

AGENDA

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

Budget & Finance Committee Chair: Robert Byrd

**Thursday, June 28, 2018
1:30 PM**

Meeting Location:

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



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1. **ACTION**
Call to Order / Roll Call
- **Judy Abdo, Acting Committee Chair**
2. **INFORMATION** 3
Review Program & Planning Committee Meeting Transcript – May 31, 2018
- **Judy Abdo, Acting Committee Chair**
3. **INFORMATION**
Families Outcome: Update on Family Engagement Strategies
- **Leticia Sanchez, Senior Program Officer, Family Supports**
- **Jocelyn Ramirez, Program Officer, Family Supports**
- **Christine Tran, Program Officer, Family Supports**
- A. Amend Strategic Partnership with Northeast Valley Health Corporation 118
and
The Children's Clinic to Expand the Implementation of Project DULCE to
Additional Sites and Authorize First 5 LA Staff to Amend the
Agreements with
Northeast Valley Health Corporation and with The Children's Clinic
4. **INFORMATION** 138
Capital Improvement Plan

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 Pleitez Howell

EXECUTIVE VICE PRESIDENT

John A. Wagner

A PUBLIC ENTITY

- John Wagner, Executive Vice President
- Carl Gayden, Senior Director of Administration
- 5. Break
- 6. **INFORMATION** 167
 Strategic Partnership with Pomona Unified School District in the Amount of \$930,557 over three years to Support the “Reinvest in Success” Initiative and Authorize First 5 LA Staff to Execute an Initial Agreement For an Amount not to Exceed \$374,189 from August 1, 2018 to June 30, 2019
 - Ofelia Medina, Senior Program Officer, Early Care & Education
 - Peter Barth, Director, Public Policy and Government Affairs
- 7. **INFORMATION** 183
 Communities Outcome: Best Start Learning Agenda
 - Antoinette Andrews Bush, Director, Communities
 - Kimberly Hall, Manager, Evaluation & Learning
- 8. **INFORMATION**
 Public Comment (For items not on the agenda)
- 9. **ACTION**
 Adjournment



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MEETING OF FIRST 5 LOS ANGELES PROGRAM AND PLANNING

Thursday, May 31, 2018

750 North Alameda Street, First Floor

Los Angeles, California 90012

REPORTED BY:
HEATHERLYNN GONZALEZ
CSR #13646

1 Thursday, May 31, 2018; Los Angeles, California

2 1:35 p.m.

3 -oOo-

4 COMMISSIONER ZEPEDA: Let's get started.

5 MS. BELSHE: Calling Commissioner Taylor.

6 Calling Commissioner Taylor.

7 COMMISSIONER TAYLOR: She's outing me.

8 MS. BELSHE: I need to pull you away from, no
9 doubt, positive comments to the team.

10 COMMISSIONER ZEPEDA: We're missing Commissioner
11 Tilton. And other than that, I think we're good. Here
12 she comes.

13 Okay. We're running a little late, so let's
14 start. We're going to start with introductions. Welcome
15 to the program and planning committee for May 31st, last
16 day of May. And we'll start with introductions. I'm
17 Marlene Zepeda, commissioner for District 1 and chair of
18 the committee. So let's go to my left.

19 COMMISSIONER MARTINEZ: Yvette Martinez, District
20 4.

21 COMMISSIONER ARAGON: Linda Aragon, maternal,
22 child, adolescent health division Department of Public
23 Health.

24 COMMISSIONER ABDO: Judy Abdo representing Sheila
25 Kuehl.

1 MS. PINEDA: Daniela Pineda with First 5 LA.

2 MS. BROWNSON: Kim Patillo Brownson, First 5 LA.

3 MS. ALTMAYER: Christine Altmayer, First 5 LA.

4 MR. ORTEGA: Raoul Ortega, First 5 LA.

5 MS. LOPEZ: Daisy Lopez, First 5 LA.

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

7 MR. WAGNER: John Wagner, First 5 LA.

8 COMMISSIONER WOODS: Keesha Woods, Los Angeles
9 County Office of Education.

10 COMMISSIONER THOMPSON: Deanne Tilton
11 representing ICAN.

12 COMMISSIONER TAYLOR: Romalis Taylor representing
13 District 2.

14 MS. BELSHE: Kim Belshe, First 5 LA.

15 COMMISSIONER ZEPEDA: Okay. To my left, let's go
16 with staff in the back.

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

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

19 SPEAKER: Sylvia (inaudible), Best Start Panorama
20 City and Neighbors.

21 SPEAKER: Lee Worbell, First 5 LA. Hi.

22 SPEAKER: Christina Kenya, First 5 LA.

23 SPEAKER: (Inaudible).

24 SPEAKER: First 5 LA.

25 SPEAKER: First 5 LA.

1 SPEAKER: First 5 LA.

2 SPEAKER: Katy Fallin, First 5 LA.

3 COMMISSIONER ZEPEDA: Former, former, former.

4 SPEAKER: Becca Patton, First 5 LA.

5 SPEAKER: Charna Martin, First 5 LA.

6 SPEAKER: (Inaudible), First 5 LA.

7 SPEAKER: Gabriel Sanchez. I love the '80s.

8 First 5 LA.

9 SPEAKER: Debra Colman, First 5 LA.

10 SPEAKER: (Inaudible).

11 SPEAKER: Avery Sartan, First 5 LA.

12 SPEAKER: (Inaudible).

13 SPEAKER: (Inaudible).

14 SPEAKER: (Inaudible), First 5 LA.

15 MS. ANDREWS BUSH: Antoinette Andrews Bush.

16 COMMISSIONER ZEPEDA: We've got the people in the
17 back row.

18 SPEAKER: (Inaudible).

19 SPEAKER: (Inaudible).

20 SPEAKER: (Inaudible).

21 SPEAKER: (Inaudible) Gonzalez, First 5 LA.

22 SPEAKER: (Inaudible), Not First 5 LA. Child
23 Care Alliance of Los Angeles.

24 SPEAKER: Manuel Pedro, First 5 LA.

25 SPEAKER: I'm Nancy (inaudible), PEACH.

1 SPEAKER: (Inaudible), PEACH.

2 SPEAKER: (Inaudible), PEACH.

3 MR. JIMENEZ: Armando Jiminez not PEACH.

4 SPEAKER: (Inaudible), First 5.

5 COMMISSIONER ZEPEDA: Is there anybody we missed?

6 I think we have --

7 MS. BELSHE: We moved Heatherlynn.

8 THE REPORTER: Heatherlynn Gonzalez,
9 stenographer.

10 COMMISSIONER ZEPEDA: She's very important.

11 This is the most First 5 people at a Program and
12 Policy committee I've ever seen. What is this over?

13 Okay. Let's start with review of the
14 transcripts. If there -- are there any comments,
15 modifications? Commissioners?

16 If none, we can go ahead and accept them as
17 written, Heatherlynn.

18 Moving on to Item 3, draft of the proposed
19 2018-19 budget. And Raoul Ortega and Daisy Lopez will be
20 presenting.

21 MR. ORTEGA: Good afternoon, commissioners. And
22 thank you, Commissioner Zepeda.

23 Our purpose for today is to take some time and to
24 focus on the 117.1 million program budget that we are
25 proposing for 18-19, which represents roughly 84 percent

1 of the overall fiscal year 18-19 budget of roughly \$140
2 million. Of the 117.1 million, it includes resources
3 required to advance the work that staff has highlighted
4 throughout the year that supports the strategic plan four
5 outcome areas, the related investment areas and support,
6 and resources for our ongoing legacy investments.

7 Though there is no significant shift in the level
8 of resources compared to the midyear 17-18 budget
9 adjustment, we do continue to see a shift in where we
10 allocate our resources from increasing resources to
11 support our strategic plan efforts and decreasing
12 resources for our legacy investments. This is a
13 reflection of the evolution of where we are within the --
14 our strategic plan implementation and a sunseting of our
15 legacy investment. And most importantly, it does align to
16 our current long-term financial plan.

17 Daisy will now provide us with an overview of the
18 budget and the budget process. And we'll also highlight
19 some of the changes from the draft that we shared with you
20 at the budget and finance special committee meeting with
21 the executive and also the proposed draft written budget
22 that was provided at May 3rd with the written document.

23 After Daisy does her first intro overview, then
24 we will be inviting our three VPs of each our division to
25 really take a deeper dive on where the current new work

1 and where we're highlighting emerging opportunities.
2 We will be inviting our VPs to highlight those areas and
3 those directors that oversee specific areas of the outcome
4 areas.

5 MS. LOPEZ: Thank you, Raoul. Good afternoon,
6 everyone. We have a lot of ground to cover. So let's
7 jump in.

8 Today we will provide a brief overview of the
9 overall fiscal year 18-19 budget draft including the
10 context in which the budget was developed, changes to the
11 budget from the draft presented at the special board of
12 commissioners meeting on May 3rd, and the board of
13 commissioners meeting of May 10, a high level budget
14 summary and highlight, as well as an overall outline for
15 the 18-19 budget before shifting to a deeper discussion of
16 the core programmatic budget estimates across our four
17 divisions, And concluding with the next steps in the
18 budget development process.

19 To provide some context for the budget, here is a
20 visual representation of the finance department's fiscal
21 life cycle comprised of the four major fiscal
22 organizational processes. Number one is the audit: The
23 five-year long-term financial projections, the midyear
24 adjustment process, and last the First 5 LA budget where
25 we find ourselves today.

1 As you see noted there in the center all of these
2 processes are interrelated and interdependent. The audit
3 establishes a financial restrictions and balances
4 available to fund these strategic plan activities which
5 leads into the LTFP to help us to assess our long-term
6 fiscal position and fund balance over an extended period
7 of time resulting from funding decisions made by the board
8 of commissioners. The first year of the five-year LTFP is
9 the current year budget which includes proposed
10 adjustments. Those adjustments flow into the midyear
11 adjustment process which is an opportunity for the
12 organization to adjust and align the current year budget
13 to actual anticipated costs for the year based on changing
14 circumstances and updated information. These revised
15 estimates based on new information inform the development
16 of the next fiscal year budget and the cycle repeats
17 itself.

18 One area that we did want to underscore and
19 remind everyone of is that our long-term final projections
20 continue to reflect declining revenues, spending that
21 exceeds revenue, and a declining fund balance as spending
22 in excess of revenue is offset by fund balance resources.
23 We will continue to monitor the revenues and expenditures
24 as well as the long-term impact to our fund balance, and
25 we will discuss all of this further during the 18-19 LTFP

1 process presentations.

2 The 18-19 budget represents the fourth year of
3 the five-year 2015-2020 strategic plan. This budget, as
4 with the first three, continues to be shaped and
5 influenced by the investment guidelines which express the
6 organization's point of view about where it can have the
7 most impact and establish the organization's vision,
8 goals, outcomes, investment areas, and strategies, as well
9 as the investment areas which addresses the specific
10 streams of work to advance the outcomes and four priority
11 work areas. These investment guidelines and investment
12 areas are highlighted and embedded throughout the budget
13 in various projects.

14 We have revised the program budget to include
15 four additional requests for project modification since
16 the budget and finance executive committee meeting and our
17 last commission meeting. This table provides a detailed
18 look at the budget modifications that resulted in \$563,000
19 net increase to the 18-19 budget from the first drafts
20 presented. The reason for each change is shown in the
21 last column which indicates whether the change was due to
22 new data, delays in current year activity, or if there was
23 an oversight.

24 In this case, further program assessment,
25 analysis, and new data inform the need for the project

1 adjustments, totaling 563,000 which is comprised of
2 \$12,000 to maintain the 75 stronger families database
3 licenses, \$201,000 to align the original estimate proposed
4 in February for the QRIS continuous site engagement with
5 Child 360 to the revised estimated need for 18-19 based on
6 additional information and data gathered in the past
7 couple months, 150,000 for a new project under ECE to
8 understand the financial challenges based by ECE providers
9 and help identify policy and systems change strategies to
10 strengthen the early care and education sector, and
11 200,000 additional dollars in emerging opportunities to
12 support the health outcome area and related activities.

13 This adjustment was informed by discussions and
14 feedback received from previous board committee meetings
15 and will allow us to be nimble in response to new
16 opportunities that align to and help us advance the
17 strategic plan work and our mission.

18 Now we will see how this adjustment translates to
19 the overall 18-19 budget. The result of the changes to
20 the last budget draft provided is an overall net increase
21 in anticipated spending for fiscal year 18-19 compared to
22 the 17-18 budget of roughly \$171,000 or .1 percent.

23 As reflected in the last slide, the four slight
24 adjustments to the budget estimates were made across three
25 of the four strategic plan priority outcome areas,

1 category A in this table. The budget for the policy and
2 strategy division, integration and learning division,
3 legacy investment, and internal operations has remained
4 the same. The increase of 563,000 results in a total
5 18-19 budget of 140 million.

6 The framework for the budget will closely follow
7 the overarching structure of fiscal year 17-18, which is
8 categorized to reflect the 2015-2020 strategic plan
9 priorities. The four outcome areas, strategic plan
10 investment areas, and support costs, including integration
11 and learning, legacy investments, and our internal
12 operating costs.

13 As our internal division structure is closely
14 aligned with the budget and strategic plan structure with
15 each division overseeing key areas outlined in the
16 strategic plan but whose work and efforts compliment one
17 another in the support of the success of the
18 organization's mission, today's presentation will focus on
19 each of these components as divisions.

20 At this time I would like to hand it over to our
21 four division leads beginning with Vice President of
22 Programs, Christina Altmayer, who will be supported by
23 Senior Program Officer Diana Carreaga; Director of
24 Communities Department, Antoinette Andrews; and the
25 Director of Health Systems Department, Tara Ficek;

1 followed by the Vice President of Policy and Strategy, Kim
2 Patillo Brownson; the Vice President of Integration and
3 Learning, Daniela Pineda; and our very dear John Wagner,
4 the Executive Vice President overseeing the Administration
5 Division. They will each be providing highlights and key
6 take-aways from the proposed fiscal year 18-19 budget.

7 On that note, I will turn it over to Christina
8 Altmayer to provide you with some additional detail on the
9 activities within her division and anticipated 18-19
10 costs.

11 MS. ALTMAYER: Hi, good afternoon. Really
12 excited to give you a quick overview of the programs
13 division budget. We're going to have a bit of a rotating
14 chair here for each of the department directors to come up
15 and speak. And we thank Dianna for stepping in for Barb
16 who is actually at the CASI Foundation meeting
17 highlighting some of our important work that we're doing
18 in home visiting and our Welcome Baby program. She is
19 missed but we're very grateful that she's representing
20 First 5 LA at that important convening.

21 One of the things -- so as we think about the
22 program division and as we approach the next year of our
23 strategic plan implementation, I think echoing the
24 comments that Raoul made about the story of First 5 LA,
25 our programs division is really increasingly and

1 intentionally focusing on the systems that we think are
2 critical to support children and families and how we can
3 have a role in changing those systems to be more
4 responsive and to have them work better, using
5 commissioner Abdo's words, for families. And I think, as
6 you see in the story behind our budget, are many of the
7 actions that you'll see later today, this afternoon on the
8 budget -- excuse me -- following the budget presentation
9 about how we're working far more intentionally, I would
10 say, with our key partners, many of whom are county
11 departments, county agencies to integrate our work and to
12 look even when we are making direct services investment as
13 you'll hear in our Welcome Baby, it's with an eye towards
14 how do those direct services lead to broader systems
15 change; how do we make our investments in Welcome Baby,
16 for example, to support an integrated system of home
17 visiting; how are we making our investments to support the
18 quality and the professional development of the early care
19 and educational workforce to improve the quality overall
20 of the systems that support young families.

21 So we are excited about where we stand as we look
22 to the next year of implementation our strategic plan.
23 And we look forward over the next year to bringing you the
24 implementing actions that will come with the
25 implementation of this budget.

1 The other piece that I would say, as we look at
2 this budget, the significant increases from percentage
3 increases in the health related systems -- and that is
4 what Tara will talk about just to preview that -- is our
5 implementation of Help Me Grow. And then we will walk
6 through some of the other significant changes in the four
7 outcome areas.

8 The other piece that I would really say that
9 we're focused on is, how do we develop the critical
10 partnerships that are necessary to support the systems
11 changes that we seek. And also I think in this next
12 fiscal year, you'll see increasingly that our programmatic
13 experience is really directly informing our policy and
14 advocacy work. And we've seen a good example of that in
15 the DPSS pilot that was funded this year in which we
16 funded 50 families in a partnership with DPSS to support
17 really a test pilot of home visiting services to those
18 families. And we saw a straight line connection between
19 how our experience and our learnings from that investment
20 supported our advocacy efforts and partnership with Charna
21 and Peter and the policy and advocacy department that
22 yielded changes in how the Governor's budget was proposed
23 for the expansion. So we're keeping our fingers crossed
24 that that turns out. It continues to be positive, but I
25 -- in this year integration is our key themes. Integration

1 across our four outcomes, but also a stronger integrated
2 effort between our programmatic work in forming our policy
3 and advocacy efforts.

4 So with that, I will pass it over to Dianna who
5 will go over the families outcomes area.

6 SPEAKER: Good afternoon. So as you see on the
7 slide here, the summary of the family outcomes area, which
8 has two strategies: Home visiting and family engagement,
9 as well as emerging opportunities. So for the first in
10 home visiting, that consists of our Welcome Baby, Health
11 Families American, and Parents as Teachers, as well as our
12 oversight entity, our stronger families database. You can
13 see that has about 94 percent of the outcome area cost
14 included there. You may note that the amount increased.
15 However, this reflects the consolidation with universal
16 assessment which used to be a legacy investment, in
17 addition to the oversight of the stronger families
18 database, which used to reside in another area of the
19 budget.

20 So I also want to point out some numerous
21 sustainability efforts that are underway to capture in
22 these costs. For example, we are leveraging targeted case
23 management, or TCM. We've conducted a pilot with five
24 select home visiting grant sites. And we've had some very
25 positive returns and information and we're looking to

1 expand that in the next fiscal year to all of the select
2 home visiting grantees, in addition to the integration of
3 new work. So have now a strategic partnership with our
4 oversight entity in Momma's Neighborhood, which will be
5 providing home visitation as part of their work. We'll be
6 receiving training from our oversight entity.

