academy of Pediatrics

Child Care Aware of America

Child Care Law Center

Child Welfare League of America

Children's Defense Fund

Children's Investment Fund

Children's Advocacy Institute

CLASP

Coalition on Human Needs

Committee for Hispanic Children and
Families, Inc.

Common Sense Kids Action

Division for Early Childhood of the Council
for Exceptional Children

Early Care and Education Consortium

Easterseals

Every Child Matters

Fair Share

First Five Years Fund

First Focus Campaign for Children

Generations United

IDEA Infant Toddler Coordinators
Association

IFF

Learning Disabilities Association of
America

Leviticus Fund

LISC

Local Initiatives Support Corporation

Low Income Investment Fund

MomsRising

NAACP Education Committee

National Association for Early Childhood
Specialists in State Departments of
Education

National Association for Family Child Care

National Association for the Education of Young Children

National Association of State Directors of Special Education

National Black Child Development Institute

National Children's Facilities Network

National Children's Facilities Network

National Council of Jewish Women

National Council of La Raza

National Indian Child Care Association

National Women's Law Center

Nemours Children's Health System

NETWORK Lobby for Catholic Social Justice

Nurses for Daycare LLC

Office of Child Health Policy & Advocacy

Parents as Teachers

Partnership for America's Children

Peace Educators Allied for Children Everywhere

RESULTS: The Power to End Poverty

Save the Children

Save the Children Action Network

Self-Help

T.E.A.C.H. Early Childhood National Center

Teaching Strategies

Teachstone® Training, LLC

United Way Worldwide

Voices for Progress

YWCA USA

ZERO TO THREE

ALABAMA

Alabama Family Child Care Association

Central Alabama Child Care Association

Childcare Educators of Northeast Alabama

Children and Families of Alabama Association

Covington County Home Child Care Association

Cullman County Home Child Care Association

Family Child Care Education Association

Gulf Regional Child Care Awareness Alliance

Jackson County Home Child Care Association

Lauderdale County Home Child Care Association

Lee County Home Providers Association

Madison County Home Child Care Association

Morgan County Home Child Care

Pike County Home Childcare Association

Shelby County Home Child Care Association

South Alabama Family Child Care Organization

Talla Coosa Providers Association

Tuscaloosa County Home Child Care Association

VOICES for Alabama's Children

Wire Grass Home Providers Association

ALASKA

Alaska Children's Trust

Anchorage Association for the Education of Young Children

thread, Child Care Resource and Referral Network

ARIZONA

Arizona Association for the Education of Young Children

Arizona Fair Share

Southern Arizona Association for the Education of Young Children

ARKANSAS

Arkansas Advocates for Children and Families

Arkansas Family Child Care Association

CALIFORNIA

BANANAS, Inc. Child Care Resource & Referral

Black Child Development Institute, Sacramento

California Alternative Payment Program Association

California Alternative Payment Program Association Children's Foundation

California Association for the Education of Young Children

California Child Care Resource & Referral Network

California Child Development Administrators Association

California Fair Share

CAPPA Children's Foundation

Child Care Law Center

Children Now

Children's Resource & Referral of Santa Barbara County

Choices for Children

Common Sense Kids Action

Community Action Partnership of San Luis Obispo County, Inc.

Community Child Care Council (4Cs) of Alameda County

Community Child Care Council (4Cs) of San Mateo County

Community Child Care Council (4Cs) of Sonoma County

Crystal Stairs, Inc.

Early Edge California

Family Resource and Referral Center

First 5 Association of California

First 5 California

First 5 LA

Go Kids, Inc.

Los Angeles Universal Preschool
Northern Directors Group
Options for Learning
Parent Voices CA
Sierra Nevada Children's Services
Solano Family & Children's Services
Wu Yee Children's Services

COLORADO

Black Child Development Institute, Denver
Clayton Early Learning
Colorado Association for the Education of
Young Children
Colorado Children's Campaign
Colorado Fair Share
Colorado Statewide Parent Coalition

CONNECTICUT

All Our Kin
Bloomfield Early Learning Center
Child and Family Agency of Southeastern
Connecticut
Coalition for New Britain's Youth
Connecticut Association for Human
Services
Connecticut Association for the Education
of Young Children
Connecticut Early Childhood Alliance
Connecticut Voices for Children

CSEA/SEIU Local 2001
Early Childhood Collaborative of
Southington Connecticut
Jeffrey Daniels Consulting
Naugatuck Partnership for Children
Southington Daycare Providers Association
Connecticut
The Diaper Bank
Town of Enfield Child Development Center

DELAWARE

Delaware Association for the Education for
Young Children
KIDS COUNT in Delaware

DISTRICT OF COLUMBIA

RESULTS DC: U.S. Poverty Chapter

FLORIDA

Black Child Development Institute, Ft.
Lauderdale
Champions for Children, Inc.
Children's Forum
Cornerstone Family Ministries
Florida Association for the Education of
Young Children
Florida Consumer Action Network
Lutheran Services Florida

GEORGIA

Georgia Early Education Alliance for Ready Students

Voices for Georgia's Children

HAWAII

Hawaii Association for the Education of Young Children

Hawaii Children's Action Network

IDAHO

Idaho Association for the Education of Young Children

ILLINOIS

Illinois Association for the Education of Young Children

Ounce of Prevention Fund

Sargent Shriver National Center on Poverty Law

United Parent Leaders Action Network

Voices for Illinois Children

INDIANA

Indiana Association for the Education of Young Children

Marion County Commission On Youth, Inc.

IOWA

Child and Family Policy Center

First Children's Finance

Iowa Association for the Education of Young Children

Iowa Family Child Care Association

KANSAS

Child Care Providers Coalition of Kansas

Kansas Association for the Education of Young Children

KENTUCKY

Community Coordinated Child Care, 4-C

Eastern Kentucky Child Care Coalition

Hazard Perry County Community Ministries

Kentucky Youth Advocates

Kentucky's Voice for Early Childhood

LOUISIANA

Bear-Y Cherry Tree of Jefferson

Childcare Association of Louisiana

Committee of 100 for Economic Development, Inc.

League of Women Voters of Louisiana

Louisiana Association of United Ways

Louisiana Early Childhood Association

Louisiana Partnership for Children & Families

Louisiana Policy Institute for Children

National Council of Jewish Women, Greater
New Orleans Section

United Way of Acadiana

United Way of Southeast Louisiana

MAINE

Every Child Matters in Maine

Family Child Care Association of Maine

Maine Association for the Education of
Young Children

Maine Children's Alliance

Maine Community Action Association

Maine Equal Justice Project

Maine Head Start Director's Association

Maine Resilience Building Network

Maine Women's Lobby

The Bingham Program

The Greater Portland Early Childhood
Directors Group

MARYLAND

Advocates for Children and Youth

Maryland Association for the Education of
Young Children

Maryland Family Network

Prince George's Child Resource Center, Inc.

MASSACHUSETTS

Cape Cod Child Development Inc.

Early Education for All

ELLIS Memorial

Family Services of Central Massachusetts

Horizons for Homeless Children

Institute for Early Education Leadership and
Innovation

Jumpstart

Massachusetts Association for the Education
of Young Children

Massachusetts Fair Share

Nurtury

Open Center for Children

Somerville Public Schools

Square One

United Way of Massachusetts Bay &
Merrimack Valley

MICHIGAN

Michigan Association for the Education of
Young Children

Michigan League for Public Policy

Michigan's Children

United Way of the Lakeshore

MINNESOTA

Families First of Minnesota

Minnesota Association for the Education of
Young Children

Minnesota Child Care Association

Minnesota Licensed Family Child Care Association

Minnesota School-Age Alliance

New Horizon Academy

Ramsey County Family Child Care Association

Stearns Benton Child Care Association

Think Small

MISSISSIPPI

Mississippi Low Income Child Care Initiative

MISSOURI

Missouri Association for the Education of Young Children

MONTANA

Butte 4-C's – Community Coordinated Child Care

Child Care Connections

Child Care Resources, Inc.

Montana Child Care Resource and Referral Network

NEBRASKA

Nebraska Association for the Education of Young Children

Voices for Children in Nebraska

NEVADA

Children's Advocacy Alliance

Family to Family Connection

Foundation for Positively Kids

Immunize Nevada

Nevada Association for the Education of Young Children

Nevada Institute for Children's Research and Policy

Prevent Child Abuse Nevada

NEW HAMPSHIRE

Chapel School Preschool

Concord Family YMCA

Early Learning NH

Easter Seals New Hampshire, Inc.

Every Child Matters in New Hampshire

Great Bay Kids' Company

Lakes Region Child Care Services

New Futures

New Hampshire Afterschool Network

New Hampshire Association for the Education of Young Children

New Hampshire Child Care Advisory Council

New Hampshire Community Loan Fund, Inc.

New Hampshire Fiscal Policy Institute

NH Hunger Solutions

NEW JERSEY

Advocates for Children of New Jersey
New Jersey Association for the Education of Young Children
New Jersey Community Capital
New Jersey Family Child Care Providers Association
RESULTS Bernardsville

NEW MEXICO

New Mexico Association for the Education of Young Children
New Mexico Early Childhood Development Partnership
New Mexico Voices for Children
United Way of Santa Fe County

NEW YORK

A Better Balance: The Work & Family Legal Center
Advocates for Children of New York
Alliance for Early Childhood Finance
Center for Children's Initiatives
Child Care Council of Rockland, Inc.
Child Care Solutions, Inc.
Citizens' Committee for Children of New York
Day Care Council of New York, Inc.
Early Care & Learning Council

Family Enrichment Network
Harlem Children's Zone
Jawonio Inc.
National Council of Jewish Women, Peninsula Section
New York State Association for the Education of Young Children
Teacher Mommy Daycare, Inc.
The Children's Agenda
The Early Childhood Alliance Onondaga in Syracuse, New York
The Empire Justice Center
The Women's Zionist Organization of America, Inc.
Women's Housing and Economic Development Corporation

NORTH CAROLINA

Child Care Services Association
NC Child
NC Institute for Child Development Professionals
North Carolina Association for the Education of Young Children
North Carolina Child Care Coalition
North Carolina Early Childhood Association
North Carolina Early Childhood Foundation

NORTH DAKOTA

North Dakota Association for the Education of Young Children

OHIO

Action for Children

Corporation for Ohio Appalachian
Development

Groundwork Ohio

HAPPY Homes Ohio Association

Ohio Association for the Education of
Young Children

Ohio Child Care Resource and Referral
Association

The Ohio Association of Child Care
Providers

United Way of Greater Cincinnati

Voices for Ohio's Children

OKLAHOMA

Center for Community School Strategies

Child Care Resource Center of Tulsa

Early Childhood Association of Oklahoma

Family Health Coalition of Tulsa

JumpStart Tulsa

Sprouts Child Development Initiative

OREGON

Children First for Oregon

Children's Institute

Oregon Association for the Education of
Young Children

PENNSYLVANIA

A Child's World

Aa To Zz Child Care and Learning Center

Aardvark Preschool

ABC Academy

ABC Kiddie Kampus

Adelaide Educational Center

And Still I Rise Youth Development
Program

Arsenal Family & Children's Center

BASD Child Care

Begin With Us Child Care and Preschool,
Inc.

Bethany Daycare

Bloom Early Education Centers Inc.

Bright Start Academy

Building Blocks Child Development Center

Building Bridges Daycare, LLC

Capital Area Children's Center

Capital Area Head Start

CCIS of Berks County

CCIS of Lehigh County

Central Susquehanna Association for the
Education of Young Children

Child Care Information Services Columbia,
Montour Northumberland

Child Care Information Services of Centre
& Clinton County/Child Development &
Family Council

Children of Destiny Early Learning Center	Kiddie Academy
Children's Village	Kiddie Academy of Phoenixville
Childspace Too Day Care Center	Kids & US Day Care Center
Christ Cornerstone Academy	KidsPark - Willow Grove
Colorful Future Childcare Center	Kidsville Learning Center After School Program
Creative Kids Daycare	Kidz Biz - Washington Park
Crosspoint Christian Child Care	KinderCare Learning Center #301091
Cuddle Zone Learning Center	Lancaster Early Education Center
Danville Child Development Center	Lancaster Recreation
Day Nursery Association	Latrobe Kinder-Schull
Delaware Valley Association for the Education of Young Children	Lehigh and Northampton Association for the Education of Young Children
Dianne Irwin Family Child Care Home	Lehigh Valley Children's Centers, Inc.
Dignity Housing	Lil World Of Angels Daycare Center
Discovery Kids Childcare	Little People Day Care School of Columbia
Diversified Foods	Mama's Luv Childcare Center
Eileen Thompson Family Day Care	McKean County Infant/Toddler Early Intervention
Elizabethtown Child Care Center	Millennium DayCare
Family Matters Childcare Care	Mini Montessori Academy
Fricchione Center, Marywood University	Mission Committee of Wayne Presbyterian Church
Frock Childcare	Montco Court Care
G & T Daycare	Montgomery Early Learning Centers
Grove City Area United Way	Myrtis' Pre-School and Creative Learning Center
Health and Science Center	NCCS
Healthy Bodies Project	Noahs Ark Daycare
Jack and Jill Preschool	
Judith Holler Family DayCare	
Just Equal Productions Broadcast, Inc.	

Northwest Institute of Research - Northwest Regional Key

O.T. Leaders & Legacies

Oliver Family Day Care

Olympus Child Care

Once Upon A Time Early Learning Center

Our Kids Academy Exton PA

Pennsylvania Association for the Education of Young Children

Pennsylvania Child Care Association

Pennsylvania Fair Share

Pennsylvania Head Start Association

Pennsylvania Intermediate Unit 13

Pennsylvania Partnership for Children

People's Emergency Center

Philadelphia HUNE

Pittsburgh Association for the Education of Young Children

Playball

Playhouse Children's Center

Porter's Day Care

Pratt Street Learning Center

Precious Angels Community Center

Priscilla Layer

PSECU Child Care Center

Public Citizens for Children and Youth

Riverview Children's Center

Rocky Run YMCA

Rodale Child Care Center

Saint Benedict Center

Sharis Mu'Min's Family Childcare

Shirley Hollaack Family Child Care Home

Smartkids Child Care & Learning Center, Inc.