7 The second strategy is family engagement. And I
8 do want to note this is not an isolated strategy but
9 engaging families really is fundamental to all of our
10 work. It does consist of Abriendo Puertas, Project DULCE,
11 and the family engagement learning opportunity. So we
12 have ongoing integration across multiple strategies. So
13 as an example, we're collaborating with our community
14 relations department, marketing and communications in
15 regards to the First 5 LA father's resource guide. We're
16 also having a proposed expansion of Project DULCE, which
17 will be presented in the June PPC to expand to two
18 additional sites with one of our existing partners.

19 Finally, we also have a family engagement
20 community that's going to be funded with other foundations
21 in the region to support the building of the family
22 engagement field.

23 And, finally, under emerging opportunities, I'll
24 just highlight. These are strategies to improve the home
25 visitation systems and leveraging. As Christina

1 mentioned, we've done a lot of great work around the board
2 of supervisors home visiting motion. And so there's funds
3 here to look at small-scale service provisions, to do a
4 procurement for a consultant to do a compensation turnover
5 analysis of home visitors in LA county, some examples.
6 And then finally, for ongoing support to engage families
7 on immigration rights. So this includes developing
8 strategic partnerships relevant to expanding immigration
9 support in the early childhood field.

10 MS. ALTMAYER: So keeping us moving, next I'm
11 going to ask Antoinette to come up and make a few comments
12 and give you an overview of the communities budget. Thank
13 you, Dianna.

14 MS. ANDREWS BUSH: Good afternoon. The primary
15 cost driver for the communities budget this year is the
16 regional network support structure that the board just
17 approved in --

18 MS. BELSHE: Armando is stalking you.

19 MS. ANDREWS BUSH: So I was saying that the
20 primary cost driver is the board-approved regional support
21 structure for the Best Start community partnerships. And
22 in addition to that tremendous amount of work and
23 implementation, which we're very pleased to say we began
24 contracts with these -- with the grantees this month. In
25 addition to that major work in implementing this program,

1 we are also engaged in two additional strategies this
2 fiscal year.

3 Every year we put resources into our budget to
4 support all three strategies in the communities outcome
5 area, but the context changes and we are constantly
6 surveying what's happening in the external environment and
7 then determining what's the best way to move forward.

8 So you may have noticed in our midyear budget
9 modifications that there were some slight decreases
10 because we were sort of taking a more of a partnership
11 role in our other two strategies. One of the things that
12 we have been doing is engaging in a lot of conversations
13 and in partnership with the Office of Child Protection as
14 it relates to our strategy 2. So we have not moved
15 forward with this idea of a community resource network
16 approach because we are working in partnership with the
17 Office of Child Protection on their networks of the
18 network strategy of the countywide prevention plan.

19 As that work unfolds, we will at that point
20 determine what might be the value that First 5 LA adds.
21 We do not currently have resources slated for that. We
22 have, however, included resources in an emerging
23 opportunities sort of bucket in order to be responsive
24 when the time is right for First 5 LA to move forward in
25 that direction.

1 In addition to the work that we're doing with
2 strategy 2, we're -- in addition to the work that we're
3 doing with the Office of Child Protection, we're also
4 looking at strategy 2 as an opportunity to support the
5 regional support network. So this concept of network is
6 very much aligned with our strategy 2 of coordinating
7 services and supports. So instead of simply naming these
8 networks, we're saying we want to be very intentional
9 about how we support the grantees to move forward with a
10 network strategy. So that is the emphasis of our strategy
11 2 in the fiscal year 18-19 budget.

12 In addition to that, as I mentioned to the board
13 in April, we're also looking at those organizations that
14 are not in a formal relationship with the regional
15 grantees, but they are part of the Best Start ecosystem
16 and what supports we may be able to provide to them as
17 well.

18 So our strategy 2 resources are really about
19 those two things: One, supporting the regional networks
20 to actually be networks, and the other to really think
21 about how we support those organizations that are
22 currently engaged in Best Start but not formal members --
23 in formal relationship with the grantees.

24 In terms of strategy 3 -- and you will actually
25 hear a presentation from the team this afternoon -- this

1 is our built environment work. And here is where we're a
2 lot more intentional and a lot more clear about what is
3 the role that First 5 LA would actually play in that. So
4 I will reserve those comments for later in the
5 presentation.

6 All of this work is to support the communities
7 outcome moving forward and understanding that being a
8 learning organization means that we also wanted to make
9 sure that we have spaces and structures in space to
10 capture that learning and then use that learning to
11 further improve our work. So our cross-strategy
12 investments are about convening and learning and really
13 supporting the kind of learning that's needed, not only at
14 First 5 LA, but across the community so that we're
15 constantly thinking about how we can improve outcomes for
16 children.

17 The one thing I did not mention is First 5 LA
18 continues to have an investment with this -- the -- I have
19 so many acronyms in my mind -- with the South Bay Center
20 For Counseling to continue support of the neighborhood
21 action councils. This has been an investment of First 5
22 LA for a number of years. And so we continue that
23 investment through a strategic partnership with SBCC
24 through June of 20-20. What will you notice though is
25 that there will be a gradual decrease in the funding that

1 we're -- we are providing in an effort to start to think
2 about sustainability of this investment long term and
3 working with first -- with SBCC as a part of the
4 networking of the networks workgroup as well as some
5 internal conversations that we're having with them because
6 we really want to support their ongoing success.

7 So that sort of sums up the communities outcome
8 budge for this year -- for next year.

9 MS. ALTMAYER: Thank you. I was going to stay in
10 order and go with ECE, but it looks like health is going
11 next.

12 Okay. So the big cost drivers -- well, let me
13 start with saying, what is the story for health systems.
14 and I would say it is we are now moving from the early
15 design and planning phase into implementation and we are
16 very excited about that.

17 So looking at our budget, what are those big cost
18 drivers. As you can see for strategy 1, which is early
19 identification and intervention, that includes our
20 recently board approved contract with LA County Department
21 of Public Health. That was approved by the board last
22 month and is actually going to the board of supervisors
23 next week. So that is kind of the large cost driver there
24 as well as our continued funding of our First Connections
25 investment. The board approved that last November. And

1 so we will continue supporting that work which is focused
2 on building out and strengthening, supporting, identifying
3 children early at risk or with developmental, behavioral,
4 or social delays. And that also includes our work within
5 the build out of Help Me Grow LA countywide. The
6 remainder goes towards kind of early development of our
7 demonstration communities, which is coming up and is a
8 focus for us this next year, as well as cost related to
9 marketing and communication which would include the
10 website build out for Help Me Grow LA, as well as
11 continued partnership with Help Me Grow California and
12 also Help Me Grow national. And then, finally, there is
13 resources dedicated to evaluation.

14 And then within strategy 2, our trauma-informed
15 care, that would include our continued support of the
16 pooled funding. So as you'll recall, we provide funds and
17 pool that with four other philanthropic entities to
18 combine our resources to support the countywide
19 facilitation process for the Center for Collective Wisdom.
20 So we will continue to be supporting that as well as our
21 partnership with the City of Long Beach and with -- which
22 is underway and the board has approved earlier this year.
23 We'll continue to support that as well as looking at
24 opportunities that are surfacing with the Department of
25 Mental Health with their invasions to grant funding.

1 Other areas of cost include alignment across --
2 that many of our investment areas. So looking at our work
3 in the communities department, how we can embed in support
4 and reinforce approaching that work through a
5 trauma-informed care lens. Also thinking about our work
6 in home visiting and, of course, as we build out our work
7 with Help Me Grow. Then we've also included funds to
8 support evaluation, again, communications and marketing,
9 thinking about opportunities for cobranding, public a
10 awareness and public education campaign around
11 trauma-informed care, and then also thinking about setting
12 aside resources again for evaluation.

13 Those are the big items. And then also we have
14 -- of course, have the emerging opportunities bucket to
15 support unanticipated opportunities that surface
16 throughout the year that we want to dedicate resources
17 for, particularly related to trauma-informed care.

18 COMMISSIONER ZEPEDA: Thank you.

19 MS. ALTMAYER: Thank you. So the last area --
20 and I'm going to channel Katie here -- from our ECE
21 presentation. Really excited about -- this is, again, a
22 place, as I mentioned earlier where I think there's some
23 strong connections between our programmatic investments
24 our policy and advocacy strategy. Obviously the
25 investment in continuing to support our ECE policy and

1 advocacy fund -- we're in year two of that -- and then in
2 addition our continued funding of Educare and really
3 looking at Educare as a demonstration model where the
4 lessons about what can we learn and how can we use this as
5 an example to support what does high-quality ECE look like
6 and how can that be an example in forms our advocacy
7 efforts.

8 Later on today's agenda, you see a presentation
9 -- excuse me -- and update on the QRIS implementation.
10 Next year will be our big testing of how can the proposed
11 approach for QRIS really lead to a better understanding of
12 what drives quality in ECE settings. So this is our year
13 for testing and sampling those methodologies and really
14 learning and refining.

15 You will hear a presentation later today about
16 workforce development. And we're very excited to share
17 with you where we see the future of that. So I'll reserve
18 my comments on that.

19 And then there are several emerging opportunities
20 that we're excited about. One, is echoing again as an
21 example of how we are working with our county partners.
22 Within the OCP prevention plan, there is a specific
23 strategy around expanding ECE opportunities and really
24 identifying the investments in early care and education is
25 a prevention strategy and is a family strengthening

1 strategy. So we're working very closely with OCP and the
2 Office for the Advancement of Early Care and Education now
3 housed at the Department of Public Health to step back and
4 look at the funding streams that are associated with ECE
5 that come to LA county, and are we maximizing that
6 revenue; are we blending and braiding that funding most
7 effectively to expand quality ECE spaces for children. So
8 very excited about that partnership. There is a
9 collaborative work group that we are supporting and the
10 planning that's associated with that.

11 And then we'll be coming back at the June PPC to
12 present another opportunity that we think will, again,
13 really yield important evaluation information around
14 investing in a partnership with Pomona Unified. We see
15 that investment as testing the effectiveness of all-day
16 preschool from a different perspective, really looking at
17 it from a revenue generating strategy, returning on
18 investments to support school district. So, again, it's
19 really, how do we partner and make those programmatic
20 investments to advance our broader policy agenda.

21 So happy to take questions at the end and turn it
22 over to Kim.

23 MS. PATILLO BROWNSON: Good afternoon. So I am
24 freshly back from Sacramento last night. And as we are in
25 budget season here at First 5 LA, the State legislature is

1 also in budget season. One of the sort of phrases I think
2 that gets often repeat now is the idea that a budget is a
3 statement of values. And I think the programs division
4 budget illustrates this idea that we are placing a value
5 on children deserving health and early education, family
6 strengthening, and strong communities. The policy and
7 strategy division is also I think laying down a marker to
8 say that there is a value and a necessity that this work
9 be done in partnership, in coalition with others. And I
10 think we've described this previously, this idea that
11 First 5 LA cannot be the agent of scale or sustainability.
12 And that speaks to finite resources and our very memorable
13 graph there at the back. But it also I think speaks to
14 this idea that rather than looking to win a single battle
15 to elevate the importance of young children's priority,
16 what we're trying to win is actually a lasting peace and a
17 lasting commitment on the part of our partners and
18 coalition members that this will continue to be an
19 elevated issue.

20 So our division goal here again highlights this
21 idea that our work is about connecting, captivating, and
22 catalyzing partners to join us in this work of actually
23 making sure that young children have an opportunity to
24 thrive.

25 So in the budget, I think what we see largely is

1 a story of building on a steady base of past years'
2 investments across the four departments: Communications,
3 community relations, policy and government affairs, and
4 strategic partnerships. They are relatively stable across
5 all of the departments. And I'll call out what some of
6 those are individually on the next slide.

7 So in terms of most consistency, I think there
8 was a through line of continued investment in terms of our
9 state and federal advocates; that is the Raben Group at
10 the federal level and Cal Strat at the state level, who
11 many of you who joined us for advocacy day with First 5 up
12 in Sacramento met our state advocates during that time.
13 We have continued investments with the First 5 Association
14 and, of course, the state ECE coalition, which is also
15 staffed and armed by the Cal Strat investment.

16 Ogilvy's work also is a multiyear investment
17 around promoting awareness and urgency around ECE policy
18 issues and, again, as many of you participated in the
19 brand ambassador training, reflects this idea that, in
20 order for people to partner with us, they have to know who
21 we are. We have to be able to tell them in a pithy,
22 succinct, and memorable way. And that we are our brand
23 ambassadors and then in turn we can be ambassadors to the
24 children we serve.

25 There are also stable investments I think

1 reflected in strategic partnership, as well as community
2 relationships. I think there are small dips reflected
3 around sunseting investments. The transition team was
4 one that sunsetted in last budget year and also moved over
5 to the communities team. And there are also some
6 sunseting investments in operational effectiveness
7 through the strategic partnerships department.

8 In terms of budget highlights, I think similar to
9 Christina's points, our budget is one that is deeply
10 integrated with the programs division. There are several
11 large bodies of work that I think are reflected more in
12 other divisions budget. I'll call out the ECE policy
13 advocate fund is one that is very much cross-staffed and a
14 priority across divisions. The family engagement research
15 and home visiting research lives in the communications
16 budget, but in fact is very much a tightly-coordinated
17 body of work between the families department and the
18 communications department. And I think there are several
19 more examples like that where it's org-wide work, whether
20 it be with new partners in philanthropy or business or
21 higher ed or municipalities, but the benefit accrues
22 across the organization.

23 In addition, I think in terms of emerging
24 opportunities and what is sort of on the horizon, we're
25 looking to accelerate a number of our existing campaigns

1 at the policy level for both state as well as local. In
2 particular, I think, obviously, we've talked a little bit
3 about the family support work and home visiting work being
4 both in the county's cross-hairs as well as the state's.
5 Right now, both the Senate -- I can't resist. I have to
6 get in this little tidbit, but the Senate and Assembly
7 have adopted proposals to include new funding for
8 California to elevate home visiting. And Los Angeles
9 county in particular is in extraordinarily good stead to
10 be competitive for that funding.

11 So with that, I will close out and hand it over
12 to Daniela.

13 MS. PINEDA: Good afternoon. So to build on what
14 my colleagues have shared to be able to do this work on
15 behalf kids, we at First 5 LA have to make sure that we
16 are being effective in our work. So the goal of
17 integration and learning division is to help First 5 LA to
18 build, share, and apply our collective knowledge to
19 maximize our effectiveness and impact on behalf of
20 children and families. And by this we mean that we
21 support the organization to use data evaluation and
22 learning to advance our work and to assess our progress in
23 implementing the strategic plan.

24 The proposed budget represents second full year
25 for the integration and learning division, which is new at

1 First 5 LA. And it lays out a set of investments that
2 together will help us to continue to put in place key
3 building blocks for a learning organization.

4 The integration and learning budget for the
5 coming year is very comparable to the current year, and it
6 represents a steady support for ongoing work as well as
7 support for some new work.

8 In terms of highlights for the ongoing work, we
9 will continue to support key investments, including the
10 Welcome Baby learning agenda. Principally, the funds in
11 the Welcome Baby impact study aimed to determine if
12 participating in Welcome Baby leads to changes in expected
13 child and mother outcomes using an experimental design.
14 We will also continue to work on the Best Start learning
15 agenda. We anticipate use a variety of methods to answer
16 the key learning questions that have emerged from our work
17 to date. We will be discussing the Best Start learning
18 agenda in more detail at the upcoming June program and
19 planning committee meeting.

20 INL is also supporting the impact framework
21 process across First 5 LA. This budding award aims to
22 help First 5 to tell a powerful, accessible story about
23 the impact of our work into try progress. Proposed funds
24 will be used to secure consultants support in the
25 development of a multiprong measurement strategy

1 including research on best practices for measurement of
2 complex systems change strategies, indicator development,
3 and primary data collection where appropriate. The
4 proposed researchers also take into account existing
5 investments and data collection and evaluation across the
6 organization that could be leveraged for the impact
7 framework.

8 In terms of new work, we are proposing to focus
9 on a set reinforcing activities that will help First 5 LA
10 to have systematic ways to learn from the field and to
11 continue to solicit feedback from our partners.
12 Specifically, we will move towards connecting more
13 intentionally with other grant makers who are also working
14 to amend learning and knowledge sharing in their
15 organizations. We believe that First 5 LA can both
16 benefit from having an intentional mechanism to learn from
17 others and we can also lead in this field by sharing some
18 of the innovative ways in which we are embedding learning
19 and knowledge sharing and how we work.

20 We are also looking to form external partner
21 feedback across different types of partnerships to assess
22 how we're doing in regard to partnering, what's working
23 well and where there are opportunities for improvement.

24 And, finally, in the way of emerging
25 opportunities, we will focus on expanding our partnerships

1 in LA county and across the state. As part of our
2 continued partnership with LA county agencies, we are
3 expanding our support of the work on the Office of Child
4 Protection. This is specifically the work to develop
5 child welfare prevention measures in LA county. We will
6 also continue to work closely with the First 5 Association
7 and consider ways to support the development of childhood
8 and protective factor data collective efforts that would
9 both support our work as well as benefit the First 5
10 Association's work.

11 And so with that, I will turn it over to
12 John Wagner.

13 MR. WAGNER: Thank you, Daniela.

14 MS. PATILLO BROWNSON: That's our dear
15 John Wagner.

16 MR. WAGNER: You're all so dear. Thank you very
17 much.

18 To transition to the administration division, I
19 think it's useful to take a step back and see the admin
20 division as kind of foundational to the work of the
21 organization and the work of the divisions that we've just
22 heard each VP speak to. So you'll see the division goal
23 here, which is, together we strive to achieve operational
24 excellence with an integrated customer focus. It's really
25 trying to embody the effort to bring together the admin

1 resources to support the work of the organization.

2 The next slide is really -- the top portion, I
3 know that program and planning committee does not dig into
4 the operating budget. But given that we've begun to
5 organize our budget along the division structure which was
6 really critical and important feedback from budget and
7 finance and the executive committee, I wanted to just
8 provide the first part of this slide in order to remind
9 ourselves that the admin division is really within the
10 operating budget. It's the people, the systems, the work
11 we do, how we do our work. And that's all captured in the
12 operating budget.

13 Above and beyond that, however, there is a --
14 something called a county partnership fund that we have
15 continued to build in the program budget. And this is a
16 \$50,000 fund that is in the current fiscal year budget and
17 is -- consistent of an amount built into the 18-19 fiscal
18 year budget. And the various presentations have picked up
19 a lot on our support of the county priorities,
20 specifically around the Office of Child Protection. And
21 this is an example of how this lean but mighty fund has
22 been used over this year in that, by working with OCP, we
23 really have a strategic opportunities to look at and
24 assess emerging opportunities. In the example that is on
25 the slide here is, as we were working on the prevention

1 plan and the networking the networks work group, which is
2 really implementing the prevention plan, we became acutely
3 aware of the some of the challenges facing the Department
4 of Children and Family Services around recruitment and
5 retention of foster homes, sometimes referred to as
6 resource families.

7 And so we've used the county partnership fund
8 this fiscal year to fund some of the efforts to help
9 alleviate the backlog, to streamline the process to bring
10 in consultants to help them clear up that backlog so that
11 families can be approve and kids can be housed with
12 families instead of put in temporary situations.

13 So going forward I think we -- that fund will be
14 a critical asset for us to continue to assess those
15 opportunities and find ways that we can continue to
16 partner with -- with the county in a variety of areas.

17 So I just wanted to highlight how that has been
18 used this year and will be continued to be budgeted in the
19 next fiscal year.

20 With that, I'll turn it over to our very dear
21 manager of finance planning and analysis, Daisy Lopez.

22 MS. LOPEZ: Thank you, John. And thank you, all,
23 for that elucidating deep dive on some of the activities
24 and costs that we can anticipate for fiscal year 18-19.

25 So today marks the third of our four commissioner

1 touchpoints in this budget development process. As you
2 know and as was presented today, the budget development is
3 an iterative process. Any additional changes to the
4 budget figures presented today will be highlighted at the
5 board of commissioners meeting on June 14th when we return
6 to the commission for formal approval of the fiscal year
7 18-19 budget.

8 Very quickly, I would like to give a big thank
9 you to everyone who has participated in the fiscal year
10 18-19 budget development, including the finance
11 department, the executive leadership, directors, and the
12 department staff. So thank you all for your contributions
13 and thoughtful and thorough estimates.

14 MS. BELSHE: Who's that, Daisy?

15 MS. LOPEZ: That is a cousin's daughter, Brisa.

16 MS. BELSHE: How old is she?

17 MS. LOPEZ: She is five.

18 COMMISSIONER ZEPEDA: Her name is Brisa?

19 MS. LOPEZ: Brisa, B-r-i-s-a.

20 COMMISSIONER ZEPEDA: Well, thank you very much
21 to all the division heads, to the budget people for this
22 presentation. Now I understand why everybody's here. I
23 really do appreciate it because, typically, I was
24 commenting to Commissioner Taylor, we get Excel
25 spreadsheets that we can't figure out very well. So this

1 was very helpful. So thank you for that. Appreciate it.

2 Commissioners, open for questions. Commissioner
3 Woods.

4 COMMISSIONER WOODS: Thank you. And I agree this
5 was an excellent presentation, very macro and then micro.
6 So puts a lot of things in context.

7 I have maybe four questions for you. On Page
8 108, it talks about the projected administrative costs to
9 the budget is 9.82 percent, but yet the line items says 15
10 percent.

11 Can you help me put that in perspective a bit?
12 It's not on this page.

13 MR. WAGNER: The admin cap is the 9.8. So it's a
14 difference between I think the admin cap and what we
15 calculate and the admin budget or operating budget.

16 MS. LOPEZ: I'm sorry. Can you repeat the
17 question?

18 COMMISSIONER WOODS: Just with -- and John has
19 said the difference between what you said the 9.82 percent
20 admin cap and administrative budget at 15 percent. Which
21 difference or are they different things?

22 MS. LOPEZ: So the administrative cap and those
23 cost categories are actually embedded within the overall
24 operating budget. So the administrative cap costs that
25 you see there include all of our administrative

1 departments. So that includes HR, finance, IT. But along
2 with that, we also include -- we have a very sort of broad
3 and inclusive approach to our administrative cost limit.
4 And it also includes costs associated with the directors
5 and executive assistants, personnel costs. So salaries
6 and benefits. All of that is included into our overall
7 administrative cost limit, and those costs are also
8 embedded within the larger operating budget.

9 MR. WAGNER: Maybe just to provide -- that's
10 really excellent and to provide the context. Prop 10 has
11 a requirement that every First 5 commission establish a
12 administrative cap. And there are some guidelines onto
13 what you can include in that administrative cap, which is
14 a subset, as Daisy said, of our administrative budget.
15 And so what we bring to the board every year, it doesn't
16 tell us what the cap should be; it's just a requirement
17 that we bring to our board every year what that
18 administrative cap is. And then you, as part of the
19 budget passage, are adopting that cap, that 9.8 percent.

20 COMMISSIONER WOODS: All right. Thank you.

21 A question around the communities overview.
22 There was a strategy 3 there, built environment. Can you
23 tell me a little bit about that?

24 MS. ALTMAYER: We're actually going to have a
25 presentation later on in the agenda, but overall it's our

1 investments that we are making to support the fiscal
2 infrastructure in which our communities. So it's looking
3 at parks, it's looking at transportation, it's looking at
4 food access. But we'll have an update on that strategy
5 just -- I think it's the next agenda item.

6 COMMISSIONER WOODS: Great. Likewise, on
7 strategy 3 under the ECE overview workforce development,
8 and I -- I know a lot of the work that we're doing around
9 that. One of the things that keeps coming to the top --
10 and I was mentioning this to Katie before the meeting
11 started is, R1, not looking at our industry as child care;
12 that the basis for who we are and what we do is a
13 necessity to our primary education, kindergarten through
14 third grade.

15 What are we doing to help change the mindset
16 around the valuing our early learning workforce equally to
17 that of our kindergarten workforce?

18 MS. ALTMAYER: I'll definitely welcome Kim's
19 comments on this as we think about our communication and
20 our education strategies. But from the programmatic
21 budget perspective, I would say that one of the thing that
22 we are investing in through this is professionalization of
23 the workforce, and that includes both the future workforce
24 and our work with PEACH -- I know there's several PEACH
25 representatives here -- which is how we're partnering with

1 institutes of higher education to strengthen the future
2 workforce preparation and to have better alignment across
3 colleges and universities, community colleges. You're
4 probably, I'm sure, familiar with the strategy. What are
5 we doing to support that future workforce. What are we
6 doing in terms of developing an ECE competency and ECE
7 teaching credential are all elements of this workforce
8 strategy as well as investments that we're making to
9 strengthening the existing workforce by having the
10 training that's available to that workforce follow comment
11 curriculums, et cetera, associated with the state ECE
12 competencies. And we'll be talking more about those
13 today.

14 But I think there is both the workforce side and
15 then as well the policy, advocacy, and the communication
16 strategy to recognize exactly what you said, which is how
17 do we look at this as a workforce that's critical to our
18 future. And the professionalization of that workforce is
19 critical to achieving outcomes for young children.

20 So Kim.

21 MS. PATILLO BROWNSON: There's a couple of ways I
22 think: One is around the business strategy and the
23 engagement with the chamber. One of the I think important
24 arguments that we bring to the Capitol with great
25 frequency is the idea that both early care and education,

1 family child care homes are freestanding business and are
2 a vital segment of the economy as well as the idea that
3 they are a necessary enabler of the rest of the economy in
4 the same way that the workforce needs ongoing investments
5 in transportation hubs in order for people to actually be
6 powered to be contributing members of the economy. People
7 also need child care arrangements that are stable that are
8 reliability that don't result in chronic absenteeism on
9 the part of employees when they are piecemealing child
10 care arrangements together.

11 There's another component around higher ed
12 investments and the need to frontline early care and
13 education as also a vital part of that system. I think
14 frequently it has been of an after thought, certainly in
15 budget years. One of the budget line items the Governor
16 has around online education is one that we're -- we're
17 pushing to ensure that higher ed for ECE is also a vital
18 part of that as opposed to something that they'll get to
19 in year four or five of implementation.

20 The last is just a more basic but incredibly
21 important, which is around the sufficiency of wages. And
22 so the three-year budget deal that was worked out I guess
23 almost three years ago now, because this is the last year,
24 was an increase to reimbursement rates for CSPP providers.
25 And that is -- it not continued push in this budget year,

1 but we'll continue to certainly be a part of the ongoing
2 policy pushes in each subsequent years of budgets and new
3 governors come January.

4 COMMISSIONER WOODS: Thanks, ladies.

5 COMMISSIONER ZEPEDA: Is that all -- is that --
6 thank you. Thank you for that.

7 Other questions, commissioners?

8 COMMISSIONER TAYLOR: I have one.

9 COMMISSIONER ZEPEDA: Okay. Commissioner Taylor.

10 COMMISSIONER TAYLOR: What are we going to do
11 about educating the general public about the importance of
12 early education for young children and so that they can
13 get behind and be even a greater voice for what we're
14 trying to do?

15 I -- I thought most effective thing I've been
16 seeing is what First 5 California's been doing with this
17 very simple thing, Talk, Read, Sing, and things of that
18 nature. But how do we elevate this issue about the
19 development of their young mind and the importance of the
20 development of that young mind into the future. The idea
21 that most of the public don't know that 90 percent of the
22 child's brain development is going on between zero to five
23 anyway and how important that issues is and to the success
24 of their children and the future of this community, the
25 city, the state.

1 And so somehow we've got to get the general
2 public to understand that and to understand that so that
3 the politicians will know that this is an important issue
4 for their constituents as much as it is for us and some of
5 the communities that knows this already. So we need to
6 get the greater message out so that the community is
7 speaking with the same voice we are to their politicians,
8 to their state -- city council, and everyone else. So
9 this need to be said more because the focus I'm seeing is
10 always on K through 12, and nobody's talking about these
11 young children and how important that development is and
12 what's happening to the brain when they're not being
13 developed and how much knowledge and capability they're
14 losing by not -- you know, what do you call it? --
15 engaging them at a young age to think and comprehend.

16 So, you know, we need to talk about that and
17 educate the general public. So somewhere in this planning
18 and strategy, I hope we come up with a communications
19 strategy for the general public about how this is
20 important.

21 MS. PATILLO BROWNSON: So there's a couple of
22 pieces to that. We do have investments in Talk Read Sing
23 for the LA area media market to both amplify that message
24 and also help with some of the translation for that. One
25 of the things that I think Meera Mani from the Packard

1 Foundation who came and spoke with us last month maybe
2 lifted up was a stat, which is that at no point in recent
3 history has California had more than ten percent of its
4 voting public being the parents of zero to five year olds,
5 which means that that segment who is really the primary
6 audience for Talk Read Sing is never going to win an
7 election alone. And so thinking about what are the
8 different segments of the general public that we need to
9 actually reach out to and bring into familiarity with the
10 science around brain development, around economic return
11 on investment, is a little bit more of a segmented
12 strategy.

13 One of the things that I'll lift up as a proof
14 point is, in this budget season, we included and approved
15 and it continues to into this 18-19 budget season, an
16 investment with the Silicon Valley Community Foundation
17 around gubernatorial engagement. KPCC just ran a story
18 about the extent to which public perceptions of early
19 childhood are changing and the degree to which the
20 governors are -- gubernatorial candidates are now actually
21 engaging on the issues. Edsource actually just put out a
22 piece this morning saying that more money for K to 12 and
23 child care are the only two consensus ideas that all of
24 the governors candidates on the democratic side are
25 actually agreeing on.

1 So the point at which we become a consensus
2 issues as a -- that's uncontroversial is a good sort of
3 strategy to replicate in multiple segments of the
4 population.

5 I'll also actually just call out one thing that
6 was in the KPCC article which came our way actually as a
7 result of a learning session that Katy Curts put on. Is
8 she here maybe? But which is that, up until the '70s,
9 infants were operated on without anesthesia because the
10 assumption was that they were not sentient beings, that
11 they would not recall trauma, that they would not
12 internalize pain in the same way that every other age
13 group of human beings do. And that's not that long ago.

14 So we -- we are starting from a place where
15 public awareness is -- has been pretty barbaric candidly
16 in some not-so-recent histories. And I think the work of
17 making sure that people know how far we've come but also
18 how much further we need to go is awfully important.

19 There's also money in the policy and strategy
20 budget around family supports, early intervention -- early
21 identification and interventions, and also home visiting
22 where I would say that the public awareness of what home
23 visiting is is much more in its nascence than, for
24 example, understanding what child care or preschool or
25 even infant/toddler care looks like. And that is -- that

1 is a space that we have both research and communications,
2 but also policy work built into the budget for the next
3 year.

4 MS. ALTMAYER: I'd also just say that I think at
5 a local level, it's really our community partnerships that
6 are a critical role in this, and we are starting to see
7 increasing examples from leadership from across our Best
8 Start communities really taking an active role in raising
9 issues. And one of the issues that I would just highlight
10 as a recent example is the work of the community leaders
11 from Metro and their active involvement in metro --
12 metropolitan transportation authorities transportation
13 planning that is underway, and that we saw community
14 members mobilized and saying, as you're thinking about
15 future transportation, you need to recognize these
16 priorities for young families, which is exciting because I
17 think people are making the connections that, as we think
18 about young families' needs, it's not just -- it is
19 critically important to think about early care and
20 education, health, but it's also to think about other
21 infrastructure and how that can negatively or potentially
22 positively impact the laws of children.

23 COMMISSIONER ZEPEDA: Thank you for those
24 responses. It's very helpful.

25 Any other questions by commissioners?

1 I have a couple of weedy questions, but I will
2 reserve those and ask Christina separately because I don't
3 want to take time because we're behind schedule. But we
4 do have a request to speak by Saul Figueroa on this item.

5 Where is Saul? I didn't see you. Okay.

6 SPEAKER: I think what are we doing and what are
7 our plans in making some changes across the board with
8 regards to early childhood education and regards to
9 attendance. I think when we talk about compulsory
10 education in the K through 12 system, kindergarten is not
11 included. So they can miss as much days as they want.
12 Parents are pulling out their kids at different times,
13 early, missing here, missing there. And I say that
14 because, as a member of the student attendance review
15 board, the SAR board, and certified and trained to the LA
16 County Office of Education and sitting on the board for
17 the Compton Unified School District, and we saw students
18 from first grade to 12 grade and we looked at families
19 where their children had been missing 30, 40, 45 days and
20 above, we also noticed that there were kindergarten
21 students that had the same level of absenteeism.

22 So I think that there needs more work in regards
23 to the importance of attendance and how parents view
24 attendance in the early stages of education. I would say
25 even, you know, probably even go through preK and earlier,

1 how is the attendance, you know, because although we have
2 them in early child education environment, if they are not
3 consistently there on a consistent basis, how's that
4 impacting the child; is it going to be an adverse impact?
5 So I think if we started viewing that and looking how we
6 can address that maybe through the Best Start communities
7 and other systems, I think it's a very important critical
8 part for us to do. That's my.

9 COMMISSIONER ZEPEDA: Thank you, Saul. That's
10 very important.

11 So okay. Commissioner Tilton, you have a
12 question?

13 COMMISSIONER TILTON: I was going to follow up on
14 that comment, and that is that I'm aware that Debra
15 Duardo, our superintendent of schools, received a
16 fellowship to study the impact of how parents are
17 communicated with when there's a -- an attendance problem
18 with their kindergartners. And she found that the way the
19 letters to the parents or the messages to the parents were
20 sent made a huge difference in terms of whether or not it
21 was effective in getting the kids' attendance up. I
22 thought we might want to ask her to share her findings in
23 that study because she said it did make a very big
24 difference. And I think that can be perhaps applied on a
25 broader level to the early childhood education.

1 COMMISSIONER ZEPEDA: Good suggestion. We'll
2 have Keesha follow up.

3 COMMISSIONER WOODS: I'll make a note to follow
4 up with Dr. Duardo. But also just to follow up with the
5 gentleman, with our programs under LA County Office of
6 Education, we have initiative that says, every child every
7 day, because it is focused on helping the parents
8 understand and learn what their children at a young age,
9 why they need to be in the classroom, why attendance is
10 important. We also have where, if the child is absent, we
11 call the family to find out why the child is absent. So
12 there's some intentional strategies there to build the
13 attendance and make sure the child is present.

14 COMMISSIONER ZEPEDA: Thank you. Well, again,
15 thank you, division heads, for the presentations. It was
16 very, very informative and I think we all appreciate it.

17 So moving on to Item 4. We have the change of
18 personnel here. Oh, now everybody's going to leave. I
19 think we're settled in. So Item Number 4 has to do with
20 communities outcome, the built environment, which Keesha
21 wanted to know about as we all do.

22 Presenting is Reuben DeLeon, John Gueverra, Max
23 Podemski, and I guess Antoinette.

24 MS. ANDREWS BUSH: I'm just here for questions.

25 COMMISSIONER ZEPEDA: Thank you. Welcome, and

1 we're ready for you.

2 MR. DE LEON: I'm the senior program officer for
3 the built environment. First off, I want to say, I'm very
4 excited to be here to present an update on our built
5 environment strategy just to bring more clarity around
6 what it is.

7 Before I do that, I also like to introduce my team
8 members who are joining me in presenting and -- be joining
9 the discussion with you. I have here John Gueverra to my
10 right, Max Podemski, and Natasha Mois (phonetic) who is
11 also part of our team who is in the back over there.

12 Is that better?

13 I want to say that I'm fortunate to have them as
14 team members and I like to call them, you know, the team
15 is -- it's a great team, so I'm very excited about that.

16 But I wanted to state that over the last year,
17 we've been immersed in the work of the built environment
18 by -- we've been learning about the field, we've been
19 building relationships. We also have been working on
20 understanding our purpose and role in this arena from the
21 First 5 perspective. And also we've been working on
22 connecting the dots to how the built environment affects
23 children and families.