Snyder Union Mifflin Child Development, Inc.

Southeastern Pennsylvania Early Childhood Coalition

Special People In Northeast, Inc.

St. John's Daycare

Stay and Play

Stepping Stones Preschool

Stevens Child Care Co,

Sunrise Kids Daycare Center

Teddy Bear Village Inc.

Temple University

Tender Care Learning Center

The Children's Garden

The Goddard School At Spring Ridge

The Growing Tree Child Care Center Inc.

The Learning Lamp Center for Children

The Learning Tree School

The Little Nest, Inc.

The Parent-Child Home Program

The Vineyard Center

Tiny Tots Childcare & Learning Center, LLC

Trinity Childcare

Trinity Cooperative Day Nursery

TYL II Inc

Volunteers of America Children's Center

What About Me Childcare Services

YWCA Adams Commerce Center

YWCA Lancaster

RHODE ISLAND

Ready to Learn Providence

Rhode Island Association for the Education of Young Children

Rhode Island KIDS COUNT

SOUTH CAROLINA

Family Footprint, Inc.

South Carolina Association for the Education of Young Children

South Carolina Children's Trust Fund

South Carolina Citizen Review Panel

South Carolina Early Childhood Association

South Carolina Program for Infant/Toddler Care

United Way Association of South Carolina

SOUTH DAKOTA

South Dakota Association for the Education of Young Children

TENNESSEE

Black Children's Institute of Tennessee

Nashville Association for the Education of Young Children

Tennessee Association for the Education of Young Children

TEXAS

Black Child Development Institute, Houston

RESULTS Houston, U.S. Poverty

Texans Care for Children

Texas Association for the Education of Young Children

Voices for Children of San Antonio

UTAH

Professional Family Child Care Association of Utah

Utah Association for the Education of Young Children

Voices for Utah Children

VERMONT

Vermont Association for the Education of Young Children

Vermont Community Loan Fund

Voices for Vermont's Children

VIRGINIA

Burke Child Care Connection

Cornerstones, Inc.

Creative Play School

Falls Church McLean Children's Center

Infant Toddler Family Day Care

Northern Virginia Association for the
Education of Young Children

Northern Virginia Family Service

Peek A Boo Child Care Inc.

SCAN of Northern Virginia

The Child and Family Network Centers

Virginia Alliance of Family Child Care
Associations

Virginia Association for Early Childhood
Education

Voices for Virginia's Children

WASHINGTON

Children's Alliance

Partners for Our Children

Thrive Washington

WEST VIRGINIA

WV Healthy Kids and Families Coalition

WISCONSIN

Black Child Development Institute,
Milwaukee

Wisconsin Association for the Education of
Young Children

Wisconsin Council on Children and
Families

Wisconsin Early Childhood Association

WYOMING

Wyoming Community Foundation

PR17-01

For Immediate Release
January 10, 2017

Contact: Gabriel Sanchez
(213) 482-7804

Brown Administration Misses Opportunity to Make Needed Investments in Early Care and Education

Governor Delays Promised Investments in Young Children, Stalling Future Economic Growth

LOS ANGELES – Despite continued growth in revenues, Governor Jerry Brown’s proposed budget for FY 2017-18 eliminates promised investments for young children birth to age 5. Last year, the Governor [promised multi-year funding](#) increases through 2018-19 to expand child care opportunities and provider reimbursement rates.

The January budget proposes to zero out \$226.8 million in planned child care spending for next year. The head of First 5 LA, a leading early childhood advocacy and public grantmaking organization, said the governor missed an opportunity to build a stronger economy for generations to come.

“The research is clear: if we fail to invest in kids’ programs, we stunt future economic growth. Now is the time to make investments that have a demonstrated rate of return,” said Kim Belshé, Executive Director of First 5 LA. “By investing in the state’s youngest residents we can strengthen our state and build a better economy for generations to come.”

According to a new study by [Nobel Prize-winning economist James Heckman](#) and researchers at the University of Southern California and the University of Chicago, high-quality early childhood development programs support economic mobility for two generations by freeing working parents to increase wages over time, while their children develop a broad range of foundational skills for lifelong success.

The findings show high-quality early childhood programs deliver an annual return of 13 percent per child on upfront costs through better outcomes in education, health, employment and social behavior in the decades that follow.

California slashed more than \$1 billion during the recession for subsidized child care programs for infants and toddlers of low-income working parents and preschool for older children. Those cuts eliminated child care and preschool opportunities for tens of thousands of working families.

The [California Budget and Policy Center](#) found that Child Care and Preschool is still funded 20 percent below pre-recession levels and that a typical single mother in California would have to spend two-thirds of her paycheck to cover child care costs. Two parents working minimum-wage jobs full time now earn “too much” [to qualify for state subsidized child care and preschool](#). Statewide, more than 1.2 million children eligible for subsidized child care did not receive services from state programs in 2015.

(MORE)

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Brown Administration Misses Opportunity – Page 2

“The Administration’s proposed budget stalls momentum on the road to recovery by undercutting hard working families and putting quality early learning opportunities out of reach,” Belshé continued. “We know that Californians want these investments. According to recent statewide survey, [the overwhelming majority of Californians support investments in preschool](#) and know that a high-quality early education experience is critical to a student’s success in school, life, and our state’s future prosperity.”

“In the months ahead, we will continue our work with our advocacy partners, the Governor, and the Legislature to ensure our state budget better reflects the priorities of Californians. All children should have access to quality, affordable early care and education - it’s the foundation for our state’s future prosperity,” Belshé concluded.

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ABOUT FIRST 5 LA

First 5 LA is a leading early childhood advocacy and public grantmaking organization created by California voters to invest Proposition 10 tobacco tax revenues in Los Angeles County. In partnership with others, First 5 LA strengthens families, communities, and systems of services and supports so that all children in L.A. County enter kindergarten ready to succeed in school and life. Please visit www.first5la.org for more information.

ABOUT THE STATE BUDGET PROCESS

The State Constitution requires the Governor submit a budget to the Legislature by January 10. Budget subcommittees in the State Assembly and State Senate will review the Governor’s proposed budget and begin to craft their versions of the annual spending plan.

The Legislature has the authority to approve, modify, or reject the Governor’s proposals, add new spending or make other changes that substantially revise the budget as proposed by the Governor. The Legislature typically waits for the May Revision budget update before final budget decisions are made on major programs such as Education, Corrections, and Health and Human Services.

The May Revision to the Governor’s Budget consists of an update to the Governor’s economic and revenue outlook and revises, supplements, or withdraws the policy initiatives included in the Governor’s budget proposal from January.

The Legislature must pass a budget bill for the upcoming fiscal year by midnight on June 15. The Governor has until June 30 to sign the budget bill into law.

ABOUT EARLY CARE AND EDUCATION IN CALIFORNIA

- Nearly [85 percent](#) of brain development happens in the first three years of life.
- Early childhood education has a [better return on investment](#) than the stock market.
- California ranks [40th in the nation](#) in its efforts to support its youngest children.
- In addition to preschool and child care, [high-quality home visiting programs](#), like First 5 LA’s Welcome Baby program, can increase children’s school readiness, improve child health and development, reduce child abuse and neglect, and enhance parents’ abilities to support healthy cognitive, language, social-emotional, and physical development.



To:

Majority Leader Kevin McCarthy
Minority Leader Nancy Pelosi
Senator Dianne Feinstein
Senator-Elect Kamala Harris
Members of California's Congressional delegation

RE: Protect health care for California's children and families

Dear Majority Leader McCarthy, Minority Leader Pelosi, Senator Feinstein, Senator-Elect Harris, and all members of California's Congressional delegation;

As our elected representatives in Washington DC, we urge you to protect health care for California's children. Nearly 60 percent of California's children rely on Medi-Cal and networks of private health providers for their health care. Cuts to the Medicaid system would immediately and directly decimate health coverage and access to care for children in California. In addition, a repeal of the Affordable Care Act would result in an estimated 5 million Californians losing coverage (including **half a million kids**) and a devastating loss of **\$20 billion in federal funding** for California in one year alone.

Californians have worked tirelessly to extend health care to more children in our state, and we have done so while shoring up the state's fiscal health. While these achievements were not without their own difficulties and challenges, the result is a stronger health care economy that is more efficient, equitable, and accessible. In the past two decades, we have transformed California from a state with nearly 2 million uninsured kids to one in which all children have access to affordable health coverage, and all but approximately 100,000 are enrolled.

Health coverage is critical for children. Children with health coverage do better in school and miss fewer school days; are more likely to graduate from high school and go to college; have fewer emergency visits and hospitalizations as children and as adults; and earn more money as adults. In short, health coverage helps children thrive and live out their dreams.

We urge you to carefully consider your role in protecting health care for kids in the coming weeks and months. The wrong proposals, actions/inactions, or rhetoric can promote anxiety and confusion for families; disrupt and destabilize health care markets; cause chaos for those crafting the state budget; undo administrative efficiencies that promote health care services over paperwork burdens; and/or derail initiatives to ensure value, quality, and accountability for federal health care dollars.

It is your responsibility to protect the health of California kids. Half a million children would lose their health coverage under the proposed changes to the Affordable Care Act, and that is unacceptable. Children, families, seniors, and single adults are all counting on you to protect their access to care. As Californians, we stand together and will do all we can to help you make informed and responsible choices in support of the health of California's kids and that of children across the country.

First 5 LA

Long Term Financial Projection

FY 2017 – 2021

I. Introduction: Purpose of the Long Term Financial Projection

This updated FY 2017-2021 Long Term Financial Projection (LTFP) is intended to support the financial stewardship role of the Los Angeles County Children and Families First Proposition 10 Commission (“Commission”) by providing a framework that shows the long-term implications of fiscal actions. It includes a multi-year outlook of anticipated expenditures of allocated funds, as well as annual operating and program demands against forecasted revenue.

The LTFP is presented to the Commission in advance of the annual budget process in order to provide context in which funding decisions will be made. The July 1, 2016 through June 30, 2021 period covered by this update includes the remaining four years of the current 2015-2020 Strategic Plan and the first year of the next Strategic Plan.

Specifically, the updated LTFP utilizes the following overarching approach:

- Uses the July 1, 2016 audited fund balance as a starting point;
- Includes updated revenue forecasts based on the most current available data;
- Includes spending estimates for the core activities highlighted in the 2015-2020 Strategic Plan, as well as other activities that are in support of the Strategic Plan work;
- Projects expenditures for all initiatives approved by the Commission, including those that have received a multi-year allocation and legacy investments that have received a multi-year award; and
- Forecasts ending fund balance for each fiscal year through June 30, 2021.

It is important to note that the LTFP does not formally obligate or commit any funds and is not a spending plan—funds must be committed as part of the annual budget process approved by the Board or through a Resolution that specifically allocates funds for an initiative or program in a manner consistent with the Governance Guidelines.

In sum, the LTFP serves as:

- A framework and context for considering specific budget and/or funding requests by providing a multi-year forecast of the revenue, program and operating expenses, and fund balance;
- An annually updated planning tool that informs the Commission of potential alternatives and highlights important long-term strategic financial decisions; and
- A catalyst for future Commission planning and action. The multi-year perspective should inform the Commission of upcoming decisions and help to set the timing for future actions.

II. Methodology/Approach

This LTFP represents a collaborative effort between Finance and Program staff throughout the organization. Staff used the FY 2016-17 Budget and actual expenditures from FY 2015-16 as a baseline to forecast programmatic expenditures through FY 2020-21.

The LTFP was developed using the following approach and methods:

- The baseline year is the approved FY 2016-17 Budget. However, where sufficient information was available to adjust anticipated expenditures from the amounts initially budgeted for FY 2016-17, these figures were updated appropriately. The overall net effect of

these adjustments was a decrease of approximately \$3.4 million to anticipated spending for FY 2016-17. However, it's important to point out the mid-year budget adjustment process is currently underway, and figures may change from what was utilized in this LTFP if further information becomes available. Staff will return to the Board in March 2017 to present the detail of all mid-year adjustments to the FY 2016-17 budget figures.

- As part of the action taken to approve the FY 2016-17 Budget in June 2016, the Commission reauthorized multi-year commitments and allocations. This schedule of commitments and allocations, known as the GASB 54 schedule, was approved by formal Resolution and designates funds for those specific purposes as directed by the Commission. Final year-end balances for these commitments are available in First 5 LA's annual official audit, the Comprehensive Annual Financial Report (CAFR), for the fiscal year ending June 30, 2016.
- The LTFP includes forecasts for program and operating expenses as follows:
 - Initiative Allocations – As indicated above, the Commission has approved multi-year allocations for specific legacy initiatives. Staff conducted analyses to forecast spending over the approved funding term for each initiative.
 - Annual Program Demands – Other initiatives have not received a multi-year allocation, but were identified as priority strategies, activities or approaches in the 2015-2020 Strategic Plan. Funding for both legacy investments with multi-year awards and 2015-2020 Strategic Plan activities is a demand against annual revenue and the fund balance.
 - Operating Expenses – Projections include cost estimates for operating the Commission and associated staffing. Because the organization is currently undergoing a transition to an operating structure that best supports the work of the Commission moving forward, staff anticipates that changes will occur to the resource requirements projected for operating purposes. Analysis is underway and will continue during the organizational transformation process to more reliably project how changes in the organization's operating approach might affect costs. The administrative portion of the Operating Budget, sometimes referred to as the "administrative cap," is assumed to be within the limit of overall spending approved annually as currently defined by Commission policy.