24 But before I really jump into the presentation,
25 I'd like to provide just some basic meaning to the term

1 built environment, what we mean by it. And what we --
2 what we mean by it is the term acknowledges the important
3 role of place and the critical role that the physical
4 environment plays on supporting a child's growth and
5 development. Basically, in short, it refers to the place
6 -- it refers to the places where people live, work, play,
7 and pray in ways that allow them to be safe, health, and
8 to thrive.

9 The following are -- so getting to the
10 presentation, the following are the objectives of our
11 presentation with you today on the strategy and this
12 emerging portfolio. We like to share with you some key
13 learnings that emerged from the July 2017 board meeting,
14 almost a year ago. And with that, we have identified an
15 approach that includes three roles where First 5 LA can
16 have an impact based on the learning journey that we've
17 been on over the past year.

18 I would also like -- we also plan to share with
19 you some projects that we are working on in the coming
20 year as they also pertain to the three roles that we will
21 describe to you, and then provide you with some next
22 steps.

23 I'm sure, as a reminder, many of you probably
24 have seen this slide before, but it basically summarizes
25 sort of our three priority focus areas and related

1 strategies as it relates to our communities outcome area
2 of the current strategic plan for which priority focus
3 areas 3 focuses on the built environment. Just to kind of
4 ground us as to where this is.

5 When you look at the built environment, three
6 areas are most critical to families are food security,
7 transportation ability, and parks and open space. Our
8 learnings and the relations cultivated over the past few
9 years have reinforced First 5 LA's focus on these three
10 areas. In addition, these focus areas have also been
11 identified as priorities by several of our Best Start
12 partnerships.

13 But moving beyond the conceptual framework and
14 theory, I like to share with you my personal experience as
15 to why the built environment matters. It is a sad reality
16 that the physical built environment in many of our
17 underserved communities in LA county are in poor
18 conditions. We have parks that are run down and
19 communities with no open space. We have transportation
20 systems that do not serve families with children, and
21 communities that have limited access to health foods.

22 My mother was an immigrant who raised my siblings
23 in one of the Best Start communities, which was east Los
24 Angeles. East LA is one of those communities that is
25 stricken by poor environmental conditions. But

1 fortunately, we grew up in a pocket of the neighborhood of
2 east LA that had access to public transportation because
3 my mom did not have a car. It was a walkable community
4 that was close to a decent grocery store that allowed us
5 access to healthy food. We were also close to a park
6 which allowed my siblings and I to exercise because we had
7 no backyard. And the park also provided enrichment
8 classes which my mom capitalized on to bolster our
9 schooling and education. Also, as a walkable
10 neighborhood, it allowed my mom to form close
11 relationships with our neighbors, and we all relied upon
12 each other for support and acted as a family.

13 So, therefore, I believe it is important to
14 recognize that the manner in which we design and build our
15 communities has profound impacts on our physical, mental,
16 social, and economic wellbeing.

17 Our little pocket in east LA provided the
18 conditions that supported my mom to help raise my siblings
19 and I to become productive citizens.

20 My story connects to what we have been learning
21 in helping us guide our built environment work over the
22 past year. These lessons include that it is important to
23 have community ownership over built environment
24 initiatives in order to sustain them for future
25 generations. It is important to strengthen

1 community-based organizations and stakeholders working on
2 built environment issues to better support parents and
3 residents. It is -- especially now in LA county, it's
4 also important to capitalize on leveraging funding
5 opportunities such as key public investments such as
6 Measure A, which is focusing on parks and open space, and
7 Measure M, which is focused on transportation, to connect
8 families with young children to those public input forums
9 that relate to those resources.

10 And it's important to explore nontraditional
11 partnerships across different sectors to advance a
12 prenatal to five agenda. And it's also important to
13 recognize and address the equity issues in the built
14 environment such as the high rates of obesity in park-poor
15 communities versus nonpark-poor communities and pedestrian
16 injuries in low-income communities versus high-income
17 communities and, therefore, important to help make sure
18 that all families have access to the same level of
19 resources.

20 Through our learning journey, we have identified
21 an approach and three roles where First 5 LA can impact on
22 improving neighborhoods so that children can thrive.
23 First 5 LA can be an investor and capacity builder by
24 supporting built environment advocacy groups. We can also
25 be a catalyst and a connector by linking parents to

1 opportunities to elevate their voices to policy makers and
2 other decision makers in order to influence improvements
3 on the built environment. And we can also be a learner
4 and an advocate for policy creation and improvements as
5 well as systems change in partnership with decision
6 makers, as our agencies have been evolving to becoming a
7 more resistance-oriented funder.

8 John, Max, and I will go more into details about
9 these three areas as we proceed in the presentation, but I
10 would now like to pass it to John to describe role number
11 1.

12 MR. GUEVERRA: Thanks. Thank you, Reuben, and
13 good afternoon, commissioners. My name is John Gueverra.
14 I'm program officer with the built environment strategy
15 here to talk about role number 1. So as Reuben alluded to
16 earlier, we are constantly learning and growing as a
17 strategy. So, for example, through our field research, we
18 found that many built environment advocacy organizations,
19 many of whom you might know, LA Neighborhood Land Trust,
20 Investing in Place, and so many more, they are moving the
21 needle to amplify the needs of families and children. But
22 these typically smaller organizations run into some
23 barriers. They struggle with building their own
24 organizational infrastructure with having access to
25 resources, with accessing relationships in the community,

1 or having the community engagement capacity to engage and
2 develop the capacity of parents and children for purposes
3 of policy change.

4 And building capacity was also a key theme that
5 was highlighted in the funders perspective panel earlier
6 this month by Shane Goldsmith from Liberty Hill when she
7 talked about the need to build the capacity of
8 organizations to do policy and systems change in order to
9 be read any to move fast when opportunities arise. And we
10 think that this is a key gap that First 5 LA can fill as
11 an investor and a capacity builder.

12 Let me take a step back and just explain this
13 photo a little bit more. In 2016 First 5 LA provided
14 support to an organization called Investing In Place, a
15 transportation advocacy organization to amplify the voices
16 of Best Start parents and families. First 5's -- First 5
17 LA's early investment, which was co-invested with Kaiser
18 Permanente, California Community Foundation, American
19 Heart Association, and so many others helped to really
20 catalyze and stabilize this organization's development, to
21 continue to grow their staff, to run policy advocacy
22 campaigns, and to do deeper engagement with parents and
23 residents in the Best Start communities. And later that
24 year in this photo that you can see, Investing in Place
25 organized this really important discussion on how do you

1 ensure that vulnerable communities and family get their
2 fair share and can benefit from Measure M transportation
3 funding. So while this was a crucial discussion, this
4 also provided a really great partnership that helped shape
5 First 5 LA's approach towards transportation and safer
6 mobility for families.

7 But we know there's a lot of ground to cover in
8 LA county, but this is just one example of how we can play
9 our role as an effective investor and capacity builder.
10 So this was a moment of epiphany for us, really got us
11 thinking, how do we scale up our role as an investor and
12 capacity builder to benefit more communities, benefit more
13 families and more organizations doing work in the
14 community.

15 This year we've developed the built environment
16 policy advocacy fund. It is a multiyear initiative
17 budgeted at \$750,000 per year to do exactly what I was
18 talking about, to strengthen the infrastructure, the
19 approach, and community engagement of community advocacy
20 organizations working on built environment policies and
21 projects that have an impact on families and young
22 children. The funding will prioritize our core built
23 environment portfolio, so that includes food security,
24 transportation and mobility, as well as parks and open
25 space.

1 We've also learned from organizational leaders
2 that grants as low as \$10,000 can be a helpful catalyst to
3 elevate policy campaigns as well as community engagement
4 efforts to the next level. And, you know, even if an
5 organization misses this grant application period, we're
6 hoping to open up this last bullet point, rapid response
7 funding, to help respond to any urgent built environment
8 issues that may occur in communities because we can't
9 predict everything. Issues like oil drilling, like toxic
10 lead contamination, or air quality disasters that might
11 happen in communities where lots of families and children
12 live.

13 So next steps, we will determine the ideal
14 procurement approach for this built environment policy
15 advocacy fund.

16 So thank you, Commissioners, for your time. Now
17 I'm going to pass it off to my colleague Max.

18 MR. PODEMSKI: Thank you. Hello, commissioners.
19 my name is Max Podemski. I'm a program officer with the
20 built environment team. Thank you for allowing me to
21 present to you today.

22 So this is a picture of program officer for the
23 El Monte south El Monte Best Start partnership, Debby
24 Sheen, with a group of parents. And El Monte is a
25 low-income community in the San Gabriel valley which

1 suffers from a range of environmental impacts. These
2 include numerous industrial facilities as well as multiple
3 freeways that bisect the neighborhood. There's also a
4 severe lack of positive amenities and is one of the most
5 park poor cities in Los Angeles county.

6 In 2017, a group of mothers who are part of the
7 Best Start partnership in El Monte decided to work
8 together to improve conditions for their families. Their
9 focus was Zamora Park, a four-and-a-half acre facility in
10 a densely populated part of the city that was in a state
11 of disrepair. Through working with city officials, the
12 trust for public land, and nationally renown park
13 developer was brought in to advise on strategies for
14 improving Zamora Park. This collaboration resulted in a
15 multimillion dollar urban greening grant being awarded to
16 the community. The renovation of Zamora Park is an
17 example of the built environment team's second role, which
18 is to elevate the voices and needs of families to built
19 environment policy makers and other key stakeholders.
20 Connecting residents to decision makers can not only bring
21 resources to underserved areas but also results in better
22 projects that are more responsive to the needs of children
23 and families.

24 The built environment team will institutionalize
25 the Zamora Park model through the link advocates

1 governments families and parks program. So it's not --
2 link is not an acronym. It's just the first word. That's
3 the first thing you need to know.

4 Los Angeles county is on the cusp of a
5 transformation to its built environment. Billions of
6 dollars are being poured into infrastructure, including
7 open space and parks through multiple state and local
8 programs. One of the biggest is Measure A, which Reuben
9 already mentioned. This measure was passed in 2016 and
10 will generate nearly \$100 million a year for parks and
11 open space in Los Angeles county. LA county has one of
12 the lowest rates of park access in the country. However,
13 this need is not evenly spread with some communities
14 having an abundance of open space while others have very
15 little. To ensure that Measure A reduces and does not
16 exacerbate the current park inequity in the county, we
17 must lift up the voices of residents and particularly
18 children and families in the decision making process to
19 ensure that resources go to the most underserved
20 communities. A key way of achieving this is to increase
21 the capacity of lone municipalities to engage in the
22 process of applying for and developing open space.

23 The link program will focus on two high need
24 communities based on the LA county parks need assessment.
25 The program connects elected officials and city staff to

1 an expert in park development. This expert will also
2 mentor a local community-based organization who will
3 organize community residents around park issues. The end
4 result will be a community-led plan outlining park
5 priorities in each municipality as well as the submission
6 of at least one open space grant. Through this, city staff
7 and community-based organizations will have an actionable
8 plan to improve open space access in their areas, as well
9 as the knowledge and capacity to implement it.

10 After conducting field research including over 15
11 interviews with individuals and organizations
12 knowledgeable on park issues, we're currently working with
13 community relations to determine the two focus
14 communities. We have also been working with strategic
15 partnerships to gauge interest among other funders in
16 creating a pooled fund. We hope to roll out the link
17 grant in the fall in conjunction with the first round of
18 Measure A funding.

19 With First 5's \$300,000 investment in link, we
20 will be able to leverage millions of dollars to not only
21 improve the environment in high-need areas, but create a
22 sustainable model for building the capacity of
23 municipalities to engage in infrastructure improvements.

24 We have covered our work in the park and mobility
25 space. Now we will give you a snapshot of the work our

1 colleague Natasha Mois is doing to address food security
2 issues. The health and economic cost of food insecurity
3 among families in Los Angeles county is well documented.
4 As Supervisor Kuehl and Hahn outlined in the May 2017
5 board motion, the CalFresh program constitutes the first
6 line of defense against food insecurity in Los Angeles
7 county by providing supplemental benefits for eligible
8 low-income households to purchase nutritious food at
9 supermarkets, neighborhood grocery stores, and farmers
10 markets. Yet families across LA county are still not
11 accessing these resources. We're proposing to host forums
12 with parents and residents to better understand the
13 barriers they face in accessing CalFresh. We will then
14 elevate these issues to the Los Angeles County Department
15 of Public and Social Services. The end goal will be the
16 increased enrollment in participation in CalFresh to help
17 reduce hunger among children and families in LA county.

18 So thank you and I'm going pass it back to
19 Rueben.

20 MR. DE LEON: Close to the finish line.

21 So the third role for First 5 LA is to partner
22 with decision makers and stakeholders in order to
23 influence countywide built environment policy advocacy
24 efforts that will advance better outcomes for children and
25 families. This will be achieved either directly or

1 indirectly by engaging in countywide discussions
2 workgroups are sitting at tables to advocate for children
3 and families in the build environment circles. As an
4 example, on the picture that you see on the PowerPoint is
5 a Measure M policy advisory council which was established
6 by metro to review, comment, provide input on the draft
7 measure and master guidelines on the long-range
8 transportation plan. Many of our build environment allies
9 who were sitting at the table and grantees, such as
10 Investing Place that John mentioned Pacoima Beautiful to
11 name a few sit at this table and are pushing family and
12 children issues in transportation. Actually, Max was also
13 a former member of that policy advisory committee also
14 when he was at Pacoima Beautiful.

15 In addition, partner participation in countywide
16 built environment tables and discussions also expose us to
17 new issues and led us to expand into complementary efforts
18 such as safe drinking water as it relates to food
19 security, vision zero and safe walkable streets as it
20 relates to transportation mobility, and joint share views
21 as it relates to parks and open space.

22 First 5 LA directly, we have been as a team been
23 engaged in the following tables across those three focus
24 areas, parks, transportation, and food security. We have
25 been sitting at the Measure A steering committee, the Los

1 Angeles County Joint Communities Moving People to Play
2 Task Force, the good food purchasing policy work group,
3 and the Los Angeles Department of Transportation
4 pedestrian committee elevating our zero to five issues.

5 The next steps for our team are to finalize the
6 implementation plan for our approach and the three roles.
7 We want to determine and implement of procurement approach
8 for the built environment advocacy fund and link. We also
9 plan to deepen our relationship with DPSS on food
10 security. We also plan to identify points of integration
11 with other First 5 LA programmatic investments. And,
12 hopefully, in the fall of 2018 we can come back to you
13 with an update on where we are with our implementation.

14 And thank you. Those are our baby pictures in
15 the tradition of First 5 LA. And this is the future,
16 Max's baby.

17 COMMISSIONER ZEPEDA: Happy baby. Thank you very
18 much. That was very informative.

19 Questions, commissioners, on the built
20 environment presentation?

21 COMMISSIONER MARTINEZ: I can't help myself. I
22 don't really have a question, but just more of
23 congratulation for taking this on. I'm sure you guys
24 nailed it. The environment and infrastructure is very
25 dear to my heart. I want to commend Max and his

1 background at Pacoima Beautiful. Max understands
2 environmental justice and the impacts of climate change
3 that take place in our underserved communities is no joke.
4 And so I just wanted to also comment you for having the
5 rapid response, you know, in there because, when we have
6 severe drought, severe flooding, fires, et cetera, we need
7 to be ready to help our communities. So just really great
8 work, and I look forward to your success in this program.

9 COMMISSIONER ZEPEDA: Commissioner Taylor.

10 COMMISSIONER TAYLOR: I'll let Commissioner Abdo
11 go first.

12 COMMISSIONER ABDO: You want me to go first? You
13 have a better view from over there I think.

14 I just wanted to mention two other open space
15 options. And I know this first one is really hard, and
16 that's schools because schools have open spaces in all of
17 those communities, but they're not open except during
18 school in most cases. So I hope that we can be a voice
19 for and help others be a voice for keeping those -- those
20 school grounds open longer. I know this can work because
21 it works in Santa Monica, but it has to do with money and
22 that's I know a very difficult issue. But I don't think
23 we should give up, even with LAUSD. I think we should
24 continue working on that.

25 And then the other thing is the river which does

1 flow through some of our communities. And it seems to me
2 the planning that's going on right now for what the river
3 will be should include those communities that are near it
4 and even some that are not all that near who are going to
5 use the open spaces.

6 COMMISSIONER ZEPEDA: Commissioner Taylor.

7 COMMISSIONER TAYLOR: I read your memo and it did
8 include I think a discussion about schools. And I'm
9 agreeing with my colleague on that. But there's one thing
10 that -- once we raise the level of expectation of the
11 community in -- in one of the themes you've talked about
12 is the need to collaborate with parents and residents to
13 have community built in and community ownership to sustain
14 built environment efforts. Well, that goes down the tube
15 if they don't know who to talk to and how to do it.

16 In the Compton the community worked with you and
17 the other agency to build that park for their kids for the
18 summer. And they want to own it and they want to make
19 sure they have a place to go. That park sits there and
20 nobody can engage it because nobody understands why is it
21 close and why is it not being used, and the summer's
22 coming. And they don't know who to talk to or what to do.

23 My colleague over here will tell you very
24 quickly, we need to be able to say who's responsible for
25 the park being open or closed and how to engage whoever it

1 is that is responsible for that. And that's all these
2 environmental groups and any park you put in because, if
3 you don't know where to go and how to access it because
4 that's the issue for the community, then how can you have
5 your voice heard. So that's a huge issue for Compton
6 right now. We spent a lot of money. They were going to
7 put little things in there for the kids to go in and get
8 their feet wet because, you know, that's far -- we're far
9 away from the beach, you know. So this would give them
10 some play area where they would experience the water.

11 So this is a hot issue for them. And it would be
12 for any other community. So we have to find a way to make
13 sure that their voices are being heard. And then we have
14 to educate the -- the communities in all of our 14
15 communities as well as other communities in general the
16 importance of a built in -- positive built environment
17 with the issues and elements you're talking about.

18 So we need to have a campaign that we go around and
19 educate the communities about this and what they can and
20 cannot do it and how to do it and how to become active.

21 Right?

22 So those are the two things that I had to share.

23 COMMISSIONER ZEPEDA: Thank you, Commissioner
24 Taylor.

25 Any other comments from commissioners?

1 I would just like to mention a current or a
2 cross-current that may be occurring especially with
3 communities going to the east, and that is gentrification.
4 And I'm sure that this is coming up in your conversations.
5 You can see it in Echo Park, for instance, what's going to
6 happen to Bell Heights. So it has to do with
7 environmental justice, it has to do with equity, and it
8 has to do with long-term planning in terms of what it is
9 that you're doing.

10 I don't know what the answer is to that, but this
11 is something that is -- is occurring. You saw, for
12 example, in downtown LA as soon as you got these condos
13 and the people walking around with their foo-foo dogs, you
14 saw these little parks popping up, green spaces popping up
15 all over the space. And it was like -- they did it like
16 really fast because of who the clientele was, if you will.

17 So I think that going forward, even El Monte --
18 you know, anything that's close to the transportation
19 hubs, I think that that -- they're -- they're in --
20 they're targets for gentrification going forward, and so I
21 think that that's going to be something that's a
22 cross-current with your work.

23 MR. DE LEON: If I may add, it's also
24 displacement, too, which is definitely a big conversation.

25 COMMISSIONER ZEPEDA: Yeah. Exactly.

1 If there's no more comments, I think we have a
2 request for public comments from Saul. So, Saul, we're
3 going to give you a permanent --

4 SPEAKER: Well, thank you. I think that also
5 when we look at open spaces and the built environment, I
6 think we have to look -- have a broader view. When we
7 talk about the pocket parks, the local parks that we go
8 to, the regional parks, then we have to talk about the
9 state parks and then we have to talk about the federal
10 public lands because studies have shown and proven that
11 low income communities, these -- and most of them, these
12 Best Start communities are locked out of these state
13 beaches and state parks and federal parks. You know, when
14 you look at the commercials on tourism in Southern
15 California, you see all the beautiful places to go, all
16 the beautiful things to do. You could be sailing at the
17 beach and -- in the morning and you can be skiing in the
18 afternoon and early evening. But for many of our
19 community members that are -- are hop, skip, and a jump
20 from there, they've never seen them and never even have a
21 vision of seeing them.

22 So I think our advocacy plan has to be a broader
23 view in using the local as a steppingstone to the broader
24 state and federal public lands that are available to us
25 because our public dollars are being used to support them

1 but we seldom utilize them.

2 We talked about tax increases in the state and at
3 the federal level, a lot of times what happened with the
4 state parks and federal parks, they raised the entrance
5 fees the camping fees, you know, all this. It wasn't a
6 direct tax, but it was a usury. It was almost like a tax.
7 Those of our community where -- that had ability to go
8 were now being again more and more of us were being locked
9 out because of these increases. And we haven't addressed
10 them properly.

11 So I think that when we look at the open spaces,
12 we have to look at broader picture and I think that, when
13 you look at the growth and development of young children
14 and families, public spaces at the state and federal level
15 are of the utmost importance. This is where education
16 science takes place, a great amount of learning.

17 As Commissioner Taylor mentioned, you know, we
18 had a pocket park in east Rancho Dominguez east Compton.
19 We had the grand opening. Best Start Compton East Compton
20 partnership was a big component of it. And we opened it
21 up and it was a great -- it was a great day when we had
22 that grand opening with Supervisor Mark Ridley Thomas
23 coming out and we enjoyed having it. Within a few months
24 later, it was closed, and the park has been closed more
25 times than it has been opened and community members are up

1 in arms, saying what's going on. We had a splash pad in
2 the park that was actually proposed by Best Start
3 communities members because there's no local swimming pool
4 in about a four-mile radius from that park. So that
5 splash pad was playing a very important role in our
6 community, but it's been closed most of the time. And
7 when we asked the neighborhood land trust that helped us
8 take the meetings, you know, we have a friends of the
9 Washington Tatlat (phonetic) Park that wants to form. We
10 couldn't get the names or we couldn't get a flyer to hold
11 a meeting to establish a community-based group and our --
12 the response from the neighborhood land trust was, well,
13 we're done with it, we already built it, it's in the
14 county's hands now and we can't give you the sign-up list
15 or we can't give you the information of who went to the
16 meetings, what the contact information is, so you're on
17 your own basically.

18 And I think it's good to establish these parks
19 but we have to have a long-term, broader vision of what's
20 going to happen to the places. You know, are they going
21 to be maintained, is the community-based organization
22 going to be directly involved so that they can be -- they
23 could be nurtured and they could grow.

24 What happens when they lock out the neighborhood
25 is now what we hear from the neighborhood is that there's

1 drug dealing going on in the park, that there's vagrancy
2 going on in the park, there's drinking. Why? Because the
3 families that adhere to that locked gate, they adhere to
4 it. But the drug dealers and the thugs and everyone else,
5 they just jump over the fence. And we're just looking
6 like, what's going on. So I think we really have to think
7 it through because in the long run, you know, as being a
8 Best Start member and being part of the committee that
9 went to the meetings to get this park done is like, we're
10 putting our name on it and it doesn't look good for us
11 that the community sees negative behavior being done at
12 this park.

13 COMMISSIONER ZEPEDA: Thank you, Saul.

14 Thank you for the presentation on built
15 environments. And we are going to be taking a ten-minute
16 break.

17 MS. BELSHE: Max and John's first time before the
18 board.

19 (Applause.)

20 (A brief break.)

21 COMMISSIONER ZEPEDA: Okay. Let's get going.
22 We're going to move on to Item 6, home visiting
23 sustainability update and request to approve First 5 LA to
24 participate -- this is too long -- with the Department of
25 Public Health. So Reena John will be presenting and

1 Lindsey Angelats -- is that how you pronounce it? And who
2 else am I missing? Who else is presenting? Thank you.

3 MS. JOHN: So good afternoon, commissioners,
4 Lindsey and I are excited to be here to give you some
5 updates on our sustainability efforts relative to our home
6 visiting work. And we're really excited because we've
7 reached some pretty concrete milestones that we're going
8 to share with you today. And we're going to end up with a
9 request for a new partnership with County Department of
10 Public Health.

11 So we just want to start with some context to
12 help ground our conversation. And these are probably
13 reminders to you all, but just so that we're all on the
14 same page. Home visiting is First 5 LA's most significant
15 and long-standing direct services investment. It is -- it
16 represents about 35 percent of our current programmatic
17 budget. Also First 5 LA's currently the largest funder of
18 home visiting in the county. Almost 50 percent of all
19 funding in the county comes from our home visiting
20 investment. And, finally, it's a really good time for
21 home visiting in the county.

22 In late 2016 the LA County Board of Supervisors
23 passed a home visiting motion coauthored by Supervisor
24 Kuehl and Hahn requesting a number of partners led by the
25 Department of Public Health, First 5 LA, and pretty much

1 every child and family serving county agency to come
2 together and develop a plan for expanding home visiting in
3 the county. So it's just a really significant moment
4 right now.

5 I'm going to jump past this slide just given
6 time. This is just a visual depiction of what I just said
7 in terms of our home visiting investment in relation to
8 our overall programmatic budget.

9 And this -- this is helpful. This is a -- this
10 is our total investment in home visiting, and it's broken
11 down by the different types of -- the different categories
12 basically. And so you'll see 50 percent of our total
13 investment is in Welcome Baby, our universal or light
14 touch approach. And then another 33 percent is at -- for
15 our intensive home visiting investments. So I think the
16 key take away is, you know, almost 85 percent of our total
17 investment in home visiting is for direct services.

18 In the conversation today we're going to talk
19 about a couple of partnerships, one with the Department of
20 Public Social Services, one with the Department of Public
21 Health, Department of Mental Health, all of those sort of
22 impact the intensive home visiting aspect of the pie. And
23 then Lindsey is going to talk about some of our
24 partnership building work with health plans, and that is
25 focused more on the universal aspect.

1 So over the last year and a half or so, we have
2 reached out to a number of different states and
3 localities, places where home visiting is more embedded in
4 their systems and sort of more universally offered. And
5 we have learned a lot from other places and a lot of key
6 themes and take-aways that are really helpful to us and
7 applicable to our work here in LA county. A couple of
8 those are listed here. I'd say the first few are really
9 about what we want for the system in LA county. And those
10 are -- you know, our north star is really about
11 strengthening policy and systems for home visiting
12 services to ensure sustainability of positive outcomes for
13 families and, clearly, continuing our advocacy efforts to
14 help support that.

15 And then the other -- the other piece I think is
16 really specific to us as a public entity and the role that
17 we play in this system. Our dollars have a very I think
18 special and unique value to them. Our dollars can do
19 things that other dollars like philanthropic dollars may
20 not be able to do. And vice versa; there are things that
21 philanthropic dollars can do that our dollars cannot. So
22 it's really about understanding what our role is in the
23 system. And I think for us we have a really clear
24 responsibility and role around maximizing every dollar,
25 federal, state, local, and making sure we're blending and

1 braiding funds and using funds in the most efficient and
2 smart manner possible.

3 So the last couple of bullets are really about
4 what we want for our grantees. And I think these are --
5 these have become even more real in the last six months or
6 so as we've rolled out a couple of pilots. We recognize
7 systems change is hard. It's not just a catchphrase.
8 It's real and we've experienced it. We know that in order
9 for these efforts to really be sustained, we've got to
10 provide our grantees with all the needed training and
11 technical assistance to participate in fund leveraging and
12 really think about minimizing the burden on their
13 operations. And, secondly, we've been focused on
14 opportunities that have broad application for agencies.

15 So in a moment, we'll talk about targeted case
16 management. TCM is a strategy that we're using with our
17 home visiting efforts, but it really has broad
18 applicability to agencies for other types of social
19 service programs. So we really see it as an opportunity
20 to build a capacity of our agencies to participate in fund
21 leveraging broadly.

22 And this -- this is -- this list is sort of a
23 list of various opportunities we've been exploring over
24 the last year or so. The first is targeted case
25 management. I would say first, actually, all of these

1 strategies really speak to two themes, partnership
2 building and policy change. Targeted case management is a
3 partnership we're building out with the Department of
4 Public Health. And it has for many -- almost two decades
5 now, no one other than county agencies could really
6 participate on this platform. And with some recent policy
7 changes at the county level, it has allowed for now
8 community-based organizations to join that platform. And
9 so it's opened the door for First 5 LA grantees to now
10 join that platform and really be able to use the platform
11 to leverage federal dollars for our programs. So that's
12 exciting.

13 We also have a partnership with the Department of
14 Public Social Services that I know there's a lot of
15 excitement around. We mentioned a couple times earlier in
16 the budget presentation, but really First 5 LA opened up
17 50 home visiting slots to support, expand -- so opened up
18 50 slots to support home services to DPSS clients. So
19 that required actually some policy change on our end,
20 really thinking about changing our eligibility
21 requirements to allow for that to happen. So that's also
22 very good. And you heard about the policy at the state
23 level that's currently in play as well.

24 And then the third piece is around some very much
25 -- I think a result of our partnership on the board of

1 supervisors motion planning group and the Department of
2 Mental Health redirecting 50 million in mental health
3 services act prevention and early intervention dollars
4 into home visiting. So that's a really exciting
5 development as well, And we should be hearing a lot more
6 about that in the next few months.

7 And with that, I'm going to pass it over to
8 Lindsey who's going to speak to some of our longer term
9 exploratory opportunities.

10 MS. ANGELATS: Good afternoon, commissioners.
11 I'm Lindsey Angelats. I'm here to speak briefly about our
12 health plan engagement strategy.

13 First and foremost to actually echo Kim Patillo
14 Brownson earlier today, our priority with health plan
15 engagement is consistent with our partnership work county
16 and statewide. It is to elevate young children as the
17 critical priority for those who are serving a wide
18 population. As part of that, that strategy requires both
19 broadening and deepening our relationship. First and
20 foremost, Los Angeles has six Medi-Cal managed care plans.
21 And this adds to the complexity of ensuring that folks
22 walk into the doctor and have a clinical care experience
23 that aligns with guidelines, is respectful, and ultimately
24 guides them to the right place for their social and health
25 needs.

1 I'm happy to report that we've had early success
2 in convening all of the parties that are listed here. And
3 all of them have director or vice president level folks
4 involved and interested in engage and enthusiastic about
5 the work First 5 LA is doing.

6 Health plans have obligations for four key
7 things: One, ensuring that members have timely access to
8 care, our pregnant or prenatal members are receiving
9 services and in a timely way. Second, ensuring that they
10 have clinical care that's consistent with guidelines.
11 Third, that they're getting risk assessments, and these
12 risk assessments actually look at psychosocial needs, and
13 that they're referred to placed like WIC. And finally,
14 that the member has health education or understands what's
15 happening so they can have a self-management role in their
16 pregnancy.

17 And the goal of all this is to be able to triage,
18 assess, and get members to the right place so they become
19 -- stay healthy and well. And that's where First 5 as
20 well as our partners in the Department of Public Health
21 have expertise that can deepen our outreach efforts, our
22 efforts to reduce health disparities, and our ability to
23 ensure that babies are born healthy and well.

24 The second component to add, although it's in
25 rather small font, is that within a given health plan,

1 First 5 has to touch at least three domains to be
2 relevant. It's not as simple as one phone call does it
3 all. One, it's in the area of care management or those
4 folks within a health plan who are responsible for
5 clinical quality and outreach. The second is community
6 benefit. Those folks who have some dollars to bear to
7 invest in great things. You may have heard, for example,
8 that Kaiser Permanente just invested \$200 million
9 in housing. And, finally, it's the strategy, those folks
10 who are accountable for growing the business. Engaging
11 all three parts of each health plan is critical to ensure
12 that we have thriving and lasting sustainable
13 partnerships.

14 The next slide provides some context about two
15 key findings based on our due diligence. The first chart
16 shows you what the health plans are responsible for. And
17 that really speaks to our role at First 5 LA in ensuring
18 that all folks who are in particular public funded
19 programs are getting the services to which they are
20 entitled. You may or may not know that, if a woman is
21 high risk during her pregnancy, she can have an individual
22 nurse follow her from her health plan. In fact, that
23 nurse plan on occasion may even come to her home. The
24 second is that there's provider based care management.
25 Her physician is supposed to refer her to WIC. They're

1 supposed to refer her to nutrition services and offer
2 them, and even come and ensure that she has timely
3 postpartum care. And in the case of our friends at
4 HealthNet, they are piloting doing that in the home. So a
5 lot of these lessons learned help us better understand how
6 to help our health plan partners engage with members and
7 really improve the social determinants of health that
8 surround clinical quality.

9 In terms of our early findings, things that we
10 have learned: One, is that First 5 LA can be technical
11 assistance provider, ensuring that we have a very large
12 scale knowledge of all the activities that each of the six
13 health plans and also the provider groups with which they
14 contract are engaged in. The second one is building
15 momentum on what I call a maternal model of care.

16 Aligning all these health plans with the exciting work of
17 improving clinical quality and ensuring that we are
18 measuring and ameliorating health disparities. They're
19 also looking for a one-stop shop for a briefing on a
20 variety of county initiatives, whether it's the Department
21 of Health Services Momma's Neighborhood or learning more
22 about nurse family partnership from the Department of
23 Public Health. And our work going forward is to maintain
24 these strategic partnerships both through one-on-one
25 meetings and also being a convener to speak to particular

1 ideas and best practices and innovative models to ensure
2 that all woman and infants receive the care to which they
3 are entitled.

4 MS. JOHN: So I'm going to take us back to a
5 couple of our immediate term strategies and provide us --
6 provide you all with some status of where we are,
7 basically. So the pilot that we spoke about earlier with
8 the Department of Public Social Services, I think that the
9 key take away here is that these slots were opened up at
10 the beginning of this year and within three months all 50
11 slots were filled. So that tells us something about the
12 need, basically. So that is happening, and then we've got
13 the policy up there as well.

14 And then the second pilot that we've had running
15 for over the last couple months has been the targeted case
16 management. Again, targeted case management is a federal
17 leveraging strategy so, because of our partnership with
18 Department of Public Health, we're able to utilize First 5
19 dollars to draw down federal funds on behalf of our
20 grantees. In the -- the pilot's been running for -- from
21 February to April 30th, and the results have been
22 promising. I would say with TCM, TCM is all about
23 providing high quality of care to clients. It's really
24 about making sure clients are connected beyond their
25 immediate medical needs to make sure that they get all of

1 the services that they need, whether they're social
2 services or mental health, transportation, et cetera.

3 So there's just -- what TCM stands for and what
4 our home visiting program stands for, there's just a lot
5 of alignment in terms of the program models as well as our
6 implementation approach. So we've seen very promising
7 results.

8 And also many of our agencies already receive
9 some sort of federal billing dollars and so they have --
10 we learned also that there is infrastructure in place to
11 do this type of work. So that was also very positive.

12 And, finally, in terms of financial projections,
13 the initial projections from the First 5 agencies have --
14 have demonstrated that they have the capacity to draw down
15 about 20 percent of their overall budgets. So that also
16 is very promising. It's a short pilot, so I think there's
17 room for improvement even there as TCM becomes more of a
18 practice over the next year.

19 And then in terms of next steps, our pilot
20 grantees are slated to go live after July 1st once we sign
21 our contracts and everything with the county. And then
22 the remaining 16 grantee sites will -- will move forward
23 over the next year.

24 So that brings us to our request for the board to
25 give our executive director delegative authority to enter

1 into agreement with the county. And there's a couple --
2 there are several policy pieces, but we wanted to
3 highlight the major ones, and those are that First 5 LA
4 will be accepting federal funds. We as an agency will
5 need to set aside a reserve fund to sort of administer the
6 reconciliation process for TCM. And then there will be
7 administrative fees to the Department of Public Health.

8 And then just a reminder on the last bullet that
9 all of our grantees that are coming to you for renewal in
10 June will have this included into their contract language.

11 So with that, I'll just open it up for questions.

12 COMMISSIONER ZEPEDA: Thank you for the
13 presentation.

14 Christina, you want to say something?

15 MS. ALTMAYER: I just wanted to thank Reena and
16 the team. In concept this drawing down federal funding I
17 think is an idea that we can all support that LA is not
18 leaving money on the table, so to speak. This has been a
19 huge issue in terms of getting into the weeds of what it
20 actually takes, and it's really been a tremendous lift and
21 really incredible job of our team to try and work through
22 a lot of complex details on how you can actually do this
23 and thinking about the activities and what are eligible
24 activities and how do we report and be prepared to address
25 the audit issues.