III. Assumptions

Compared with the long-term projections prepared and approved in previous fiscal years, this updated LTFP incorporates a few modifications of note to the overall assumptions, each of which is discussed in more detail below:

1. While the source of the projected Proposition 10 Tobacco Tax revenue remains the same, the updated data suggests a fairly level rate of decline, from an average decline of 4.4% per year to an updated rate of decline of approximately 4.34% each fiscal year. This continued decline is primarily due to declining sales of tobacco products, the decline in birth rates for Los Angeles County, and administrative fees assessed by the State Board of Equalization for the collection of tobacco taxes. This analysis does not include revenue assumptions based on recently approved propositions, for which the impacts to Commission revenue are still unknown. The new legislation does have implications for Proposition 10 tax revenue, but does not change or amend the language of Proposition 10 itself.
2. After one full year of the 2015-2020 Strategic Plan, updated information on implementation status of the Plan's strategies and activities shifted more costs to the latter years of the Plan, resulting in a revised spending trajectory for these activities. In addition, resource estimates for the Plan activities within each of the four primary outcome areas were updated to reflect additional information gained over the last year. While the LTFP has relied in previous years on the high-end estimates endorsed as part of the Plan's approval in November 2014, the

figures in the current LTFP may represent lower amounts in some areas, informed by actual expenditures. However, it is important to keep in mind that these expenditures, though actual, are still early on in the implementation of our current Strategic Plan.

3. Additional resources are included for activities that do not have committed multi-year allocations—such as policy/advocacy and marketing/communications activities—but for which resources will be needed to support anticipated activities that align to the goals and approaches established in the 2015-2020 Strategic Plan. General resources are included in the LTFP, which assumes that these resources will be approved each year as part of the annual budget.
4. Because the current LTFP extends a year beyond the 2015-2020 Strategic Plan, high-level assumptions were made to account for expenditures in the first year of the next Strategic Plan. Since insufficient information is known at this time to indicate what the status of 2015-2020 Strategic Plan strategies will be, how our current priorities and vision will be aligned to the Commission's next Strategic Plan, or what role the Commission will be playing with respect to these priorities in the future, it was assumed that spending levels for FY 2020-21 remain relatively consistent with those projected for FY 2019-20.
5. The LTFP methodology assumes that operating costs will increase slightly each year due to standard salary and benefit increases (estimated at 2% each year), as well as inflation of the cost of goods and services (estimated at 1% each year). Staff recognizes that operating requirements will change, as the Commission transitions fully to the 2015-2020 Strategic Plan activities and shifts to a revised operating structure that best supports the work of the Commission moving forward. Relatedly, one-time capital improvement costs are assumed for FY 2017-18 to account for updates and anticipated modifications to the building and workspaces to support the new operating structure.

A. Beginning Fund Balance

The FY 2016-17 beginning fund balance utilized in the LTFP reflects the ending fund balance per the CAFR for the fiscal year ending June 30, 2016. Beginning fund balance in future years is calculated based on projected revenue and expenditures for the year prior.

B. Revenue

The Commission is funded through the Proposition 10 Tobacco Tax, 80% of which is distributed to the County Commissions based on their proportion of statewide births. Los Angeles County receives the greatest share, representing approximately 26% of the total County allocations. Tobacco tax revenue, projected to be roughly \$87.0 million in FY 2016-17, is anticipated to continue declining in future years based on the most recent June 2016 estimate from the State Department of Finance (DOF), which forecasts an average annual decline of approximately 4.34% in tobacco tax revenue. This continued decline is primarily due to declining sales of tobacco products, the decline in birth rates for Los Angeles County, and administrative fees assessed by the State Board of Equalization for the collection of tobacco taxes.

As previously noted, this analysis does not include revenue assumptions based on recently approved propositions, for which the impacts to Commission revenue are still unknown. In addition, staff will continue to monitor and assess the impacts of ongoing changes to the political landscape, such as state-level legislation affecting tobacco tax revenue or federal legislative changes such as modifications to the Affordable Care Act.

Interest earnings are projected based off the average rate of return on anticipated cash balances for FY 2015-16 of 1.02%, with assumptions made for improving market conditions across the years

reflected in the LTFP. Interest earnings for FY 2016-17 are projected at approximately \$4.2 million. Lease revenue of approximately \$157,000 is also expected for FY 2016-17 grounded on the negotiated lease agreement for the preschool occupying space on the first floor of the Commission building. Based on the terms of the agreement, lease revenue is assumed to increase by a maximum of 2% per year across the timeframe covered by the LTFP. In addition, the Other Revenue category also includes IMPACT funding being received by First 5 LA from First 5 California, the bulk of which will be received in FY 2018-19 and FY 2019-20.

C. Program Expenditure Assumptions – 2015-2020 Strategic Plan Activities

As part of the strategic planning process, staff developed resource estimates for the 2015-2020 Strategic Plan strategies that ranged from low to high estimates depending on the role that the Commission decided to take in the implementation of these strategies. Consistent with the approved 2015-2020 Strategic Plan, the high resource estimates were utilized as the baseline for current long-term projections based on the assumption that the Commission will take a leadership role in robustly implementing the Plan's strategies to achieve the greatest impact. Continued refinement of these resource estimates will occur as implementation of the Plan's strategies and activities moves forward. Although there were a number of areas where the resource projections for 2015-2020 Strategic Plan activities were refined and lowered from the initial high-end estimates, not enough information was available in some cases to support overall changes to resource requirements for those strategies and activities that are still in the development phase. In addition, some resources not initially considered in the development of 2015-2020 Strategic Plan cost projections—such as funding received from First 5 California, as well as remaining unspent balances from legacy investments redirected to the fund balance—were incorporated as part of this analysis. As implementation continues and further information becomes available, refined estimates will be incorporated into future updates of the LTFP. Although the LTFP is not the vehicle for updating the budget, additional staff analysis and recommendations will be brought to the Board for their action during the mid-year and annual budget processes.

There was sufficient information to support revisions to the expected trajectory of spending for the priority outcome areas. This updated information resulted in a shift in estimated spending to the later years of the Plan, showing more spending in FY 2018-19 and FY 2019-20 than previously projected. For example, previous projections anticipated that spending in the Early Care & Education Systems (ECE) outcome area would be the highest in FY 2016-17 and FY 2017-18 with a ramp down in spending by FY 2019-20, while current projections shifted the majority of spending in this area to FY 2018-19 and FY 2019-20. For the Communities outcome area, current projections include shifting the full implementation of the Best Start alignment to FY 2017-18, as well as revised assumptions around costs related to community-specific resident engagement and continuation of the capacity-building community grants through the duration of the 2015-2020 Strategic Plan.

Similarly, previous long-term projections showed anticipated peak spending in the Families outcome area in FY 2016-17 and FY 2017-18 with a 57% reduction in expenditures by FY 2019-20. Current projections reflect a steady increase in expenditures over the course of the five-year LTFP, with the outcome area-specific costs continuing into FY 2020-21. Current projections assume that funding for Universal Assessment of Newborns (UAN) will be exhausted by FY 2019-20. However, given the alignment of UAN with the Welcome Baby (WB) program, concurrent support for both UAN and WB services may be required to maximize optimal outcomes across all participating hospitals and for families within and around the Best Start Communities. Staff will be coming to the Board at a later date to discuss the updated projections for First 5 LA's home visiting investments, which will include a discussion of the programmatic implications of continuing to fund UAN beyond the initial allocation amount, as well as a discussion of the sustainability strategies that are currently being evaluated. Because the changing political landscape and various external policy changes may affect the

feasibility of these strategies, staff will continue to assess the potential impacts and will return to the Board with a recommended approach to sustainability.

D. Program Expenditure Assumptions – Legacy Investments

The expenditure projections contained in the LTFP were developed based on the following overarching assumptions:

- Fidelity to existing Commission-approved allocations and other funding decisions made by the Commission.
- Consistent with the Governance Guidelines, all initiatives and programs are assumed to end according to the Board-directed timeframe. For example, expenditure projections only include funding for the Children’s Dental Care initiative through June 2018, when the five-year initiative is scheduled to end.
- Ongoing funding for Legacy Investments that do not have an approved multi-year allocation is assumed to adhere to one of the following approaches:
 1. Funding is assumed for those legacy projects for which an amount was awarded to grantees or contractors via a multi-year award letter or strategic partnership agreement; and
 2. All other funding is assumed to be in support of activities that align to and support the strategies and approaches detailed in the 2015-2020 Strategic Plan.

E. Program Expenditure Assumptions – Cross-Cutting and Support Investments

Funding is assumed for a number of cross-cutting or “support” investments—such as Communications & Marketing, Policy & Advocacy, and Integration & Learning—that do not have committed multi-year allocations and may support both legacy work and the new work of the organization. While these investments represent key approaches for the Commission to advance the priority outcome areas established in the 2015-2020 Strategic Plan, they also reflect the Commission’s commitment to continuously learn and improve upon the efforts that the organization participates in and supports. Consistent with past Commission practice, the LTFP assumes that 5% of estimated programmatic spending will be spent on integration and learning activities, while costs for communications/marketing and policy activities are projected based on either existing approved funding levels or specific activities planned for future fiscal years.

F. Operating Expenditure Assumptions

The approved FY 2016-17 Operating Budget of \$21.2 million included assumptions related to staffing, salary and benefit costs, and other operating costs. The LTFP methodology assumes that operating costs will increase slightly each year due to standard salary and benefit increases (estimated at 2% each year), as well as inflation of the cost of goods and services (estimated at 1% each year). Staff recognizes that operating requirements will change, as the Commission transitions fully to the 2015-2020 Strategic Plan activities and shifts to a revised operating structure that best supports the work of the Commission moving forward. Relatedly, one-time capital improvement costs are assumed for FY 2017-18 to account for updates and anticipated modifications to the building and workspaces to support the new operating structure. Further analysis is underway and will continue during the organizational transformation process to more reliably project how changes in the organization’s operating approach might affect costs. As previously noted, although the LTFP is not the vehicle for updating the budget, additional staff analysis and recommendations will be brought to the Board for their action during the annual budget process.

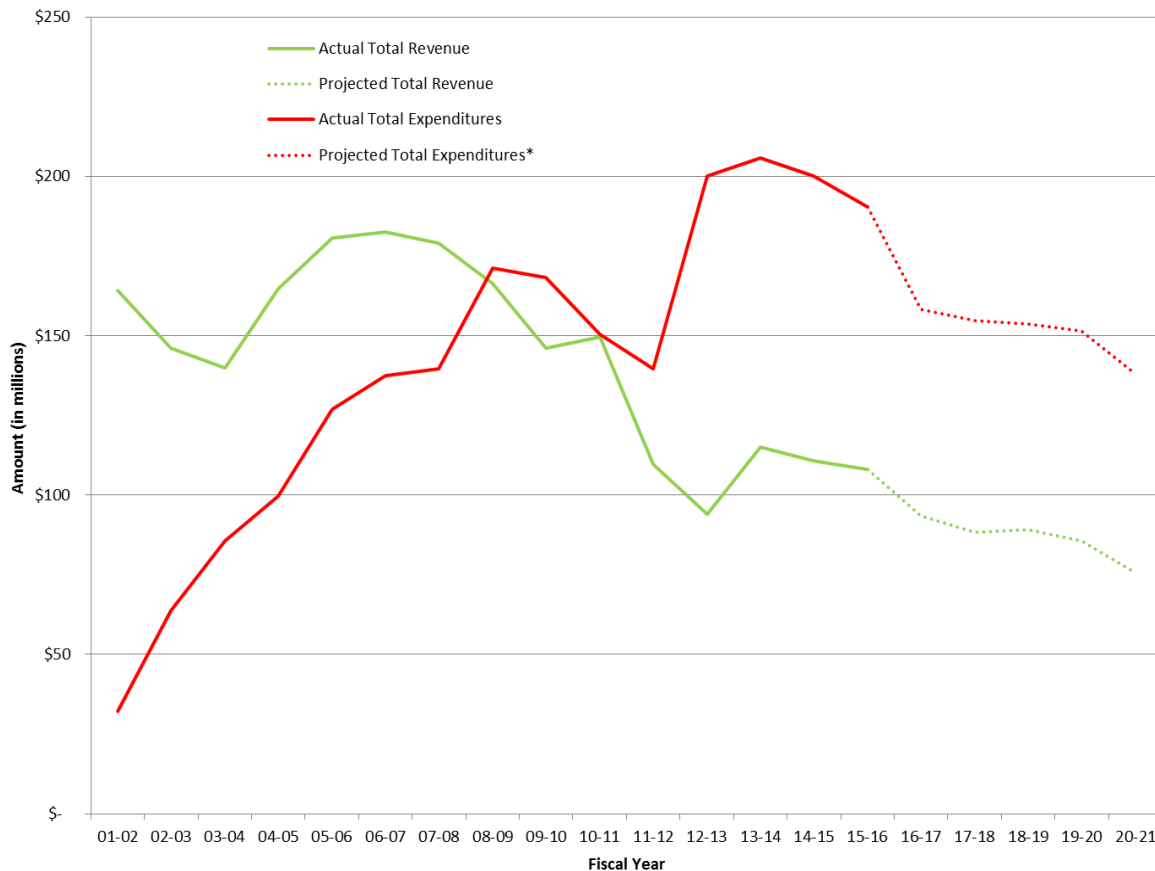
The LTFP does assume compliance with the Commission’s annual administrative limit, which for FY 2016-17 is 7.67% of proposed spending. Although this limit represents an increase from prior years, First 5 LA still maintains one of the lowest administrative limit percentages among the First 5 county Commissions. Per adopted policy, administrative expenses are assumed to include all costs incurred in support of the general management and administration of the Commission for a common or joint purpose that benefits more than one cost objective (other than evaluation activities), and/or those costs not readily assignable to a specifically benefited cost objective. The LTFP assumes that the annual administrative limit will be approved each year by the Board through the annual budget process, in alignment to Board-approved policy.

IV. Analysis: The Multi-year Outlook

Over the long-term, the LTFP continues to show a picture of declining resources, including both incoming revenue and existing fund balance. As previous projections have demonstrated, this is primarily driven by the fact that spending continues to outpace revenue (as illustrated in *Chart 1* below), requiring the Commission to depend on existing fund balance to cover the difference.

The Commission’s primary source of revenue, Proposition 10 tobacco tax revenue, has been steadily decreasing since FY 2004-05, and is projected to decline an additional 16% by FY 2020-21, from the \$87.9 million received in FY 2015-16 to an estimated \$73.5 million for FY 2020-21. At the same time, expenditures had been steadily increasing through FY 2013-14 exceeding incoming revenue for the first time in FY 2008-09. Commission expenses in FY 2015-16 totaled \$190.3 million, a 4.86% decrease from FY 2014-15.

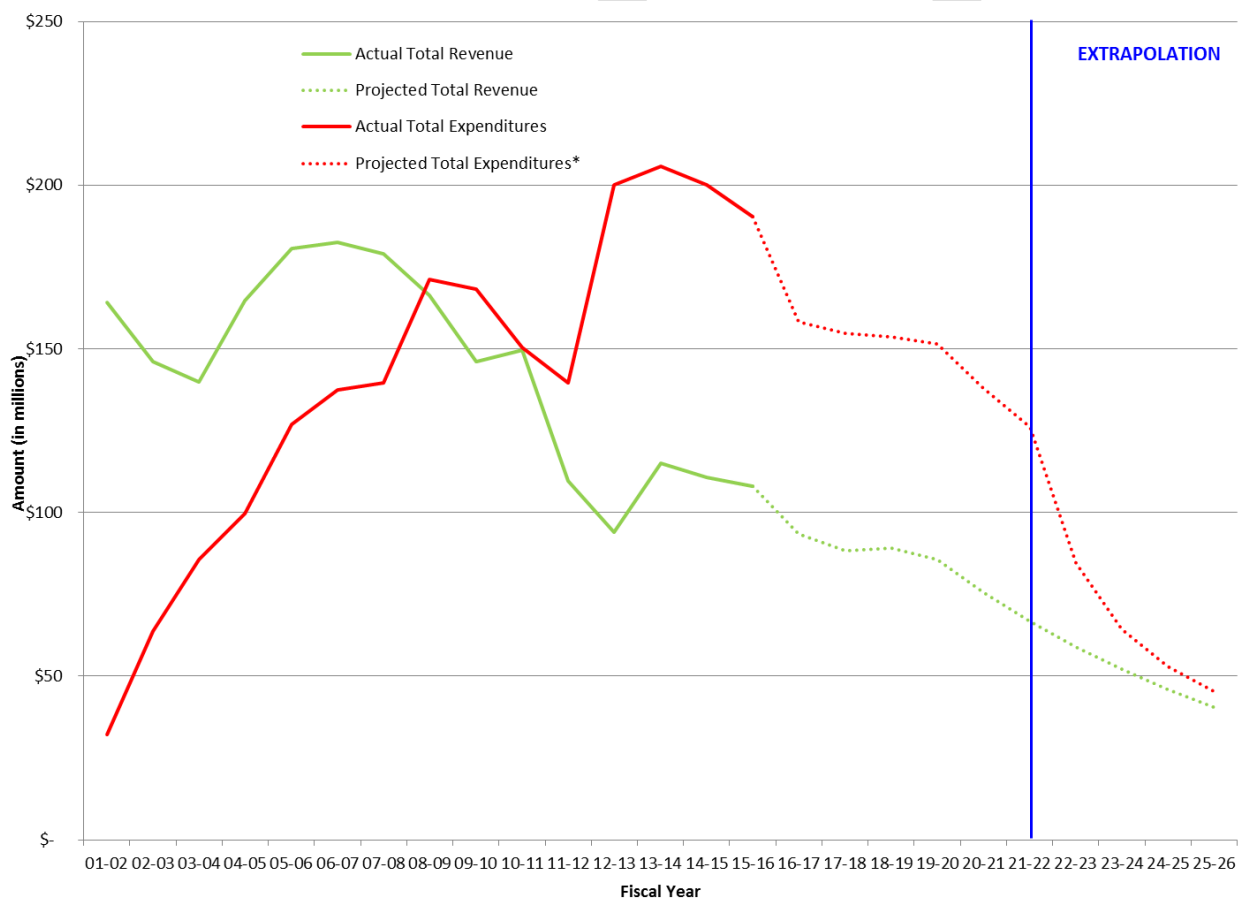
Chart 1: Revenue vs. Expenditures through FY 2020-21



In FY 2016-17, spending is estimated to total more than \$158.2 million, or 41% above the estimated incoming tobacco tax revenue, an excess level of spending that results in a commensurate decline in fund balance. This variance between projected revenue and expenditures results in a 70% decrease in fund balance from the July 1, 2016 beginning fund balance of \$460.1 million to \$136.1 million by June 30, 2021. Of this \$136.1 million, amounts would need to be set aside for subsequent fiscal year operating costs and the fund balance reserve, which is currently calculated as 25% of the projected annual fiscal year budget per Board-approved policy.

The necessary alignment of revenue and expenditures is not anticipated to occur until after FY 2025-26 (as illustrated in *Chart 2* below). This is driven by a combination of factors: 1) further decline in tobacco tax revenue, 2) continued spending in excess of revenue, utilizing existing fund balance to cover the difference; and 3) the approved policy governing the fund balance reserve, which requires the Commission to hold a portion of its fund balance each year in reserve, equivalent to 25% of planned annual spending. However, this does give the organization the opportunity to gradually transition to a more sustainable spending portfolio, with the goal of aligning annual spending with revenue.

Chart 2: Revenue vs. Expenditures through FY 2025-26



Even as the Commission moves farther into a Strategic Plan that places a greater emphasis on policy and systems change, it is important to note that more than half of incoming Proposition 10 tobacco tax revenue (\$200.4 million out of total estimated tax revenue of \$399.8 million) is projected to be spent through FY 2020-21 on the Commission’s direct service investment in home visitation through the Welcome Baby and Select Home Visitation programs. Specifically, the LTFP projects

that over the course of the next five years, these programs combined are forecasted to range from a high of 60% to a low of 43% of incoming tobacco tax revenue on an annual basis.

The additional year of actual data and updated revenue and expenditure estimates resulted in notable changes in the current LTFP relative to previous long-term projections. In particular, the current LTFP reflects higher revenues and lower expenditures than previous projections, resulting in a higher estimated fund balance than previously forecasted for the organization. In addition, although the updated spending projections for 2015-2020 Strategic Plan activities are lower than the high-end resource estimates initially forecasted when the Plan was approved, further work needs to be done in order to fully reconcile the Plan's resource requirements. Staff will continue to monitor the changing environment and political landscape—both at the State and federal level—and will evaluate the potential fiscal impacts to the organization triggered by items such as revenue-driven propositions at the State level or legislative decisions at the Federal level (e.g., changes to the Affordable Care Act).

Overall, the LTFP continues to demonstrate that the Commission cannot maintain the current rate of spending in the long run, and that the organization must continue to explore ways to transition to a more sustainable spending approach. Although the LTFP shows that resources are adequate in the short-term to cover existing obligations and projected spending, these declining resources must be considered carefully in the long-term. The Commission is already in the process of exploring where alternative revenue sources may exist, as well as what effect the recently approved California ballot measures may have on both existing revenue streams and potential additional sources beyond the current tobacco tax revenue. Based on the extrapolated data shown in Chart 2, the Commission is expected to continue spending in excess of incoming revenue based on current trends. The identification of alternative revenue sources will be critical in order to achieve the Commission's goal of aligning incoming revenue with annual expenditures.

The LTFP indicates that existing and estimated future resources are sufficient to provide a transition period over the coming years for the Commission to gradually move toward a “live within our means” budgeting approach that places more reliance on incoming resources rather than fund balance to cover annual spending.

V. Summary

The LTFP provides a framework for informing future strategic decisions that determine the future direction of the Commission. Higher revenues and lower expenditures than were forecasting in last year's LTFP are resulting in a higher estimated fund balance than previously projected over the LTFP time period. In addition, staff will continue to monitor and assess the impacts of ongoing changes to the political landscape, such as state-level legislation affecting tobacco tax revenue or federal legislative changes such as modifications to the Affordable Care Act.

The LTFP shows that there is sufficient fund balance in the short-term to support a transition to a more sustainable spending portfolio—one that places less reliance on existing fund balance and begins the process of aligning annual spending with annual revenue—over the course of the 2015-2020 Strategic Plan and in the years that follow.

By balancing future investments with declining resources, the Commission has an opportunity to bring sharper focus to the directed areas of investment by aligning them in a manner that ensures sustainability. Coupled with the approved Governance Guidelines, this fiscal outlook should help to inform and provide parameters for any Commission decisions with a fiscal impact, ensuring that both existing and new funding commitments are sustainable and aligned with the 2015-2020 Strategic Plan.

First 5 LA
Long Term Financial Projection - Multi-Year Forecast Detail

Beginning Fund Balance as of July 1			\$ 460,076,176	\$ 395,206,645	\$ 328,897,636	\$ 264,253,209	\$ 198,547,221	A	
Projected Revenue (by Fiscal Year)			FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	
Proposition 10 Tax Allocations ¹			\$ 87,017,941	\$ 82,746,658	\$ 79,673,821	\$ 76,826,944	\$ 73,492,655		
Other Revenue ²			2,030,611	1,781,585	6,204,210	6,207,482	170,308		
Interest Earnings ³			4,255,138	3,781,694	3,244,485	2,645,889	1,995,854		
Total Projected Revenue			\$ 93,303,690	\$ 88,309,936	\$ 89,122,515	\$ 85,680,315	\$ 75,658,816	B	
Annual Program Demands		Commitment (June 30, 2016)⁴	ACTUAL FY 2015-16	Estimated Program Demands (by Fiscal Year)					
			FY 2016-17⁵	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21		
2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE (By Outcome Area)									
Families - Welcome Baby/Home Visitation		\$ -	\$ 27,429,035	\$ 37,031,363	\$ 35,699,396	\$ 40,802,424	\$ 42,683,600	\$ 44,156,627	
Communities - Best Start Communities/New Activities		-	11,111,173	17,314,000	21,870,355	23,502,683	24,705,826	24,705,826	
Early Care & Education Systems ⁶		52,763,993	234,207	23,898,000	22,869,000	27,219,000	31,352,355	24,550,000	
Health-Related Systems		-	27,199	2,421,000	5,331,000	7,831,000	9,285,500	9,285,500	
TOTAL 2015-2020 STRATEGIC PLAN (By Outcome Area)		\$ 52,763,993	\$ 38,801,614	\$ 80,664,363	\$ 85,769,751	\$ 99,355,107	\$ 108,027,281	\$ 102,697,953	C
LEGACY INVESTMENTS									
At-Risk Fathers Investment		\$ 598,500	\$ -	\$ 114,000	\$ 308,000	\$ 177,000	\$ -	\$ -	
Baby Friendly Hospitals ⁷		24,133,679	-	918,000	436,900	175,100	-	-	
Black Infant Health		5,714,561	-	1,703,000	2,355,000	1,855,000	-	-	
Children's Dental Care		20,342,895	-	9,366,000	6,864,593	-	-	-	
Children's Vision Care		1,582,789	-	1,333,000	249,789	-	-	-	
Data Partnership with Funders		2,353,121	-	900,000	700,000	524,417	400,000	-	
Early Identification and Intervention of Autism		1,951,073	-	990,000	961,073	-	-	-	
Healthy Food Access		1,764,514	-	1,174,000	552,000	38,514	-	-	
Healthy Kids - Advance to LA Care ⁸		8,254,590	-	273,000	350,000	400,000	100,000	-	
Information Resource & Referral ⁹		-	-	1,260,000	640,000	-	-	-	
Little by Little/One Step Ahead		21,412,981	-	3,312,000	3,978,999	4,004,078	959,573	-	
Oral Health & Nutrition - Dental Home - Advance to UCLA		704,300	-	704,300	-	-	-	-	
Parent-Child Interaction Therapy		12,529,944	-	3,590,000	3,679,630	2,019,770	-	-	
Policy Advocacy Fund		-	-	1,263,000	300,000	-	-	-	
Reducing Childhood Obesity		6,034,967	-	6,034,967	-	-	-	-	
Resource Mobilization - ECE		-	-	200,000	-	(1,000,000)	-	-	
Resource Mobilization - Funder Partnerships		-	-	75,000	525,000	525,000	525,000	525,000	
Resource Mobilization - Health		-	-	326,000	-	-	-	-	
Resource Mobilization - Organizational Capacity Building		-	-	125,000	200,000	200,000	200,000	200,000	
Resource Mobilization - Project Development		-	-	250,000	250,000	250,000	250,000	250,000	
Workforce Development		-	-	555,000	542,000	-	-	-	
Universal Assessment of Newborns ¹⁰		34,783,040	-	8,152,433	10,414,820	9,814,084	6,401,703	-	
TOTAL LEGACY INVESTMENTS		\$ 142,160,954	\$ 106,967,338	\$ 42,618,700	\$ 33,307,804	\$ 18,982,963	\$ 8,836,276	\$ 975,000	D
CROSS-CUTTING AND SUPPORT INVESTMENTS¹¹									
Communications & Marketing		\$ -	\$ 1,771,384	\$ 5,345,000	\$ 4,650,000	\$ 4,650,000	\$ 4,650,000	\$ 4,650,000	
Communications - Conference Funding		-	184,805	300,000	300,000	300,000	300,000	300,000	
Policy Agenda/Advocacy		-	1,074,280	2,442,000	2,442,000	2,442,000	2,292,000	2,292,000	
Integration & Learning		-	6,558,248	5,568,000	5,531,000	6,028,000	4,874,000	4,388,000	
TOTAL CROSS-CUTTING AND SUPPORT INVESTMENTS		\$ -	\$ 9,588,717	\$ 13,655,000	\$ 12,923,000	\$ 13,420,000	\$ 12,116,000	\$ 11,630,000	E
TOTAL ESTIMATED PROGRAM DEMANDS				\$ 136,938,063	\$ 132,000,555	\$ 131,758,070	\$ 128,979,557	\$ 115,302,953	F=C+D+E
Estimated Operating Expenditures ¹²			\$ 21,235,158	\$ 22,618,391	\$ 22,008,873	\$ 22,406,746	\$ 22,812,154	\$ 22,812,154	G
TOTAL ESTIMATED SPENDING				\$ 158,173,221	\$ 154,618,946	\$ 153,766,943	\$ 151,386,303	\$ 138,115,107	H=F+G
TOTAL ESTIMATED SPENDING IN EXCESS OF REVENUES				\$ 64,869,531	\$ 66,309,009	\$ 64,644,428	\$ 65,705,988	\$ 62,456,291	I=H-B
PROJECTED ENDING FUND BALANCE				\$ 395,206,645	\$ 328,897,636	\$ 264,253,209	\$ 198,547,221	\$ 136,090,930	J=A-I
Total Estimated Commitments Remaining (as of June 30)		\$ 185,966,057	\$ 130,364,991	\$ 69,217,804	\$ 19,470,339	\$ 38,643,262	\$ 38,643,262	\$ 38,643,262	
Total Estimated Advances Remaining (as of June 30)		\$ 8,958,890	\$ 7,981,590	\$ 7,631,590	\$ 7,231,590	\$ 7,131,590	\$ 7,131,590	\$ 7,131,590	
				FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	
Fund Balance Reserve ¹³			\$ 39,543,305	\$ 38,654,736	\$ 38,441,736	\$ 37,846,576	\$ 34,528,777	\$ 34,528,777	K=H*25%