1 So just wanted to -- we're happy to answer any
2 questions, but also highlight how complex this has been.

3 COMMISSIONER ZEPEDA: Thank you for that because
4 it's part of our strategic plan to be systems change
5 agents, and this is a very good example of that.

6 Questions from commissioners on home visiting?

7 COMMISSIONER TAYLOR: Go ahead.

8 COMMISSIONER ZEPEDA: Commissioner Tilton.

9 COMMISSIONER TILTON: I think it is so important
10 and I'm so happy to hear we've moved ahead with DPSS at 50
11 slots. I hope there's a plan to increase that because
12 that is a critical source of potential improvement in
13 child health and safety And welfare. It's -- it's great.
14 And so is there a plan to increase those number of slots?
15 And what were the changes in process or administrative
16 functioning that you had to go through in order to include
17 DPSS in home visiting?

18 MS. JOHN: I would say in terms of the changes
19 that we made prior to this eligibility for our home
20 visiting programs was directly through our Welcome Baby.
21 And so opening up these slots meant a change in our -- you
22 know, the way we -- way we accept clients. And so that
23 was -- that was important.

24 I think in terms of expansion, one of the -- you
25 know, we did mention the policy that's underway. It's

1 both a bill, AB 992, as well as the Governor's request,
2 which is I think a 158 million in funding for the use of
3 TANF funds for home visiting efforts. And this is a
4 practice that is practiced in like 26 other states where
5 TANF funds can be used for home visiting. It just hasn't
6 been the case here in California or LA county yet. So
7 that would be huge if that moves forward.

8 I think this pilot that we've implemented has
9 really positioned LA county in a way to say we can draw
10 some of those dollars down so that -- maybe that speaks to
11 expansion.

12 MS. ALTMAYER: And I just want to emphasize we
13 went into this pilot with the clear understanding that
14 First 5 LA couldn't be the agent of scale and
15 sustainability, and that we would partner with DPSS to
16 both advocate for funding for this and also to work with
17 DPSS to explore what funding they would have. So it was
18 really done intentionally as a demonstration project. and
19 we were incredibly excited that we had this because then
20 the findings from our pilot have been elevated to the
21 state as it's looking to fund this. So we've been working
22 really closely, Charna and our policy and advocacy team,
23 with DPSS at the state level to say, what can we learn
24 from LA that should be incorporated. And one of the
25 findings that we had was, we could show that women who

1 accepted it were older than anticipated. The original
2 state proposal would have limited it to women under 25.
3 And we were able to show that older women had both
4 interest in -- a population that had to be targeted.

5 So it was really was a good connection in our
6 pilot in forming policy and advocacy efforts.

7 COMMISSIONER TILTON: Great. I had a couple --
8 well, the -- most babies are born women 25 to 30. It used
9 to younger and now the age is creeping up. And more
10 children are born to women 26 to 30 than 20 to 25 or 18 to
11 25. So I hope we pursue that.

12 My other great big question is, have we been able
13 to, first of all, just account for the number of -- of
14 children, babies that have been served by our home
15 visiting? It would be great to say we have served
16 X-thousand babies through this -- this process, this
17 wonderful program. It's kind of like, we have all this --
18 we can say how much money we put into it and how many
19 slots we have, but how many babies are we serving. Are
20 you able to ascertain that?

21 MS. ALTMAYER: Yeah, we have data that says both
22 annually how many moms were served through Welcome Baby
23 and then throughout intensive home visiting services.

24 COMMISSIONER TILTON: Have you that? Can you
25 share that with us?

1 MS. ALTMAYER: We have -- I think --

2 COMMISSIONER TILTON: I probably have, but I
3 don't know what it is.

4 MS. ALTMAYER: I would be happy to share that.

5 COMMISSIONER TILTON: Thank you so much.

6 And this is very exciting, very exciting process.
7 And the outcome at other end is how much difference has
8 this made in -- in these families with these kids? How
9 many less -- the great major studies which are to prevent
10 child abuse, and it was clear that home visiting did
11 reduce a number of children who were abused. Now we're
12 talking a much broader spectrum and it would be nice to be
13 able to kind of identify the impact. And I think we're
14 going to be doing some of that soon. Okay.

15 COMMISSIONER ZEPEDA: Thank you. Commissioner
16 Taylor has a question.

17 COMMISSIONER TAYLOR: I want to thank Kim for the
18 change in format. Instead of having our esteemed vice
19 president step up and try to do everything, having these
20 talented young people step up and show us all the
21 wonderful things they're doing. So I want to thank you
22 for that first.

23 The other thing is the question I have is about
24 what -- you identified only six providers of services.
25 What -- what percentage of the population of mothers that

1 are having babies actually go to these six providers and
2 what are the other purveyors of services to these parents
3 and children, you know. That's -- I would like to know
4 that because I know in some communities FQHC's do a lot of
5 work and they're not kind to any of these, and how do we
6 engage that community. But I want to make sure we're
7 getting the best bang for our buck. So if there's like --
8 give you an example. If this is serving 60 to 70 percent
9 of the population, fine. But let's say after FQHC is
10 another 15 to 20 percent, then let's go that way. So I
11 would like to know those percentages so that we know what
12 is our next step to go.

13 The other thing is that, when you're dealing with
14 this billing through Medi-Cal, don't forget the rehab
15 portion of that billing and see how you play that out as
16 par far as you can bill for that as part of the TCM and do
17 more for the family because sometimes they need support
18 that goes beyond the practice. Right? And not putting in
19 that support allows them to focus on the practice. So
20 let's make sure that we're actually looking at all the
21 elements that we can bill in conjunction with the TMC.
22 Right? Okay. And that will make our providers more
23 effective in -- in being able to recoup their costs and do
24 all that work, because we got to think that way too. So
25 just a thought on that.

1 The other thing is, I'm glad to hear that we're
2 going to do a phase-in approach for the rest. And,
3 hopefully, there's some kind of organized process where
4 those that have already done it can be a part of mentoring
5 those that are coming forward and talk about best practice
6 and how to implement and do the practice. You know,
7 that's operationally too because sometimes you don't want
8 the people to stumble over what we already learned. We
9 can tell them, don't do that. Right? So it's that kind
10 of thing.

11 But I love what you're doing and this is good
12 work. And I love, finally, we're on the -- on record that
13 we're finding a different way to do the same thing.

14 COMMISSIONER ZEPEDA: Thank you.

15 Other comments by commissioners?

16 Thank you for the presentation I would just like
17 to put a plug in for workforce relative to home
18 visitation. As we're scaling up and if it goes, we get
19 funded from the State of California if they pass these
20 bills, there's going to be a huge need for individuals
21 that can do this kind of work across various baccalaureate
22 degree programs, et cetera, et cetera. So I think that
23 they're -- and institutes of higher education some have
24 responded, some have not, but there's -- there may be this
25 cross current then, Debra, with early child -- with

1 workforce and what's going on in higher education. So
2 that's a conservative.

3 So thank you for much for your presentation. I
4 know we're pressed on time.

5 Now turning to Item 7, the early childhood
6 outcome update on the ECE workforce strategy. We have
7 Debra Colman and Jamie Kalenik presenting.

8 MS. COLMAN: Good afternoon, commissioner, staff,
9 and guests. My name is Debra Colman, and I am a senior
10 program officer in the early care and education
11 department, otherwise known as ECE. I'm so pleased to be
12 here presenting with my colleague Jamie Kalenik. And we
13 will have happy to share with you today an update on the
14 ECE workforce strategy.

15 So our goals for today are to build an
16 understanding about the challenges that are facing the
17 early care and education, otherwise known as ECE
18 workforce. We're going to explore two different policy
19 and systems change strategies with you today. The first
20 will be the financial assessment of the ECE sector, and
21 the second is around the integration of the California
22 early childhood educator competencies into the higher
23 education system.

24 But first let's pause and revisit the connection
25 between the ECE workforce and quality. We know that there

1 is an intrinsic connection between our early educators and
2 the quality of the programs our children receive. And
3 there are two primary levers for the workforce. One is
4 compensation and the other qualifications. Now,
5 compensation has been a continuous challenge with the ECE
6 workforce. We know that preschool teachers receive an
7 average of \$14 an hour compared to kindergarten teachers
8 who make twice that much. We also know that
9 qualifications are so important to the academic success of
10 the children in the care of the ECE workforce. What we've
11 begun to realize as we have dove deep into this work is
12 that both compensation and qualifications need to be
13 elevated on parallel tracks.

14 There is a dynamic tension between these two issues. And
15 to date, First 5 has really done a good job of focusing on
16 qualifications.

17 We're going to talk about both today as we start
18 to look at an aspect of compensation by exploring the
19 challenges in the ECE financial system.

20 So the fiscal downturn. This was a hardship for
21 many. It was an extreme hardship for the ECE sector,
22 especially those early educators serving families most in
23 need through subsidized services. So many things happened
24 during that time that impacted state contracts from the
25 California Department of Education to ECE providers. The

1 state budget was having challenges getting passed. That
2 was one issue. There were delays in contracts to
3 providers. Another issue as an example to raise is in
4 2010, there was a significant change in the amount of
5 reserves that ECE providers could keep while awaiting a
6 new contract.

7 Now for those of you who are not deep in the
8 early education field, early education providers need to
9 earn their contract. It is based on enrollment of
10 children. And if you're awaiting those funds to come down
11 from the state, you need some kind of reserve to help
12 manage and get those children enrolled.

13 So as a result of these issues, First 5 LA and
14 the California Community Foundation stepped in with what
15 was called the LA ECE recoverable loan program,
16 affectionately known as the bridge fund, trying to bridge
17 those payments from the California Department of Education
18 with ECE providers. This was a \$2 million investment of
19 recoverable loans that started in 2012.

20 Now, in June, the bridge fund will be coming to
21 an end. But as we prepare for that end, the California
22 Community Foundation and First 5 LA staff have come
23 together to really explore lessons learned from that
24 project. The challenges are far from over. We still have
25 a lack of reserve funding among ECE providers with

1 contracts from the state. There are delays to state
2 contracts. There are no electronic payments on contracts
3 and low reimbursement rates for ECE providers. Simply
4 said, this is a fragile economic system.

5 So what I bring for your consideration today is a
6 financial assessment of the ECE sector. First 5 LA and
7 the California Community Foundation propose working
8 together jointly on this project with First 5 LA
9 contributing \$150,000 over the next 12 months and the
10 California Community Foundation bringing \$75,000 to the
11 table for this as well. Our partnership would be with the
12 nonprofit finance fund as well who has been leading the
13 state of nonprofit sector nationally for several years and
14 has a lot of experience in this area.

15 Now, as we were preparing to do this work we
16 noticed a lot of momentum around the idea of doing a
17 financial assessment. There was one done in San Francisco
18 that a lot of people have taken notice of. So we began
19 conversations with other movements that were going on with
20 the Office of Child Protection ECE workgroup, with the
21 Partnership for Early Childhood Investment, and began
22 conversations on how we can align our work.

23 Last month you saw a panel of funders all talking
24 about how we need to shift our work when we're doing
25 policy and systems change. And one of those key shifts is

1 about maybe the attribution is not only First 5 but it is
2 what First 5 brings in contribution along with the
3 California Community Foundation, along with the Office of
4 Child Protection, along with the Partnership for Early
5 Childhood Investment.

6 So we are pleased to introduce the strategy. It
7 will be a 12-month investment with three main phases.
8 First, the assessment of the ECE sector looking at both
9 family child care providers as well as center-based
10 providers. The assessment will look at issues like
11 profitability, liquidity, expenses, revenue. Then there
12 will be a report and finally a convening around the
13 findings, which is so important to bring together
14 stakeholders so the issues really are driving the
15 strategies for policy and systems change and that it is
16 reflective of the needs of the field.

17 Potential strategies that our team sees on the
18 horizon that may arise are advocacy and policy change
19 issues like electronic checks from the California
20 Department of Education, increasing the reimbursement rate
21 and increasing the cap on reserves. Also the idea has
22 been raised around financial capacity building for the
23 sector, as well as cost sharing of administrative services
24 among ECE providers working together as an alliance.

25 Now that you've got a taste of the financial

1 sector and the issues we are facing to support the ECE
2 workforce, I'd like to turn it over to Jaime Kalenik who
3 will talk to you about one of our strategies addressing
4 qualifications with our long-time partnership with PEACH.

5 MS. KALENIK: Thank you, Debra, and good
6 afternoon, commissioners.

7 As Debra mentioned, one of the keys to increase
8 access to quality early care and education is increasing
9 the qualifications of the workforce. One of our current
10 strategies for doing so is the ECE credential advocacy
11 project lead by partnerships in education, articulation,
12 and coordination through higher education, or PEACH. As
13 you may remember PEACH is a collaborative of early
14 childhood education and child development faculty
15 representing over 20 Los Angeles county colleges and
16 universities. In 2016 the commission approved a four-year
17 strategic partnership with PEACH's fiscal sponsor, the
18 Child Care Alliance of Los Angeles in the amount of
19 \$1,750,000 to lead the ECE credential project.

20 The objectives of this project are, number one,
21 to support the modification and implementation of the
22 child development permit matrix which governs the current
23 certifications available to many professionals working in
24 ECE settings; and, number two, to support the development
25 and in implementation of an ECE specific credential.

1 An integral part of this work is not just moving
2 those objectives forward, but preparing a higher education
3 system to support these policy levels changes and the
4 increased qualifications they will require of both the
5 current and future ECE workforces. It is through laying
6 this groundwork that we've identified a number of
7 challenges and barriers.

8 The Institute of Medicine and National Research
9 Council seminal report transforming the workforce for
10 children birth through age eight recommends that all ECE
11 lead teachers should hold at least a bachelor's degree.
12 But we know that much of the workforce starts their higher
13 education in the community college system. In many cases,
14 courses taken at a community college may not transfer to a
15 four-year university, thus requiring additional time,
16 money, and other resources that can prevent professionals
17 from pursuing additional educational attainment.

18 There's also a wide range of curriculum covered
19 by preparation programs so that individual attending
20 different institutions may attain widely disparate skills
21 and knowledge.

22 To address these barriers and improve the
23 qualifications of the ECE workforce, staff is proposing
24 for your consideration an amendment of our strategic
25 partnership with PEACH to support increased efforts to

1 align higher education preparation and professional
2 development programs to the California early childhood
3 educator competencies, a strategy identified in our
4 2015-2020 strategic plan.

5 As my colleague Gina Rodriguez noted in January
6 when speaking about the competencies initiative for
7 professional development programs, the ECE competency
8 represents the knowledge, skills, and dispositions that
9 educators need to provide high quality early care and
10 education. They were developed collaboratively in 2011 by
11 the California Department of Education and First 5
12 California yet they have not been widely adopted in the
13 field.

14 Just as the competencies initiative seeks to
15 embed the competencies and professional development
16 training programs, this strategic partnership amendment
17 will support the integration of the competencies at the
18 college and universities level.

19 Led my PEACH, our proposed strategy to do this
20 work will consist of the three elements. The first
21 element is mapping. PEACH will provide technical
22 assistance to LA county faculty to map their courses to
23 the ECE competencies using the child development training
24 consortium's mapping tool. The data collected from this
25 tool will be analyzed to identify the extent to which

1 current course work addresses the competencies.

2 Using that data, PEACH and participating faculty
3 will advocate within institutions for program development
4 to further align course work with the competencies and
5 address any gaps identified through the mapping process.

6 Finally, we will use the increased alignment with
7 the competencies as a framework to increase articulation
8 and create additional pathways from two-year to four-year
9 institutions. This work will increase the ability of
10 colleges and universities to support a highly-qualified
11 workforce that provides quality care and education to
12 children.

13 At this point, I will turn it back to Debra for
14 next steps.

15 MS. COLMAN: Thank you, Jaime.

16 So for our next steps, we would like to come back
17 and receive approval on these two ECE workforce strategies
18 at the next commission meeting on June 14th. You will
19 find two memos that are separate addressing each of the
20 strategies. The first is a strategic partnership with the
21 California Community Foundation for \$150,000 for a
22 financial assessment of the ECE sector. The second is an
23 amendment of the strategic partnership with the Childcare
24 Alliance, the fiscal agent for PEACH, for \$898,000 to
25 support the early childhood educator competencies and

1 their integration into higher education.

2 And now we would like to open it up to
3 discussions and questions.

4 COMMISSIONER ZEPEDA: Okay. You're going to tell
5 us who the pictures are?

6 MS. COLMAN: Of course. So I will go first.
7 This is representative of both myself and Jamie. To the
8 left is my nephew, Peter, his lovely wife, Megan, my ninth
9 great nephew, Maddox. And he is holding a sonogram of my
10 tenth great nephew to come who I believe will be named
11 Ragan interestingly enough. And pleased to share that
12 with you. Very excited about the baby to come.

13 And Jamie.

14 MS. KALENIK: This is a picture of me pushing my
15 older brother in our derby car.

16 COMMISSIONER ZEPEDA: How cute. That's so sweet.
17 Did you win the race?

18 MS. KALENIK: I don't think so. It's not very
19 aerodynamic.

20 COMMISSIONER ZEPEDA: Okay. Thank you for that.
21 Thank you for the presentation. Let's open it up to
22 questions from commissioners.

23 COMMISSIONER WOODS: A comment if I may to say
24 thank you to the staff for this information. If we'd just
25 wait until after the budget you would answered all my

1 questions. Thank you.

2 COMMISSIONER ZEPEDA: Other questions from
3 commissioners.

4 COMMISSIONER TAYLOR: Mine --

5 COMMISSIONER ZEPEDA: Commissioner Taylor.

6 COMMISSIONER TAYLOR: There's two things here.
7 One is you're asking for the budget. I had talked to my
8 colleague, Raoul. And I like when you represent what's
9 going to be done such -- as far as what is the next budget
10 going to be because you talk about \$2 million and you talk
11 about 800,000, but yet you're saying that the funding
12 expenditure will not exceed 700,000 for the dock -- for
13 what's going to be done. That's great, but what is next
14 year's budget going to look like? Is it going to be 700?
15 Is it going to be 800 or what? So the clarification on
16 that in the future would be very helpful.

17 And the same thing with regards to the 150,000
18 that you asked for and how that would look in the -- in
19 the next year's appropriation and things of that nature.
20 So I just thought I'd put both of those out there.

21 MS. BELSHE: Maybe we can just respond because
22 those are important issues to clarify the information that
23 is provided.

24 MS. COLMAN: They are both in the proposed
25 budget. So the budget for the ECE financial assessment is

1 150,000 over the next 12 months, and the budget --

2 COMMISSIONER TAYLOR: July 1?

3 MS. COLMAN: Starting July 1, yes. Thank you.

4 And also starting July 1, the PEACH contract is 700,000
5 over the next 12 months starting July 1.

6 COMMISSIONER TAYLOR: Okay.

7 MS. BELSHE: But the total budget for that over
8 the period of time is the 2. 648 over four years.

9 MS. KALENIK: Yes. Over four years we will be
10 going to year three. The total strategic partnership with
11 PEACH will be for 2,648,000.

12 MS. BELSHE: Does that make sense?

13 COMMISSIONER TAYLOR: Yeah, now it does. Makes
14 it a little more clearer and much cleaner to understand
15 and follow the transition.

16 The other thing is what happens to -- to the
17 million dollars that we get back from the --

18 MS. COLMAN: That is a great question.

19 COMMISSIONER TAYLOR: And we talked about this
20 bridging and what's going to happen there. How are we
21 going to, while we figure all of this out, support this
22 process so that these agencies don't go under until we get
23 the final solution. So the question is, do we reinvest
24 the million?

25 I'm asking because I don't know what your

1 recommendation is. And so the idea is, what is your plan
2 for that.

3 MS. COLMAN: That's an excellent question. So it
4 was decided that First 5 LA will recoup the -- the one
5 million minus the 150,000 that is being provided for the
6 ECE sector assessment. We are mindful that we were
7 invited to join and bridge fund with the California
8 Community Foundation. They have an existing recoverable
9 loan program for their housing strategy And economic
10 development. And they decided to, in that strategy as
11 well -- not the house strategy but the bridge fund program
12 as well, really understanding that, unfortunately,
13 although we have gained so much back after the recession,
14 that we need a strategy that is more than a stop gap of
15 bridging the issues. We really needed to address this
16 through a systems change strategy. So the decision was to
17 shift to better understand what we needed to advocate for
18 according to policy and systems.

19 COMMISSIONER TAYLOR: My question is still, what
20 happened in between then while you figure it out? Are
21 those agencies still going to be able to be functional or
22 not?

23 MS. COLMAN: We feel that they will. Currently,
24 I think that's a good question to bring back to our team
25 to think through if there are any other strategies we need

1 to include. But right now, the bridge fund will be
2 ending.

3 COMMISSIONER TAYLOR: I think this is a critical
4 question because we've invested, both us and our
5 collaborative partner, a lot of time in making this happen
6 and holding this group together for the children. So the
7 question gets to be, are we stepping away and not doing a
8 transition? Or are we --

9 MS. COLMAN: So the last -- we've extended the
10 contract for a year to help prepare organizations. So
11 it's currently on a 12-month extension. That was our
12 transition time. One of the things that the administrator
13 for this contract, Lift, has been doing is working with
14 the organizations to set up lines of credit so that they
15 still have resources available. So there was a transition
16 strategy in place --

17 COMMISSIONER TAYLOR: That's what I wanted to
18 know. Now that's better. Okay.

19 COMMISSIONER ZEPEDA: Other questions or
20 comments?

21 I just would like to make a general comment about
22 the financial piece, which I'm very happy to see. I think
23 it might be a little underfunded, frankly, because we moan
24 and grown about qualifications, but we don't want to pay
25 for those qualifications. And until we better understand

1 the compensation issue -- and this goes back to
2 Commissioner Wood's comment with the term childcare which
3 is often what's used in the policy arena, we just keep
4 going round and round and round. And the new national
5 academy report on financing is also very mealy mouthed
6 about -- about what -- what we should do to try to find an
7 answer to this -- this issue.

8 So working with San Francisco, working across the
9 state to really start to look under the hood with regards
10 to compensation I think is really, really important and
11 something that we really have not done in our field to
12 date. So I think that's very important.

13 MS. COLMAN: I think our team completely agrees
14 with that. And I do have good news in two separate
15 places. Yesterday Jennifer Pippard, our colleague in
16 strategic partnerships, introduced the partnership for
17 early childhood investment, the idea of also bringing
18 resources to this project and as well our alignment with
19 the Office of Child Protection's ECE work group will be
20 able to -- it will be a way to leverage additional support
21 to really make sure that we have a holistic project. And
22 the third piece, of course, is transforming the ECE
23 finance system report that was just released in February.
24 So we see all of these pieces coming together to really
25 paint a holistic picture of what needs to be done.

1 COMMISSIONER ZEPEDA: Commissioner Woods.

2 COMMISSIONER WOODS: Just one additional
3 question, and it's kind of a comment or request. Had
4 opportunity to spend my morning with a group of bargaining
5 units that's representing ECE across the county. And one
6 significant point that was made over and over was the
7 number of passionate and committed individuals that we're
8 losing in the workforce because they are not making living
9 wages.

10 And so as we do -- this is where the request
11 comes in. As we do this financial assessment, is it
12 possible to try to answer the question of, if we don't
13 invest in this system, the impact it's going to have on us
14 in the next five, six years, because we won't have a
15 system if we don't have the human resources to support
16 that system.

17 MS. COLMAN: I think that's an excellent
18 question, and I -- I can see our colleague from the
19 nonprofit finance fund adding it to her list.

20 COMMISSIONER ZEPEDA: Commissioner Abdo has a
21 question and comment.

22 COMMISSIONER ABDO: It's more of raising an issue
23 that there is a shortage of teachers across the board
24 right now. And if any teachers have a BA and are eligible
25 to be a K-12 teacher, why would they choose to be an early

1 childhood teacher? And I think that that dichotomy needs
2 to be addresses statewide or nationwide. But it's more
3 important now when there's a shortage than it has been for
4 a long time.

5 COMMISSIONER ZEPEDA: All right. Well, thank you
6 very much for that -- the two presentations and keep us
7 informed. Thank you.

8 MS. BELSHE: This is Jamie's first --
9 (Applause.)

10 COMMISSIONER ZEPEDA: We're not that scary.

11 Okay. Moving on to Item 8 and Item 9, which are
12 written only, one on the extension of strategic plan for
13 the trauma and resiliency informed systems change and Item
14 8 on the QRIS. These are written only for commissioners.
15 If there are any questions by commissioners on these two
16 items.

17 COMMISSIONER TAYLOR: On just on those two?

18 COMMISSIONER ZEPEDA: On Items 8 and 9.

19 Don't leave, Katy. I might have a question for
20 you.

21 COMMISSIONER TAYLOR: I have -- the first one is
22 on 8. What is the budget for -- for next year for -- for
23 that item because I'm not clear on it because it talks
24 about 401,000 for that, but it doesn't talk about what the
25 budget will be for 2018-19. So if you're adding extending

1 it to 327, then the cost is \$401, what is going to be the
2 budget fort 18-19?

3 MS. FICEK: So the contracted amount -- is this
4 on? Can you hear me? -- is for the 327,000 over the two
5 years. So we're still working through what is year one
6 versus year two. So we do know that up to a hundred
7 thousand for each year will be committed to the continuing
8 -- convening and facilitation of the countywide trauma and
9 resiliency informed systems change workgroup. But we also
10 wanted to include funds of up to a hundred thousand to
11 support recent opportunities that have surfaced from the
12 board of supervisor's motion around developing a
13 countywide office of violence prevention. So we also set
14 aside funds in this as well to be supportive and explore
15 where we could contribute and be a part of that.

16 So at a minimum we know the hundred thousand for
17 the countywide facilitation of the workgroup, and in
18 addition we're still working with the county to figure out
19 how much we can contribute to support the office of
20 violence prevention.

21 COMMISSIONER TAYLOR: So in the interim, it's
22 going to be a \$200,000 budget?

23 MS. FICEK: At the most, yes.

24 COMMISSIONER TAYLOR: At the most.

25 MS. FICEK: That's what we --

1 COMMISSIONER TAYLOR: This gets back to my
2 question, and that wasn't clear here.

3 MS. BELSHE: Let's be clear. Let's go back to
4 where you started, which is what we're bringing to the
5 board is information. We'll ask for action consistent
6 with the budget request is an additional \$327,000 over two
7 years.

8 MS. FICEK: Correct.

9 MS. BELSHE: And then you provided the detail of
10 where it's slated to go or potentially could go depending
11 upon what evolves with the office of violence prevention.

12 COMMISSIONER TAYLOR: Okay.

13 MS. BELSHE: So -- so that's what we're asking
14 for, \$327,000 over the next two years.

15 COMMISSIONER TAYLOR: And that's -- yeah, I
16 understand that. But, normally, I wanted to see what
17 would be the estimate for next year. And because we're
18 talking about 18-19, that you put a marker --

19 MS. BELSHE: Got it.

20 COMMISSIONER TAYLOR: -- commitment for that. So
21 what is that marker? And you kind of --

22 MS. BELSHE: Broke it down in terms of --

23 COMMISSIONER TAYLOR: Yeah, broke it down. So now
24 have I an idea of what that might be.

25 And then this gets to the next one too. This

1 kind of, like it says, what is the impact on the QRIS --
2 what the impact -- what the -- what about the parent
3 impact on that as well as -- in other words, getting
4 parent input.

5 MR. DIETERLE: Sure. So my name is Kevin
6 Dieterle. I'm a program officer in the early care and
7 education department. As part of VIVA's contract, we've
8 actually done a couple of focus groupings with parents and
9 also as well as providers in both English and Spanish. We
10 have a fair amount of communications work that is slated
11 to occur under this next phase of the VIVA contract which
12 will probably have additional parent involvement as well
13 and more focus grouping as well, in particular around our
14 messaging of QRIS -- our messaging of QRIS, kind of
15 branding and symbology of QRIS and how that is
16 communicated outwardly to parents. In addition to that,
17 we also have a wealth of national knowledge to draw upon
18 for how QRIS was effectively communicated with parents.
19 It's been a quite a heavy field in recent years because
20 there's a lot of tension between the provision of too much
21 information to provide parents with driving them to a
22 resource right now we don't have significant capacity for
23 them to get to versus making them an informed consumer and
24 also being sensitive to the fact that ratings for this
25 voluntary program are posted outwardly and so being

1 sensitive to the needs of providers. So it's really a
2 balance of kind of parent input to QRIS as well as
3 provider input and then striking the appropriate balance
4 given where our resources are at this point in time.

5 COMMISSIONER TAYLOR: Can you add that in here?
6 You're getting input from the parents. That was my
7 concern.

8 And then the other concern is the cultural needs
9 of the consumer, of the parents and the children and
10 things of that nature. Culture is a big deal, so we need
11 to understand what that dynamic is. And I'm sure and I
12 assume you've done something around that in order to
13 inform the QRIS.

14 MR. DIETERLE: Yes, and also I think it's the
15 other piece that's kind of important contextual
16 information is that, in addition to our work locally,
17 there's a lot work that happens at the state level in --
18 especially in and around the QRIS rating matrix, and there
19 are have been a number of issues that have arisen around
20 cultural sensitivity, the assessments that are used.
21 That's really an ongoing conversation that not only, of
22 course, it happens locally, but it's also a bigger
23 statewide conversation that is led by the California QRIS
24 team of First 5 California and the California Department
25 of Education.

1 COMMISSIONER TAYLOR: Good. I just want to make
2 sure that we're getting input from the client population,
3 the community to the extent that they're thinking is on
4 these things we're trying to do across the board. We're
5 doing it in isolation, then it may not have the impact
6 we're hoping.

7 MR. DIETERLE: Absolutely. And I think one last
8 piece is that we've also been able to liaise with the
9 local planning council, the childcare planning committee,
10 to get their input as well throughout this entire process,
11 and they're also represented on our QRIS architect board.

12 COMMISSIONER TAYLOR: Excellent.

13 COMMISSIONER ZEPEDA: Other questions by
14 commissioners?

15 I just want to put in a plug for family child
16 care within QRIS. This is something that's come up
17 repeatedly in my mind relative to the cost benefit of QRIS
18 because often the centers skip the priority over the
19 family child care. And most of our children and most of
20 our most vulnerable children are in family child care. So
21 I think that's something where we have to pay attention to
22 as well as some other things. But when I looked over the
23 memo, it really appeared to be a lot of things that we
24 will be doing as opposed to things that we have done. And
25 I'm -- and at some point I'm wondering if we will have

1 some input into the things that will be actually done.
2 So, for example, the government structure, you have a
3 laundry list of different things that are going to happen,
4 that kind of thing. So I don't want to get too much in
5 the weeds because we're kind of over on time, but I look
6 forward to getting some more -- Mabel is looking at me --
7 input, so maybe I can talk to you individually as well.

8 Okay. All right. With that, we have one request
9 for public comment.

10 SPEAKER: I know everybody wants to go home. And
11 so do I. I have my child in -- at school and I got to
12 pick her up myself. But I wanted to talk to the
13 commissioners regarding the building stronger families
14 sunset grant, you're sunseting the grant. And there
15 was a big concern at our last partnership meeting.
16 Romalis Taylor, the commissioner, he was there. And the
17 young parents are really concerned that building stronger
18 families grant is sunseting and the work and support that
19 these young families, young parents were receiving is
20 slated to end. However, there are some community
21 identified project plans available and our leadership at
22 the Compton East Compton Best Start community has
23 identified as wanting to continue aspects of the building
24 stronger families grant and -- but there's been a question
25 of what's the process. There's been ad hoc committee

1 meeting set up, but it's stalled and nothing seems to be
2 moving forward. So I'm here to ask that -- that we get
3 some questions -- some answers to these questions in
4 regards to these funds.

5 I attended a meeting of the grantees for the
6 building stronger families on May 18th where all the
7 grantees came together, and a lot of them had similar
8 concerns about the sunseting and the additional funds
9 that are still available to the local communities to
10 utilize them. Their concern is that -- what I gathered
11 was that there's been three years of investment, a lot of
12 money has been invested, a lot of time. And the first
13 year was like getting to know the grant, getting to the
14 know the community. The second year was actually learning
15 how to implement the grant. And the third year, the last
16 year was most communities -- grantees felt that they were
17 really starting to hit all cylinders and now it's ending
18 without any real dialogue on how the additional funds
19 could be utilized to continue those aspects of the grants
20 in the communities that were working, in the communities
21 chose to continue it.

22 COMMISSIONER ZEPEDA: Okay. Thank you, Saul.

23 All right. I'll talk to him afterwards.

24 Thank you everyone for coming and we'll see you
25 at maybe the next full board meeting or the next PPC

1 meeting. Thanks again.

2 (At 4:37 PM, 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 13th day of June, 2018.

DocuSigned by:

Heatherlynn Gonzalez
CERTIFIED SHORTHAND REPORTER
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FOR THE STATE OF CALIFORNIA

FIRST 5 LA

SUBJECT:

Request to Amend the Strategic Partnership with The Children's Clinic, "Serving Children and Their Families" (TCC) and Northeast Valley Health Corporation (NEVHC) to Fund Expansion to Additional Sites for Further Learning and Testing of the Project DULCE Model in the Amount of \$880,000 for a Total Project Amount not to Exceed \$2,537,300 through June 30, 2020. (Fund Balance Category: Assigned for FY 2018-19 and Committed for FY 2019-20)

RECOMMENDATION (PROVIDED AS INFORMATION):

This memo is provided as information for the Board's consideration at the June 28, 2018 Special Meeting of the Board of Commissioners/Program & Planning Committee meeting. First 5 LA staff recommends that at the July 12, 2018 Meeting of the Board of Commissioners, the Board approve the amendment of the Strategic Partnerships with The Children's Clinic "Serving Children and Their Families" (TCC) and Northeast Valley Health Corporation (NEVHC) by \$880,000 for a total amount not to exceed \$2,537,300 through June 30, 2020, and authorize staff to amend the existing contracts to fund expansion to additional sites for further learning and testing of the Project DULCE model. Amendment amounts for each clinic are currently being negotiated. This information will be presented to the Board as part of the Action Memo which will be presented at the July 12, 2018 Commission meeting for approval.

The amendment of the strategic partnerships with TCC and NEVHC, our clinic entity partners, will support First 5 LA's further learning of the Project DULCE model, an innovative pediatric intervention that seeks to increase the protective factors for families and connect families to resources by utilizing an interdisciplinary approach to care for families. (Developmental Understanding and Legal Collaboration for Everyone). By adding additional funds to expand their scope of work to add two additional clinic sites, one at each clinic entity, we will collect additional learnings about the Project DULCE model as we continue to pilot and promote scaling of this evidence-based family engagement model in health-related settings. Funds to support these partnerships from February 2016 through June 2019 were included in the First 5 LA Fiscal Year Programmatic Budget under the Families Strategy 2 – Family Engagement – Project DULCE. Funds for FY 2019-2020 will be included in the FY 2019-2020 First 5 LA Programmatic Budget which will be brought to the Board of Commissioners for approval in June 2019. At the time of the budget approval, requested resources will shift from the Assigned resource category of the fund balance, dedicated for broad Strategic Plan purposes, to Committed, amounts dedicated for a more specified purpose via resolution. All subsequent contracts for this Strategic Partnership will be brought to the Board on consent prior to execution.

BACKGROUND:

Families Strategy #2 of First 5 LA's 2015-2020 Strategic Plan seeks to improve the capacity of early childhood education and health-related providers to engage parents/caregivers in supporting their child's development. The strategy pilots and/or promotes the scaling of evidence-based parent/caregiver engagement models that increase family protective factors in ECE and health-related settings. First 5 LA is investing in Project DULCE as an interdisciplinary practice change model designed to support child development and reduce toxic stress in a critical time for the entire family.