Footnotes to the Long Term Financial Projection – Multi-Year Forecast Detail:

1. Proposition 10 tax revenue projections were updated based on the most recent forecast provided by the California Department of Finance (DOF): "First 5 California County Tax Revenue Projections for FY 2015-16 through 2019-20" (Updated 6/27/16 Utilizing DOF May Revise 2016 Tobacco Tax Projections and DOF Birth Projections for California State and Counties 1970-2023). Because DOF projections decreased on average 4.34% each year through FY 2019-20, a 4.34% decrease was projected for FY 2020-21.
2. Other Revenue includes lease revenue based on the negotiated lease agreement for the preschool occupying space on the first floor of the Commission building. Based on the terms of the agreement, lease revenue is assumed to increase by a maximum of 2% per year across the timeframe covered by the LTFP. This revenue category also includes IMPACT funding being received by First 5 LA from First 5 California, the bulk of which will be received in FY 2018-19 and FY 2019-20.
3. Estimated interest rates were based off of the average rate for FY 2015-16 of 1.02%. Due to improving market conditions, an estimated rate of 1.0% was utilized for FY 2016-17 to project interest earnings on available cash balances, with the rate increasing by 0.05% each year to a maximum of 1.2% for FY 2020-21.
4. Allocation and advance balances were updated based on the Comprehensive Annual Financial Report (CAFR) for the fiscal year ending June 30, 2016. Any exceptions are specifically noted below.
5. FY 2016-17 expenditure projections are based on the FY 2016-17 Budget approved June 9, 2016, except where updated information was available to adequately support a change. Any changes will be incorporated formally during the mid-year adjustment to the FY 2016-17 Budget presented to the Board for approval in the spring of 2017.
6. The resource estimates included for the Early Care & Education Systems outcome area include the spending down of remaining balances previously allocated for both Los Angeles Universal Preschool (LAUP) and the ECE Workforce Consortium, as approved by the Board. The year-end balance for LAUP was updated based on a revised reconciliation conducted by both First 5 LA and LAUP staff.
7. The Baby Friendly Hospitals initiative draws down from an allocation previously referred to as "Best Start LA". All other programs funded through this allocation have ended. Costs for Baby Friendly Hospitals beyond FY 2016-17 represent the completion of existing obligations to current grantees and contractors.
8. Through the expiring initiatives assessment process, approval was granted to continue the relationship with LA Care, which has a significant balance remaining of the approximately \$12.9 million that was initially advanced in FY 2012-13. This approval granted LA Care the ability to continue to hold the funds in their account while additional work is underway to determine how LA Care might be able to contribute toward the success of the Health-Related Systems outcome area strategies.
9. Information Resource & Referral costs represent the approved extension of the existing relationship with the Information and Referral Federation of Los Angeles County, Inc. ("211 LA County") through June 30, 2018. Costs for information resource and referral activities beyond FY

2017-18 are incorporated into the resource estimates for the 2015-2020 Strategic Plan outcome areas.

10. Universal Assessment of Newborns is fundamentally linked to the Welcome Baby program, with both programs currently funded through single contracts with provider hospitals. However, because the Universal Assessment of Newborns initiative was initially approved as a 5-year initiative with a discrete multi-year allocation, costs are reflected through FY 2019-20, at which point the allocation balance will be exhausted. The spending estimate for FY 2019-20 will not cover a full year of costs for this initiative.
11. Funding is assumed for a number of cross-cutting or “support” investments that do not have committed multi-year allocations. Note that these costs may support both legacy work (as we continue to learn from past investments) and the 2015-2020 Strategic Plan activities. Although multi-year funding commitments have not been explicitly made by the Commission, estimated costs were included because these investments represent key approaches for the Commission to advance the priority outcome areas established in the Strategic Plan. In addition, these resources also reflect the Commission’s commitment to continuously learn and improve upon the efforts that the organization participates in and supports.
12. The methodology for operating costs assumes that costs will increase slightly each year due to standard salary and benefit increases (estimated at 2% each year), as well as inflation of the cost of goods and services (estimated at 1% each year). Staff recognizes that operating requirements will change, as the Commission transitions fully to the 2015-2020 Strategic Plan activities and shifts to a revised operating structure that best supports the work of the Commission moving forward. As such, one-time capital improvement costs are assumed for FY 2017-18 to account for updates and anticipated modifications to the building and workspaces to support the new operating structure. Further analysis is underway and will continue during the organizational transformation process to more reliably project how changes in the organization’s operating approach might affect costs.
13. The fund balance reserve is calculated as 25% of estimated spending for the fiscal year, consistent with Board-approved policy.

Long Term Financial Projection

FY 2017-2021

Special Meeting of the Board
of Commissioners

January 26, 2017



Agenda

- Overview and Purpose
- Assumptions
- Highlights
- Key Takeaways
- Summary
- Next Steps

LTFP: Overview

- Goal of the LTFP: To aid in the Commission's financial stewardship role by providing a framework that shows the long-term implications of funding decisions.
- LTFP is a multi-year forecast—not a spending plan—that includes: revenue, fund balance, program commitments and expenditure projections, and operating expenses.
- The LTFP is presented to the Board provide fiscal context for the organization, not as a vehicle to make policy decisions.
- Forecast period of FY 2017 – 2021, one year beyond the 2015-2020 Strategic Plan.

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Assumptions

- Projections assume fidelity to allocations and other funding decisions made by the Commission.
 - All programs will be implemented according to the planned schedule and are assumed to end consistent with the Board-approved Governance Guidelines.
 - Any unspent funding from multi-year allocations will remain committed, pending Board action.
- Strategic Plan cost estimates were revised where additional information was available.
- Spending levels for FY 2020-21 are assumed to remain relatively consistent with FY 2019-20.
- Operating expenses increase slightly based on standard salary/benefit increases, inflation, and costs related to one-time capital improvements.

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Highlights: Revenue & Expenditures

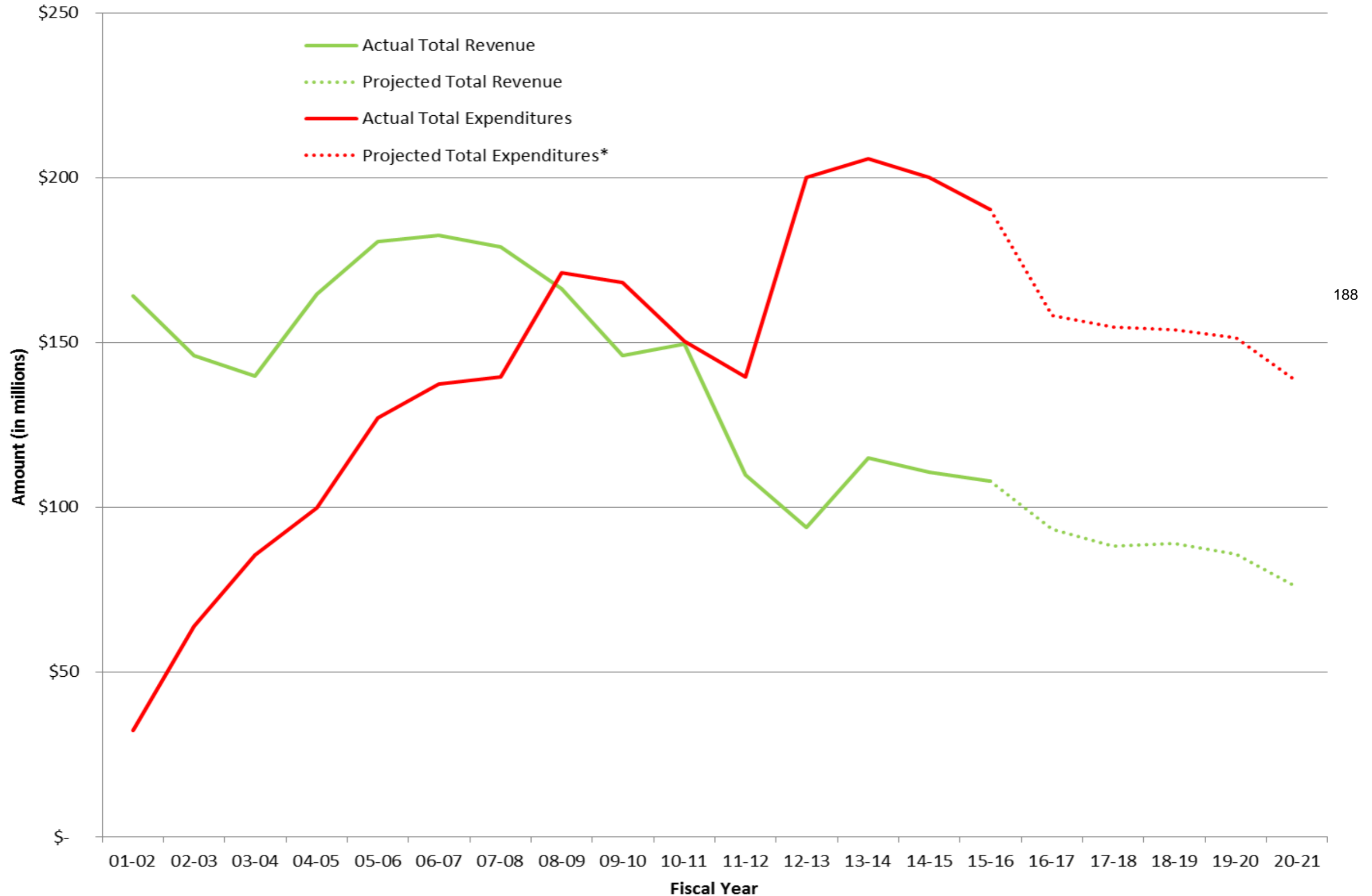
Revenue: Proposition 10 tax revenue is projected to decline by 16% by FY 2020-21, from \$87.9 million (FY 2015-16) to \$73.5 million (FY 2020-21).

Expenditures:

- Annual spending began to exceed revenue in FY 2008-09.
- In FY 2015-16, expenditures of \$190.3 million were more than double the tobacco tax revenue of \$87.9 million.
- In FY 2016-17, spending is estimated to be \$158.2 million and remain above \$138.0 million through FY 2020-21, further reducing fund balance.
- Over the course of the 5 years covered by the LTFP, nearly half of incoming tobacco tax revenue is projected to be spent on the Commission's direct service investments in home visiting.

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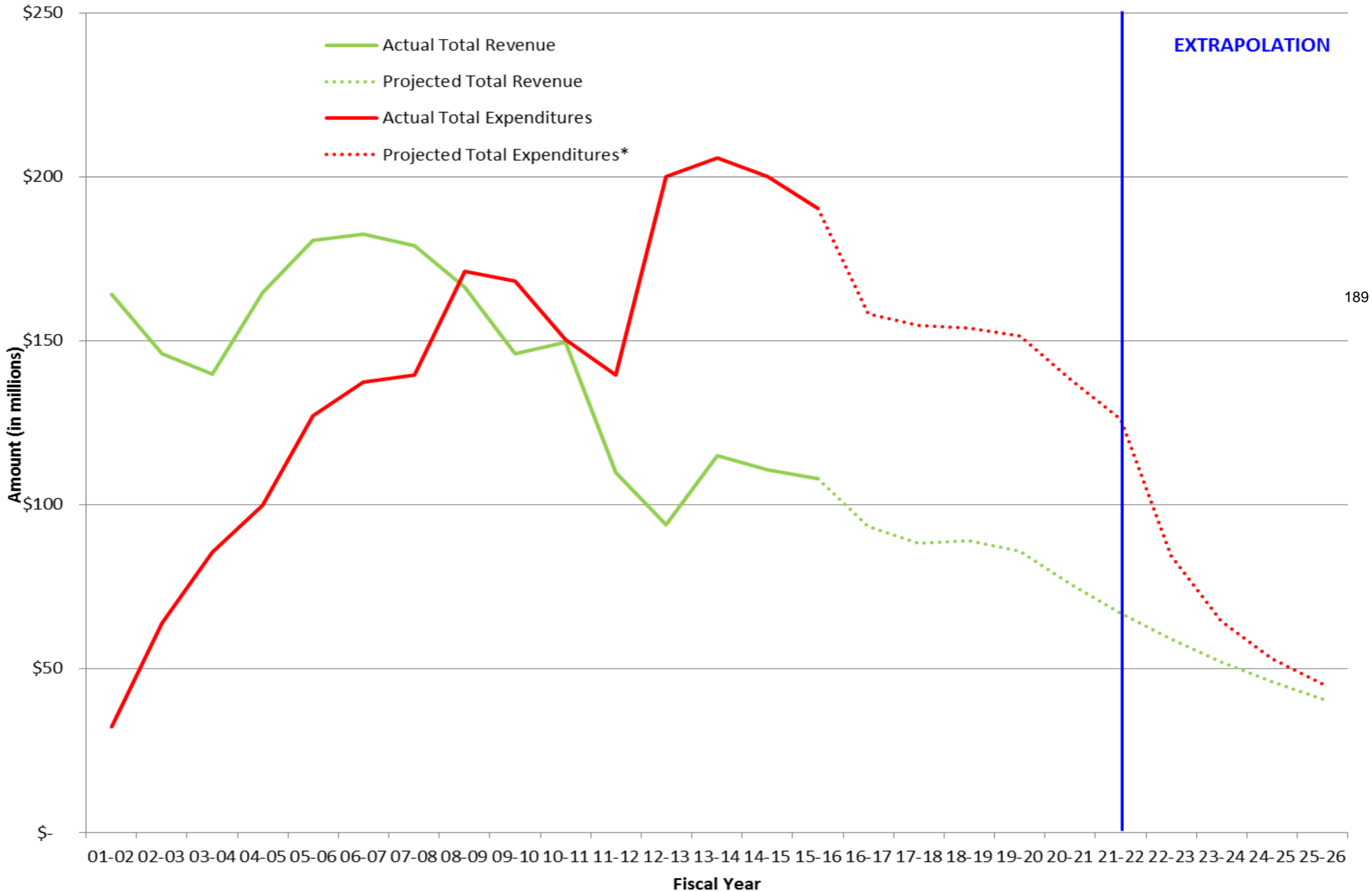
Revenue & Expenditure Projections



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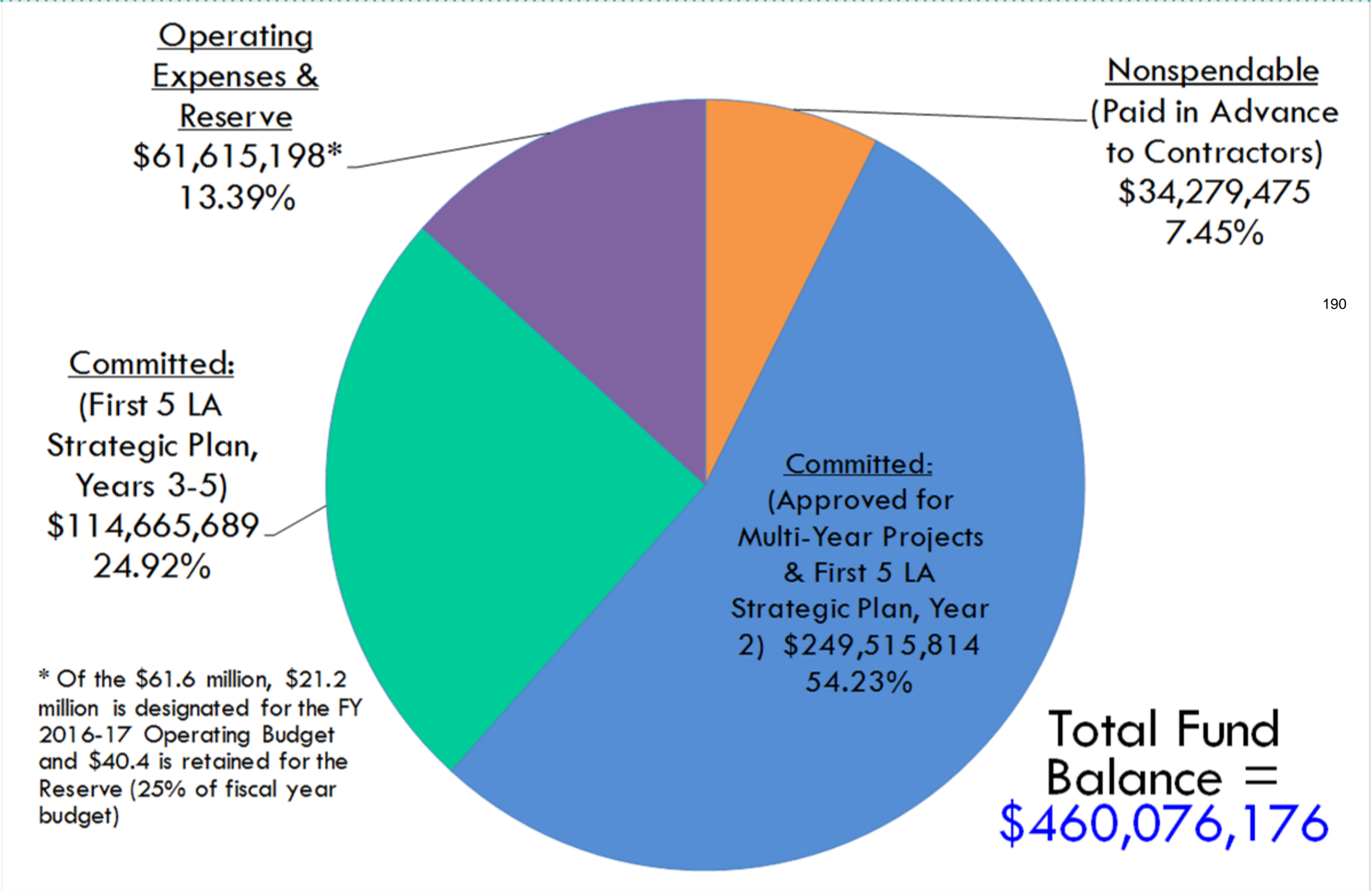
* Expenditure projections assume that the Commission does not spend the reserve each year.

Revenue & Expenditure Projections (Extrapolated)



* Expenditure projections assume that the Commission does not spend the reserve each year.

Fund Balance (6/30/2016): 100% Board Dedicated



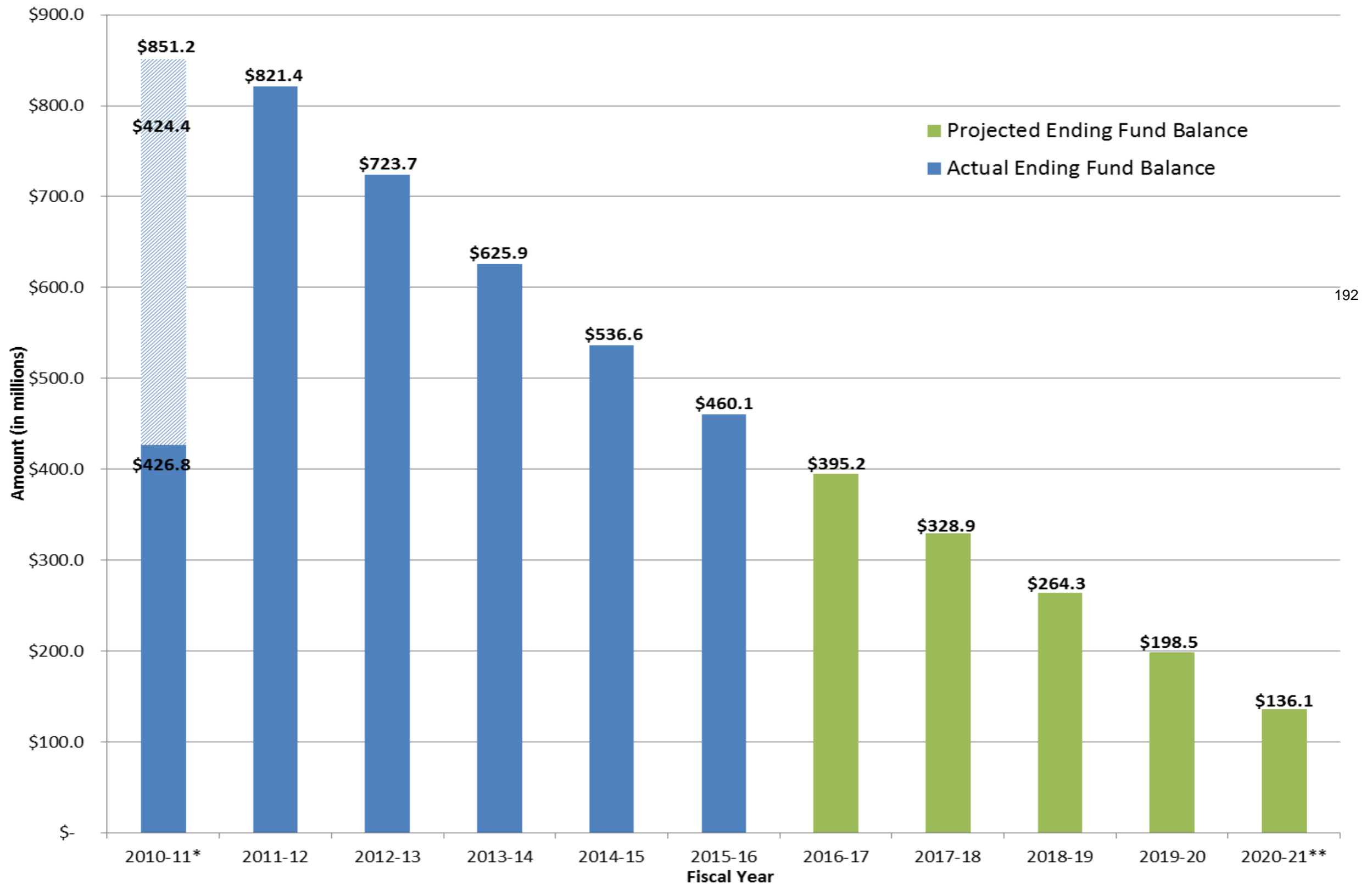
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Highlights: Fund Balance

- July 2016 beginning fund balance was \$460.1 million, of which \$283.8 million, or 62%, was committed to approved multi-year allocations, advances to contractors/grantees, and FY 2016-17 appropriations.
- Total fund balance is projected to decrease by 70% by June 2021, from \$460.1 million in July 2016 to \$136.1 million by June 2021.
- The \$136.1 million would need to account for FY 2021-22 operating costs, the fund balance reserve, and unspent multi-year committed allocations.

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Fund Balance: Future Outlook



* The FY 2010-11 fund balance was lower due to an AB 99 liability of \$424.39 million, which was returned to net assets in FY 2011-12.

** Funds must be available from this balance to support operating costs and maintain a fund balance reserve for FY 2021-22.

Key Takeaways

- Underspending in FY 2015-16 resulted in a higher FY 2016-17 beginning fund balance than previously expected.
- Compared to previous projections, the current LTFP shows higher revenues, lower anticipated expenditures, and an overall higher fund balance.
- An additional year of actual spending data and implementation produced revised projections for the four Outcome Areas that demonstrate a lower than anticipated level of spending by June 30, 2020
 - Staff will provide additional detail in the FY 2017-18 Budget, and will continue to revise resource estimates and update the Board as implementation continues and more is known

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Conclusion

- LTFP shows spending continuing to exceed revenue, placing demands on the diminishing fund balance.
- Staff continue to monitor the changing political landscape—both at the State and Federal levels—which will likely have implications for incoming revenue, as well as feasible sustainability strategies.
- Resources are adequate to cover existing obligations and projected spending through the course of the 2015-2020 Strategic Plan, providing the Commission with the opportunity to gradually transition to a more sustainable spending portfolio with the goal of aligning annual spending with revenue.
- In the short-term, the Commission must adhere to the Governance Guidelines relative to expiring initiatives and the efficiency & cost effectiveness of the 2015-2020 Strategic Plan strategies to reflect F5LA's fiscal reality.

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Next Steps

- LTFP will be included on the February 9th Consent Calendar for Commission action/approval
- Staff will finalize mid-year budget adjustments to the FY 2016-17 Budget, to be presented to B&F on March 1st and to the Commission on March 9th ¹⁹⁵
- Staff will return to the Commission in the near future to present revised long-term projections for the Home Visiting investments, with a focus on program and sustainability strategies

Questions?



FY 2017-18 BUDGET CALENDAR

DATE	ACTIVITY	VENUE
January 2017	Brief Budget and Finance Committee on recommended FY 2017-18 budget calendar Provide annual Long Term Financial Plan (LTFP) update to the Budget & Finance Committee	Budget & Finance Committee Meeting
January 2017	Brief Commission on recommended budget calendar Provide annual LTFP update to the Commission	Commission Meeting
February 2017	Provide training to First 5 LA staff on budget process and development	Internal Staff Training
February 2017	Request Commission approval on the recommended budget calendar	Commission Meeting
February - April 2017	Complete budget development	Internal Staff Process
April 2017	Present Proposed FY 17-18 Budget to B&F	Budget & Finance Committee Meeting
May 2017	Present FY 2016-17 Proposed Budget to the Commission	Commission Meeting
May 2017	Revise FY 2017-18 Proposed Budget as necessary	Internal Staff Process
May 2017	Present revised FY 2016-17 Proposed Budget to the Budget & Finance Committee as necessary	Mid-week of April 10
June 2017	Request Commission adoption of the FY 2017-18 Proposed Budget	Commission Meeting

FIRST 5 LA

SUBJECT:

Request to Extend the Strategic Partnership with the Child Care Alliance of Los Angeles to Continue to Operate the California Early Care and Education Workforce Registry in L.A. County for an Amount Not to Exceed an Additional \$2,000,000 and Authorize First 5 LA Staff to Execute a Contract

RECOMMENDATION (PROVIDED AS INFORMATION):

The strategic partnership with the Child Care Alliance of Los Angeles (CCALA) contributes to First 5 LA's efforts to improve the quality of early care and education (ECE) services. It does so by promoting the professional growth and development of the ECE workforce, creating an impetus and mechanism for increased alignment among ECE systems, and providing data and information to inform programmatic, policy and system change efforts. This memo is provided as information for the Board's consideration at the January Commission Meeting. Staff recommends that at the February Commission Meeting, the Board approve an extension of the Strategic Partnership with CCALA for a period of three years for an additional amount not to exceed \$2,000,000 and authorize staff to utilize \$650,000 of those funds to execute a contract from July 1, 2017 to June 30, 2018. The funds will be included in the First 5 LA 2017-2018 ECE Systems Program Budget under the Professional Development Initiative. Upon approval of the FY 2017-2018 budget, staff will execute the contract. All subsequent contracts for the remainder of the Strategic Partnership will be brought to the Board on an annual basis for approval on consent prior to execution.

BACKGROUND:

ECE Workforce Registries

An ECE Workforce Registry is a comprehensive, web-based data and information system with supporting operations that promotes and recognizes the professional achievements of the ECE workforce. Profiles containing demographic, education, professional development and employment information for members of the ECE workforce are created and stored over time. Registry data and information is then available for use by employers, state, regional and local agencies and other stakeholders. Registries are used for various purposes including program administration, reporting, needs assessment, guiding investments, planning, evaluation, research, monitoring, system change and policy advocacy. In addition to generating data, the web-based interface also allows the Registry to serve as a resource for the ECE workforce by providing access to a searchable calendar and registration system for training and other professional development opportunities, a job board and a resume builder. Over 40 states have ECE workforce registries. In many of these states, registries are administered as a part of licensing and/or Quality Rating and Improvement Systems (QRIS) through state Departments of Education or Early Learning. California is one of only a few states without statewide participation in an ECE workforce registry. Los Angeles, San Francisco and Santa Clara are working in partnership to help move California toward statewide Registry participation.

Original Approval

At the May 2013, meeting, the Board of Commissioners approved a Strategic Partnership with CCALA to establish and operate the California ECE Workforce Registry (the Registry) in L.A. County. In addition to funding operations, a portion of First 5 LA's investment (\$100,000) was pooled with funding from the San Francisco Office of Early Care and Education (SF OECE), the David and Lucille Packard Foundation and the Mimi and Peter Haas Foundation to purchase the RegistryOne data system. Though the Registry is currently operational in only three counties (i.e., Los Angeles, San Francisco and Santa Clara), it is a single data system intended for long-term use throughout California.

Current Strategic Partnership

As our strategic partner, CCALA has several mutually reinforcing responsibilities. These responsibilities include day-to-day operations, oversight of data system development and maintenance by the RegistryOne vendor, promoting Registry integration and expanded use with local and state agencies, and pursuing long-term sustainability of the Registry. When the Registry was launched in 2013, First 5 LA's primary aim was to ensure that participants in First 5 LA-funded ECE professional development efforts joined the Registry and maintained updated profiles documenting their qualifications, professional development and work history in order to support the evaluation of the Los Angeles County Early Care and Education Workforce Consortium. Over time, the vision for the Registry has broadened beyond participation of the ECE workforce in L.A. County to address local evaluation needs. Our collective vision with CCALA, SF OECE and WestEd now includes demonstrating the potential of a statewide registry to serve as a tool for professionalizing the workforce, improving ECE systems alignment at the state and local level, strengthening the ECE professional development system and advocating for policy and system change.

Progress to Date

The strategic partnership between First 5 LA and CCALA has resulted in significant accomplishments in operations, data system development, integration into ECE systems and expanded use among the ECE workforce. These accomplishments have positioned the work of the Registry to be a viable option for scaling across the state. In terms of operations an organizational infrastructure including staffing, policies and procedures were developed. New modules, reporting and functionality have been created to increase the potential value of the Registry to the workforce, state agencies, program implementers and other stakeholders. In addition to the features like the training calendar and job board mentioned above, a QRIS calculator that scores qualifications based on CA-QRIS criteria has been developed to contribute to determining the overall quality rating of ECE providers. In terms of workforce participation, First 5 LA's June 2016 objective of 3,000 active Registry users in L.A. County was achieved. As of December 2016, there were nearly 4,000 active users which represents an estimated 10% of the workforce in L.A. County. As a result of a recent EESD mandate that all of their training vendors and trainees create profiles on the Registry, statewide participation is expected to increase by approximately 30,000 people.

First 5 LA and CCALA have developed relationships with state, county and local agencies that are helping to promote the Registry and expand participation. The partnership with the San Francisco Office of Early Care and Education (SF OECE) predated the Registry and ultimately led to its development. Since launching the Registry, the principal aims of the relationship between L.A. and SF has been standardizing operations, ongoing system development and advocating for alignment with and use by state agencies. It is important to note that San Francisco is the only other county in California currently implementing Registry operations. In San Francisco operations are funded by SF OECE. WestEd is also a partner. They are involved in advocacy efforts with state agencies and currently have a contract with SF OECE for Registry operations in Santa Clara County through a grant from First 5 Santa Clara.

To facilitate Registry alignment with ECE systems locally, relationships have been developed with the Los Angeles County Office of Education (LACOE) and all of the R&Rs in Los Angeles County. The relationship with LACOE and the Registry was recently formalized through a Data Sharing Agreement, which outlines how the Registry will assess the qualifications of staff participating in QRIS funded through the State Preschool and Infant-Toddler QRIS block grants and provide the data for use in generating quality ratings. The Registry's formal relationship with each of the R&Rs establishes them as training sponsors. Collectively the R&Rs are the single largest training provider in L.A. County, training over 3,000 members of the workforce annually. As Training Sponsors R&Rs post and track participation in trainings using the Registry's training module. The ability to track training participation represents a system efficiency since data on training participation is captured in one place and is available to multiple parties including trainees, training providers and as well those who fund the R&Rs to provide training.

At the state level, Registry integration into ECE systems and expanded workforce participation is being pursued through relationships with EESD, the California Resource and Referral Network (CARRN), the Child Development Training Consortium (CDTC), the Community Care Licensing Division (CCLD) of the

California Department of Social Services, the Commission on Teacher Credentialing (CTC) and First 5 California. In addition, both CCALA and First 5 LA are represented on the Workforce Registry Advisory Board (WRAB) convened by EESD. All of the aforementioned state agencies are also represented on the WRAB. These relationships are the primary mechanism for pursuing the vision of embedding the Registry within state agencies. The expectation is that integrating the Registry into the practices of state agencies is critical for establishing a centralized portal with workforce data obtained in a manner that reduces burden, increases efficiency, and generate cost savings across systems.

DISCUSSION:

Staff recommends extending the strategic partnership with CCALA because of the potential for continued robust Registry operations in L.A. County to support multiple strategic plan objectives. Registry operations will directly contribute to achieving the objective aimed at increasing access to professional development opportunities for the ECE workforce by centralizing and making information available through the training calendar.

Registry operations can also support or reinforce several other strategic plan objectives for the ECE outcome area including: (a) a unified countywide approach to measuring quality through implementation of QRIS; (b) alignment of Los Angeles County Child Development and Early Education courses offered by community colleges and CSUs with the California Early Childhood Educator Competencies (ECECs); (c) L.A. County R&Rs use of a standardized curriculum and train the trainers model that reflects the ECECs; and (d) California's adoption of a formal teaching credential that prepares educators to work with children 0-8 years.

In addition to Registry operations, the extended strategic partnership with CCALA will also include systems change efforts. The aim of system change efforts are primarily around embedding and integrating the Registry at the state level with agencies including EESD, F5CA, CCLD and CTC. The Registry's integration into statewide initiatives and programs aimed at the ECE workforce will promote systems-alignment, increased administrative efficiency, cost savings, support advocacy efforts and enable data-informed decision making across local and state agencies. As is discussed in the background section, First 5 LA and CCALA's engagement with state agencies to promote the Registry is already underway. Through this extended partnership there will be an increased focus given the relative maturity of Registry systems development and operations and recent developments primarily the CDE mandate for participation in the Registry by all of its training vendors and trainees.

Through CCALA's role as Registry operator they have gained the experience and expertise to support and/or play a leadership role in addressing recent developments in the field that are hastening broad scale Registry participation among members of the ECE workforce throughout the state. It is anticipated that ultimately an entity will be selected to operate the Registry statewide. Through the strategic partnership with CCALA, First 5 LA can support the transition of Registry operations from a three-county model to a well-integrated, statewide model.

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

The following outlines how First 5 LA and CCALA will address the sustainability and leveraging components of the First 5 LA Governance Guidelines approved by the Board in March 2014.

Sustainability

Staff's recommendation to continue the strategic partnership with CCALA assumes First 5 LA as sole funder of Registry operations in L.A County is an appropriate near-term approach, but the long term vision is that the state will be the primary funder and the Registry will be statewide. Given First 5 LA's experience with Registry operations in a large and diverse county we can be a resource and provide insight to state agencies as they select a body to operate the Registry statewide and determine the funding source or sources.

Recent developments support the potential for a pathway to sustainable funding with CDE as the agent of sustainability. In 2016 CDE commissioned a study to examine the feasibility of a statewide ECE workforce registry for supporting business needs of EESD and CCLD. State departments are required to

conduct a feasibility study in order to submit a request to the Department of Finance to undertake a new technology project. The feasibility study is a clear indication of CDE's desire and intent to launch a statewide Registry should the study yield favorable results. In terms of sustainability, a positive feasibility study finding would enable CDE (or any state agency) to include funding for the Registry data system and/or operations in department's budget. Phase I of the Feasibility Study, the Business Process Analysis, is complete and Phase II, the Alternative Analysis, is expected to be completed in 2017. First 5 LA, CCALA and our partners in San Francisco and Santa Clara have provided input to support Phase I of the Feasibility Study and are expected to support Phase II as well. Another development mentioned above is the mandate from EESD that all their training vendors and trainees create Registry profiles as of January 1, 2017 and begin using the training calendar July 1, 2017. This mandate has the potential to result in more than 30,000 individuals in the ECE workforce statewide becoming Registry members. Since this mandate as issued several discussions have ensued about the need for short-term and long-term funding to support the expanded use of the Registry.

Federal reporting requirements related to spending on quality improvement under the reauthorization of the Child Care and Development Block Grant Act (CCDBG) provides a compelling and timely reason for the Registry to implemented and funded by CDE. The CCDBG mandate that state spending on quality improvement increase from 4% to 9 % over the next four years represents a potential funding source. Staff will continue to examine viable sustainability options.

Leveraged Resources

First 5 LA's funding has and will continue to be pooled with funding from SF OECE and SC County to support the Registry data system and operations. With EESD's recent mandate for all of their training vendors and trainees to create Registry profiles there is a need for additional resources to support Registry statewide operations. In response to this there have been a number of recent efforts obtain additional funding from both public and private funders until such time that CDE is able to provide sufficient and consistent funding. Public funders that have expressed interest in supporting the expansion include EESD and First 5 California. Private funders that have expressed interest in supporting the expansion include the David and Lucile Packard Foundation, Peter and Mimi Haas Foundation and the Heising-Simons Foundation. First 5 LA's investment in the Registry has a critical influence on the willingness of other funders including state agencies to invest in the Registry.

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

Extending the existing strategic partnership with CCALA is more cost effective than implementing a competitive solicitation process because as the member organization for the L.A. County R&Rs and Alternative Payment (AP) agencies, they maintain the largest network of licensed child care providers in the County and have strong relationships with the population targeted for Registry participation, including those working in licensed child care centers, family child care homes (FCCs) and license-exempt settings. Furthermore, at this stage of the Registry's development a competitive bid process would require significant First 5 LA staff resources to execute in addition to expenses that would be incurred related to start up and transitioning operations with a new organization.

- The Strategic Partnership can implement an approved program or initiative more expeditiously than resources provided through a competitive solicitation; or

Extending the strategic partnership with CCALA will allow for uninterrupted Registry operations in L.A. County in support of the ECE professional development system and QRIS strategies.

- 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

During the past four years CCALA has developed the unique expertise and infrastructure to carry out Registry operations.

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

Through this strategic partnership First 5 LA funds will be leveraged with funding from San Francisco and Santa Clara to support Registry operations, data systems development and system alignment. Furthermore, the Registry expansion generated by the recent mandate from EESD has set the stage for First 5 LA's investment in the Registry to produce additional funding from both public and private funders.

AND

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

A key strategy of First 5 LA's 2015-2020 Strategic Plan for the ECE Outcome area is strengthening the professional development system for the ECE workforce. The Registry provides a mechanism for understanding and building on the strengths, needs and challenges of the workforce as well as the professional development system. Through the training calendar it also provides access to professional development opportunities thereby promoting a more skilled and knowledgeable ECE workforce. Furthermore, the Registry is aligned with First LA's activities aimed at improving the quality of ECE services given its integral role of assessing, promoting and tracking staff qualifications as a component of QRIS

Extended Strategic Partnership for the Early Care & Education Workforce Registry

Katie Fallin Kenyon & Kimberly Hall

January 26, 2017

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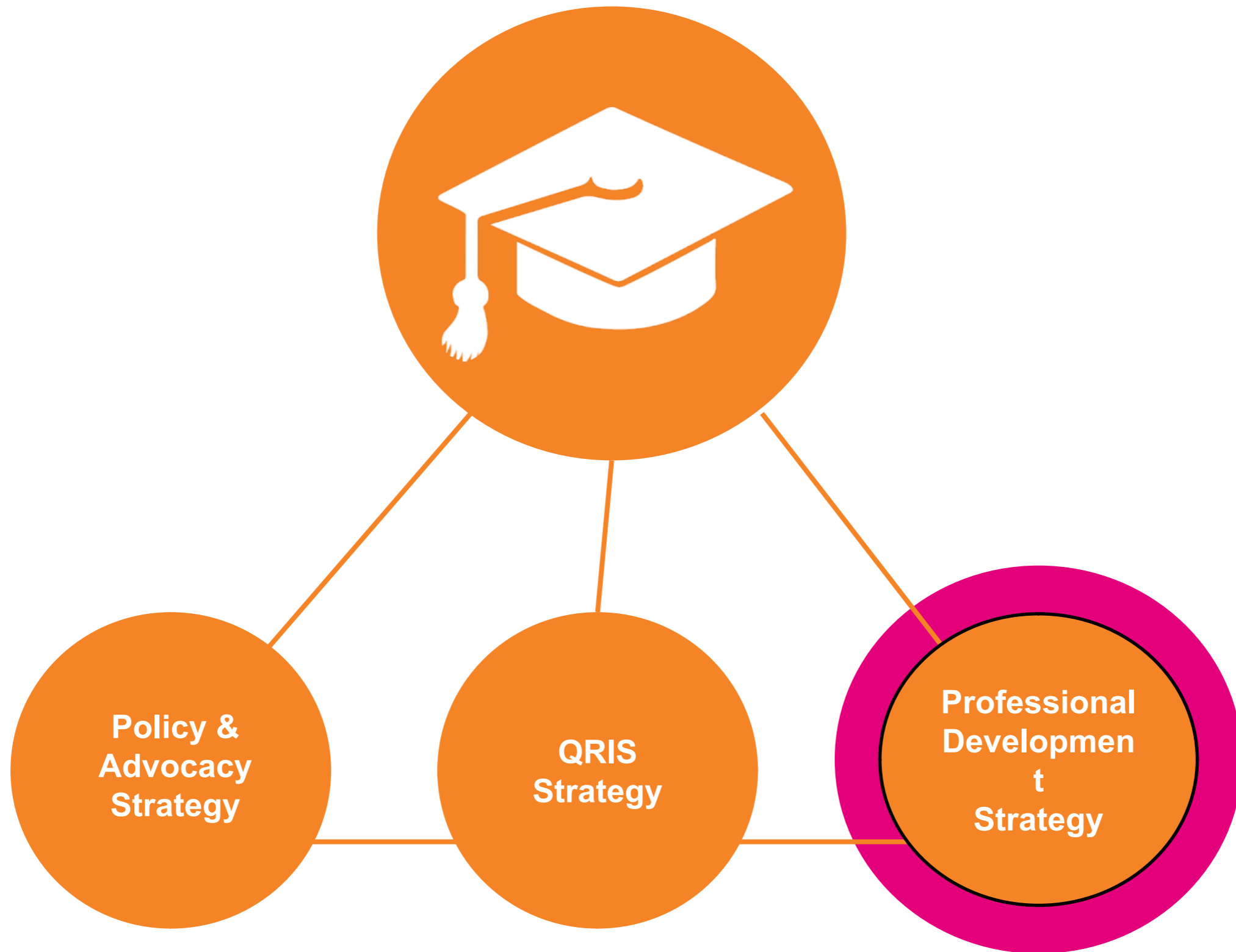
First5LA.org

Presentation Objectives

- Background on the ECE Workforce Registry
- Staff Recommendation to Extend the Strategic Partnership
- Next Steps

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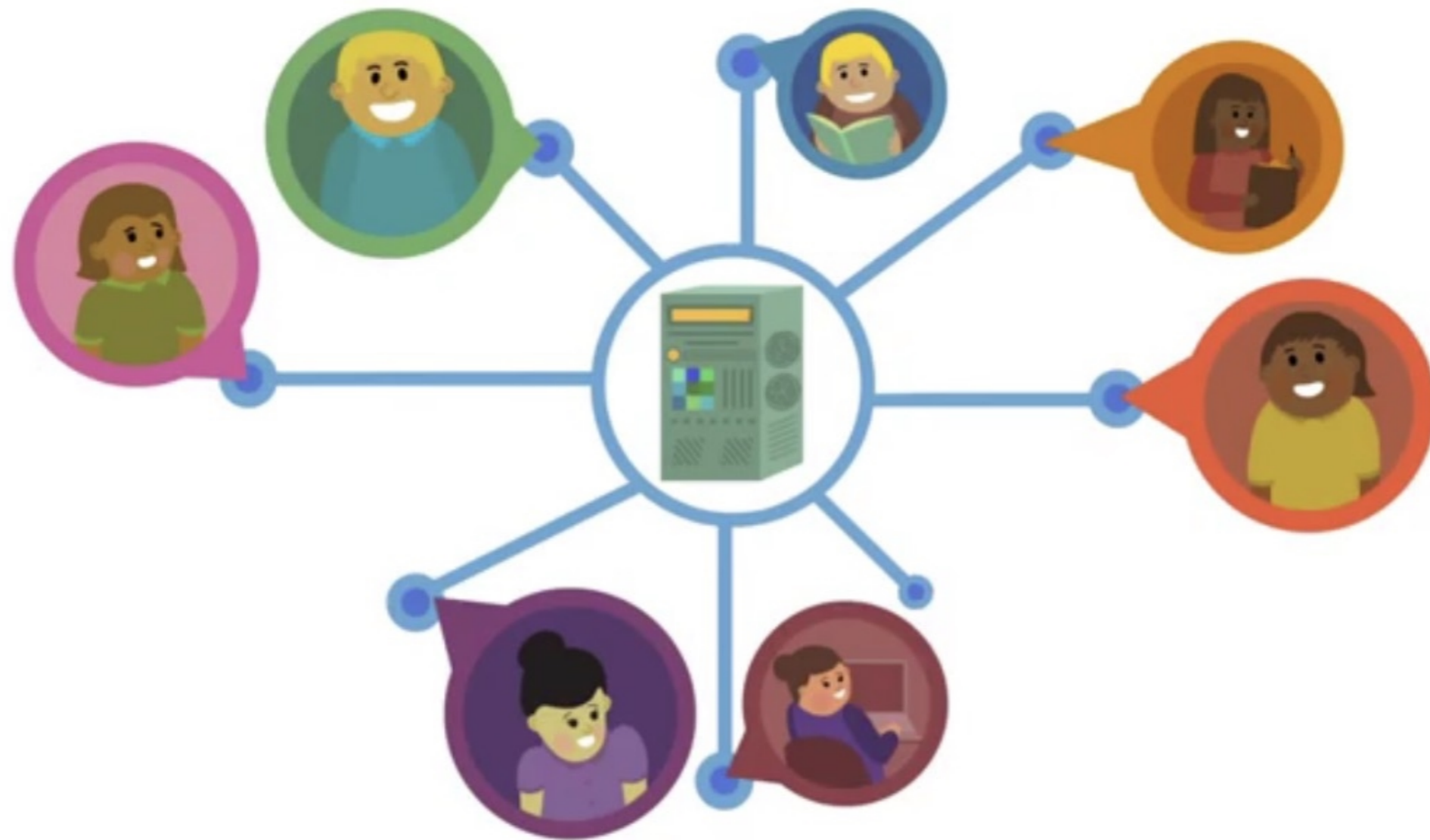
Early Care and Education Outcome





What is the ECE Workforce Registry?

Registry Overview

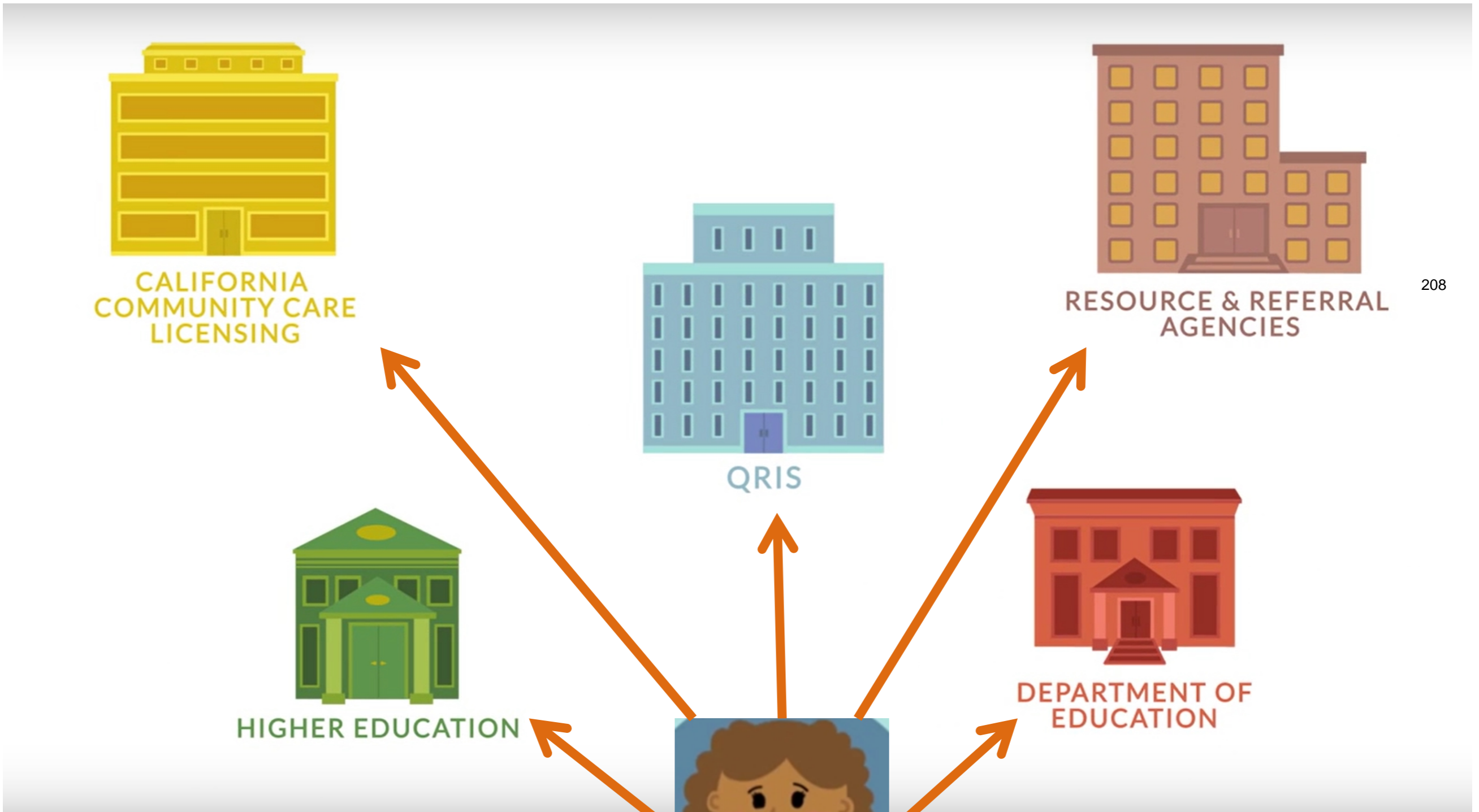


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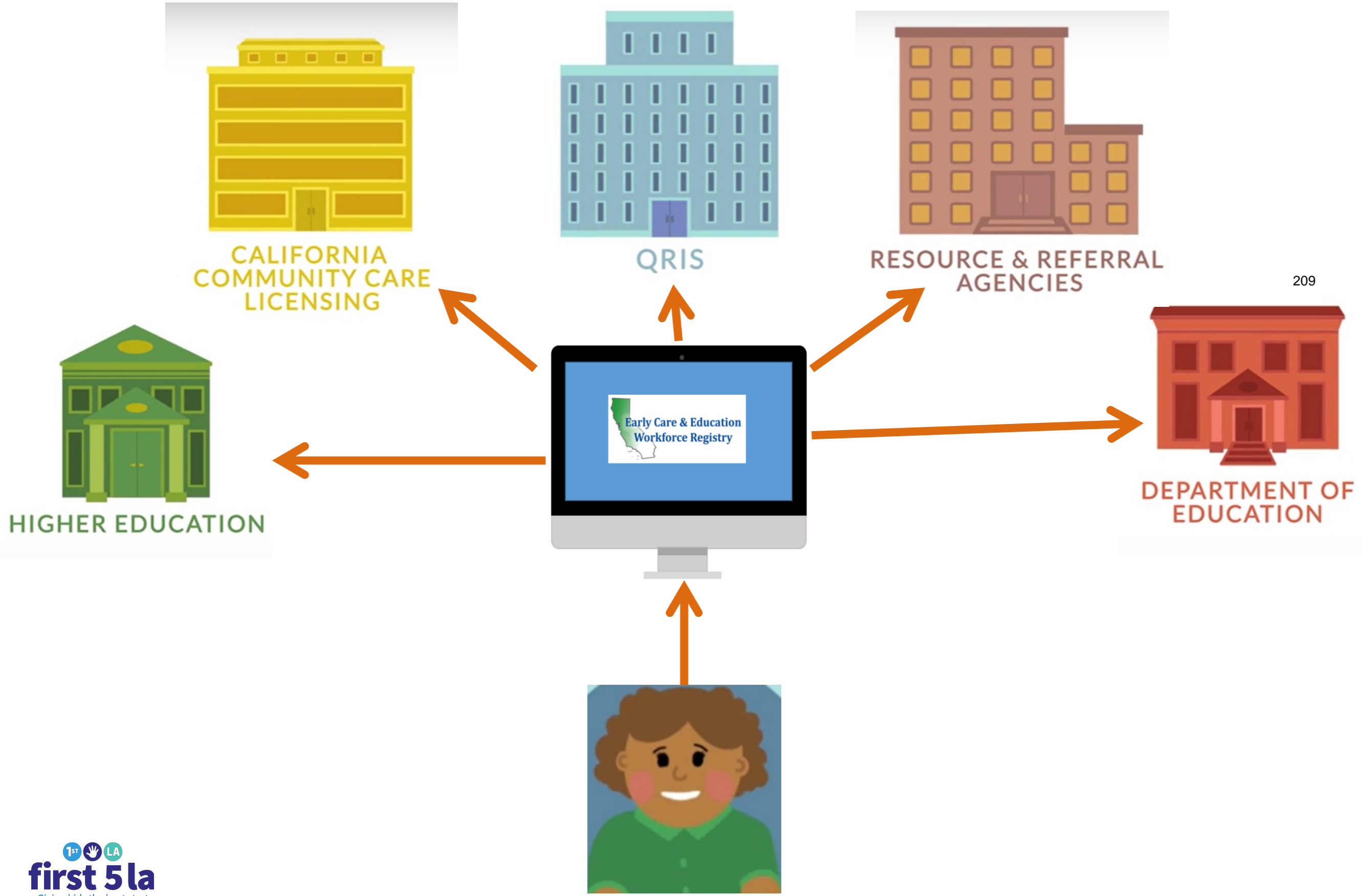


Early Care & Education Workforce Registry

Current State of Workforce Data



Future State of Workforce Data



**What has
been
accomplished
to date?**



Accomplishments

- Registry office infrastructure
- Over 4,000 active users in L.A. County
- Increased efficiency and access to professional development through the training module
- Alignment with CA-QRIS
- Expansion to statewide Registry participation
- Agreement from CCLD to share data with the Registry

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**What are
future goals
for the
Registry?**

Goals for the Extended Strategic Partnership

- Expand Registry participation in L.A. County
- Contribute to systems alignment
- Facilitate broad scale Registry participation
- Support sustainability efforts and transition to statewide operations

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How will the Registry be funded?



Registry Sustainability

- Near-term First 5 LA, SF OECE and WestEd sustain local registry operations
- Long-term CDE funds registry operations statewide

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Leveraging First 5 LA Funding

- Current partnership with SF OECE and WestEd
- Potential partnerships with public and provide funders

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**Where do
we go from
here?**



Recommendation and Rationale

- Extend the Strategic Partnership with CCALA for three years for an additional amount not to exceed \$2,000,000.

Next Steps

- Request approval at the February Commission meeting.
- If approved:
 - Staff will negotiate a contract renewal with CCALA
 - Funds will be included in FY17-18 ECE Systems Program Budget
 - Upon approval of the FY17-18 budget, staff will complete execution of the contract.

Questions?