On February 11, 2016 the First 5 LA Commission approved a partnership with the Center for the Study of Social Policy (CSSP) to co-design and launch Project DULCE at three clinic sites in Los Angeles County: The Children's Clinic in Long Beach, Northeast Valley Health Corporation in Sun Valley, and St. John's Well Child and Family Center's clinic in South LA through June 30, 2020. Project DULCE is a 6 month clinical intervention based on the Strengthening Families approach, which puts parent engagement at the foundation. A Project DULCE Family Specialist (FS) is a paraprofessional embedded in the primary care medical home to provide child development anticipatory guidance and connection to concrete supports, including legal guidance, in partnership with a medical legal partner. In addition to a medical-legal partnership, the Project DULCE model incorporates curriculum from Brazelton

Touchpoints (a practical approach supporting professionals to foster parenting skills and enhance strong family-child relationships laying the foundation for children's early learning and healthy development), is aligned with the revised Bright Futures, 4th Edition (Guidelines set by the American Academy of Pediatrics to address the care needs of all children), and is a natural transition to Help Me Grow and home visiting programs as appropriate, all while nested in the child's medical home.

An interdisciplinary team comprised of a family specialist, medical provider, mental health supervisor, clinic lead, legal partners, and the early childhood lead (First 5 LA) work in partnership to provide support to the newborn and their family through a weekly case conference, monthly continuous quality improvement (CQI), training, reflective supervision, and consultation/referral when needed. Family engagement in the CQI process has led to program design improvement while meeting the needs of families.

The evaluation of Project DULCE national, which is led by Chapin Hall at the University of Chicago, is now underway and expected to be completed by February 2020 where we will know more about the success of the program. Through our partnership with The Children's Clinic (TCC), Northeast Valley Health Corp. (NEVHC), and St. John's, we have preliminary data as well as staff and client feedback showing that Project DULCE's early successes include:

- Is highly accepted by parent/families
- Improved patient retention
- Increased reimbursement
- Decreased no show rates
- Improved staff morale
- Improved family engagement strategies

As we continue in the testing and piloting of this strategy, First 5 LA is interested in learning about the spread of systems improvement within clinic entities and the role of interdisciplinary teams in spreading systems change across the clinic entity. While St. John's decided to withdraw from Project DULCE implementation, TCC and NEVHC have expressed interest and readiness to partner with First 5 LA and CSSP to expand Project DULCE to an additional clinic site within their clinic entity. The request is to extend a Strategic Partnership with TCC and NEVHC, current Project DULCE clinic partners, without a competitive solicitation in order to support continued learning of Project DULCE in L.A. County in two additional clinics through June 2020. This request will extend funding for these strategic partnerships by up to \$440,000 per year.

Pursuant to the Procurement Policy, Strategic Partnerships of \$75,000 or more in a fiscal year must be presented to the Board for approval. Staff is requesting an amendment of the Strategic Partnerships with TCC and NEVHC by \$880,000 for a total amount not to exceed a total of \$2,537,300 to comply with this policy. Section IV.5 of the Procurement Policy also states that contracts of \$75,000 or more require Board approval prior to execution. As part of the Action Memo, staff will seek approval to amend agreement No. 09136 with TCC and amend agreement No. 09135 with NEVHC to increase funding. Amendment amounts for each clinic are currently being negotiated. This information will be presented to the Board as part of the Action Memo which will be presented at the July 12, 2018 Commission meeting for approval.

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

The following outlines how First 5 LA along with our clinic partners and CSSP will address the implementation of the sustainability and leveraging components of the First 5 LA Governance Guidelines approved by the Board in March 2014.

Sustainability – First 5 LA along with our clinic partners and CSSP are interested in engaging additional funders and partners regarding early outcomes to refine the path to sustain the results of Project DULCE and/or elements of Project DULCE after 2020. The expansion will create an opportunity to capitalize on learnings from implementation at the initial sites and gather enough information to support policy and advocacy efforts for long-term sustainability and broader expansion. There are three First 5

Commissions (Children and Families Commission of Orange County, First 5 Alameda and First 5 LA) in California working collectively; along with CSSP to explore funding streams and policy opportunities. Early learnings from Project DULCE implementation suggest that sites have the potential to benefit from improved client flow, adherence to appointment scheduling and attendance, on time immunizations, understanding how family experiences are altered by family-centered care and innovations focused on social determinants of health, and systemic changes that organically occur within the clinic system as part of common practice. Project DULCE can be viewed as a quality improvement and systems change intervention that supports goals for patient-centered care and supports self-navigation which can be further explored as we transition from piloting the replication of the Project DULCE model to scaling and sustaining the model and/or learnings.

Learnings from the “Evaluating Community Approaches to Preventing or Mitigating Toxic Stress” study on Project DULCE will be shared with First 5 LA on an ongoing basis and will influence our sustainability efforts and approaches. The evaluation outlines 3 study focus areas:

- Families: Systematically describe how family-centered pediatric service innovations influence parental capacity to address social determinants of health and protective factors.
- Community Systems: Describe community approaches to the alignment and layering of programs, policies, services, and opportunities to address contributors to toxic stress among vulnerable families.
- Medical Home: Investigate the process, facilitators, and barriers to implementing pediatric primary care innovations that empower families as drivers of their own service access and utilization.

Leveraged Resources – Through our Partnership with CSSP we have leveraged up to \$345,000 since February 2016. Although this funding is expected to end in October 31, 2018, there may be an opportunity to leverage additional funding from CSSP in the near future as we continue to partner in piloting and scaling the Project DULCE model and later partner in scaling and expanding the model and learnings. CSSP may be able to negotiate with their funder to keep funding sites currently implementing Project DULCE and/or potentially expand the scope of their funds to focus on new DULCE sites, or elements of DULCE, such as the MLP, that they’d like to focus on. We will know more in the fall of 2018.

Simultaneously, as we partner with Chapin Hall at the University of Chicago in their national “Evaluating Community Approaches to Preventing or Mitigating Toxic Stress” study to evaluate Project DULCE, we will be leveraging \$15,000 in the course of 3 years through February 2020 as we serve as the local Field Interviewer liaison.

JUSTIFICATION:

This Strategic Partnership meets the criteria below:

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

AND

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

The Strategic Partnership can provide a demonstrated level of ability or expertise that is only available in the community through the proposed Strategic Partnership. There are seven (7) clinics implementing Project DULCE in the United States, and three (3) of them are in Los Angeles County, of those, TCC and NEVHC have expressed interest and readiness to partner with First 5 LA and CSSP to extend Project DULCE to an additional clinic site within their clinic entity. Expansion will create an opportunity to capitalize on learnings from implementation sites and gather enough information to support policy and advocacy efforts for long-term sustainability and broader expansion. As such, staff is bringing forth a justification request to extend a Strategic Partnership with the TCC and NEVHC. While a larger evaluation is still in progress, there are early promising outcomes from our partner clinic sites:

- **High Uptake:** Since March 2017, 7 clinics have enrolled approx. 1,500 families — 98 percent of all eligible families from the clinics.
- **High Retention:** 87 percent of enrolled families complete the program; the primary reason for attrition is families moving out of the area.
- **Improved Patient Engagement:** Clinic directors are enthusiastic about Project DULCE as they see significant improvement in the efficiency of clinic operations including lower no-show rates and increased on-time immunizations.
- **Platform for Early Childhood Intervention:** County-level early childhood leads have used Project DULCE to build connections between healthcare and the early childhood system, capitalizing on the nearly universal reach of healthcare.
- **Maintenance of commitment to medical home**
- **Reduced uncollected payments/uncompensated care**
- **Increased coverage retention**

The Strategic Partnerships are aligned with the adopted Strategic Plan:

These Project DULCE Strategic Partnerships reflect the work of Families Strategy II of the 2015-2020 Strategic Plan which seeks to improve the capacity of Early Childhood Education-and health-related providers to engage parents/caregivers in supporting their child's development. The strategy intends to pilot and/or promote the scaling of evidence-based parent/caregiver engagement models that increase family protective factors in ECE and health-related settings.

Upon the amendment of the contracts, CSSP, the clinic agencies and the medical-legal partners will hire and train the new Family Specialists as well as onboard key staff from the two new clinics sites. First 5 LA and its local partners will continue to convene periodically to make critical design, evaluation and sustainability decisions. Program implementation and service delivery for the additional clinic sites is expected to begin August 1, 2018 through June 30, 2020.



**Update on Family
Engagement
Strategies
and Recommendation to
Amend Project DULCE
Strategic Partnerships**

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June 28, 2018



Objectives

- Provide an overview of Families Strategy #2
- Review how First LA engages families through current investments
- Demonstrate effective approaches for engaging families
 - Abriendo Puertas/Opening Doors Success Story
- Provide Project DULCE update and recommendation to amend Strategic Partnerships
- Next Steps
 - Board approval of July Commission Meeting

Families Strategy #2 Overview

Families Outcome Statement: To improve capacity of ECE-and- Health Related providers to engage parents/caregivers in supporting their child's development

STRATEGY

Pilot and promote the scaling of evidence-based parent/caregiver-engagement models that increase family protective factors in ECE and Health-Related settings

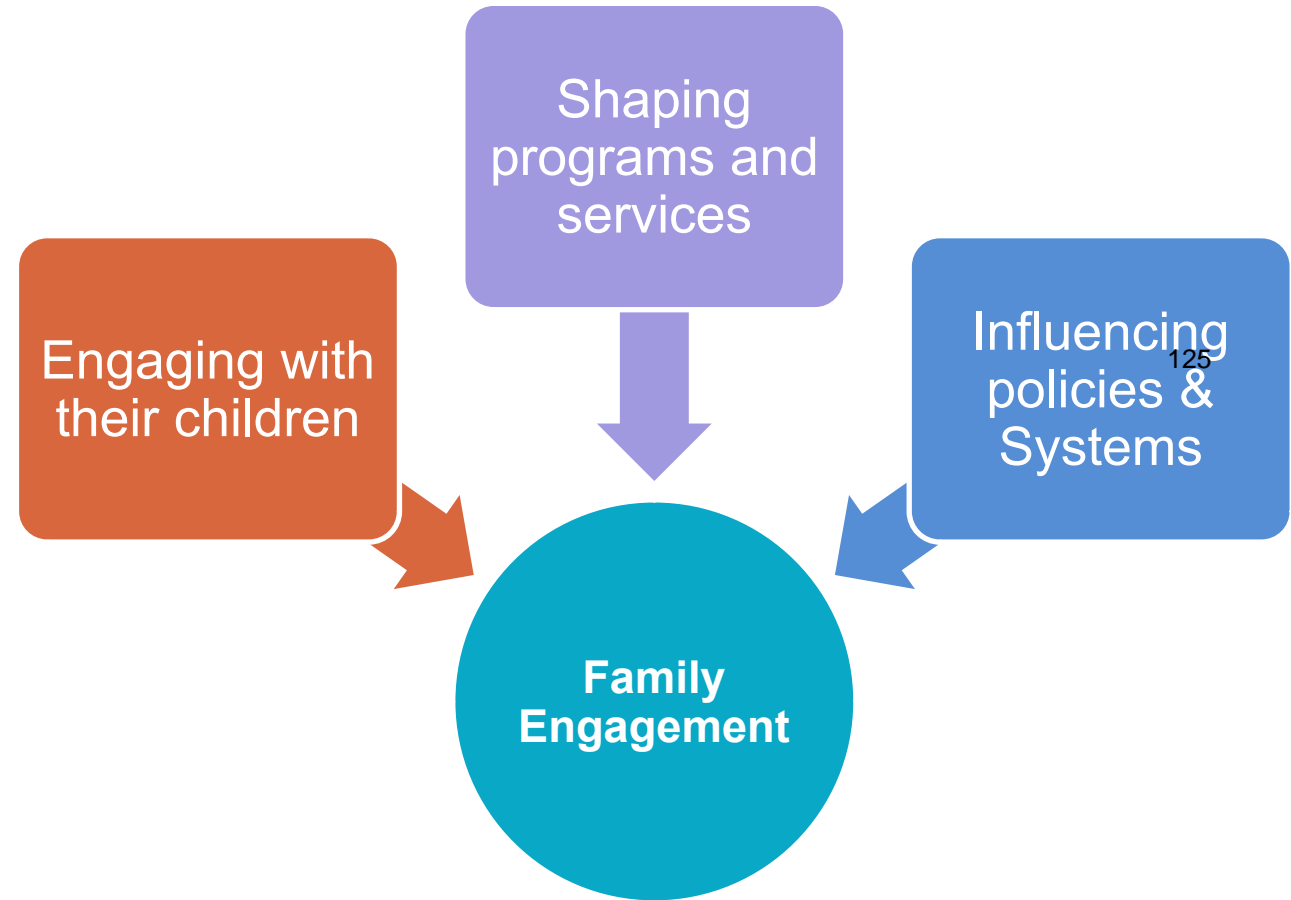
Portfolio:

- Abriendo Puertas/Opening Doors
- Engaging Fathers
- Parent and Family Engagement Learning Community—LA Partnership for Early Childhood Investment (LAPECI)
- Project DULCE (Developmental Understanding and Legal Collaboration for Everyone)
- *Legacy Investments
 - Little by Little—In partnership with Women Infants and Children (WIC)
 - Parent-Child Interaction Therapy (PCIT)

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Family Engagement as a Continuing Stream of Opportunities

- **Engaging with their children:** Families enhance their role as the child’s “first teacher” through learning about their child’s development, building a network and getting support for basic needs and parenting challenges.
- **Shaping programs and services:** Families partner with organizations to inform decisions, participate in planning and delivery of services and develop their leadership.
- **Influencing policies and systems:** Families use their voices and experiences to advocate for improved, family-centered, equity-driven systems, programs and services.



Source: *Ripples of Transformation: Families Leading Change in Early Childhood Systems* developed by Center for the Study of Social Policy & First 5 Alameda

Family Engagement is in all of First 5 LA work

Family Supports

- Home Visiting uses strengths-based family engagement approaches to support the well-being of parents and their newborns.

ECE Systems

- Through family engagement, Quality Start LA aims to connect parents and relevant community resources that promote resilience and stronger parent/caregiver child relationships within families.

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Health Related Systems

- Core elements of Help Me Grow and Trauma-Informed Care include engaging families by meeting them where they are and facilitated navigation of services in an accessible manner.

Communities

- In Best Start communities, the engagement of families is at the core of community transformation efforts.

How does First 5 LA Connect to broader Family Engagement efforts?



Philanthropic Partners

Robert Wood Johnson Foundation, Packard Foundation, California Community Foundation, The Early Childhood Learning Innovation Network (EC-LINC), The Los Angeles Partnership for Early Childhood Investment (LAPECI)



Federal-level Connections

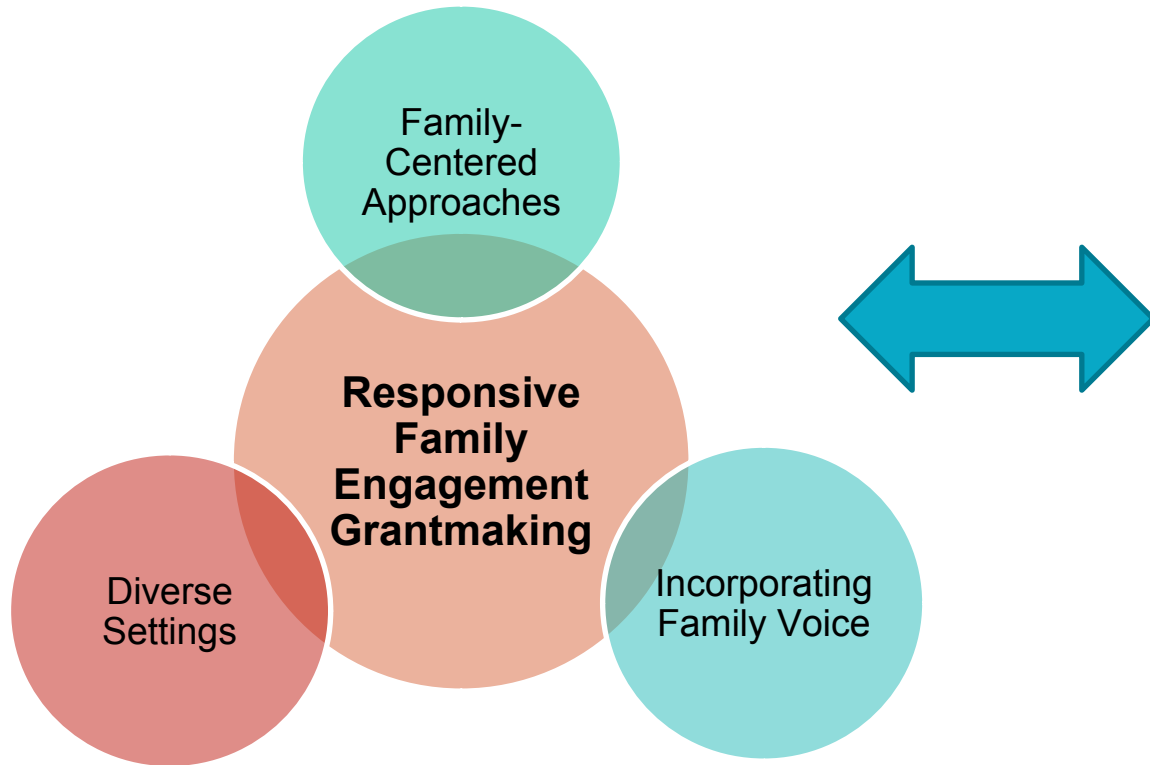
U.S. Department of Health and Human Services and U.S. Department of Education's Joint Family Engagement Policy Statement



State & National

First 5 Alameda, Center for The Study of Social Policy (CSSP)—Family Engagement focus *Ripples of Transformation*

Re-imagining Systems & Policy Change Grantmaking



When Organizations/Providers...

Mitigate Subtractive Spaces

Serve with Authentic Care

Incorporate Intergenerational Approaches

Provide a Leadership Continuum

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Families/Caregivers will have ...

Their needs met

Access to applied leadership opportunities

Opportunities to participate in continuous quality improvement

Better outcomes

Abriendo Puertas at the YMCA

Protective Factors

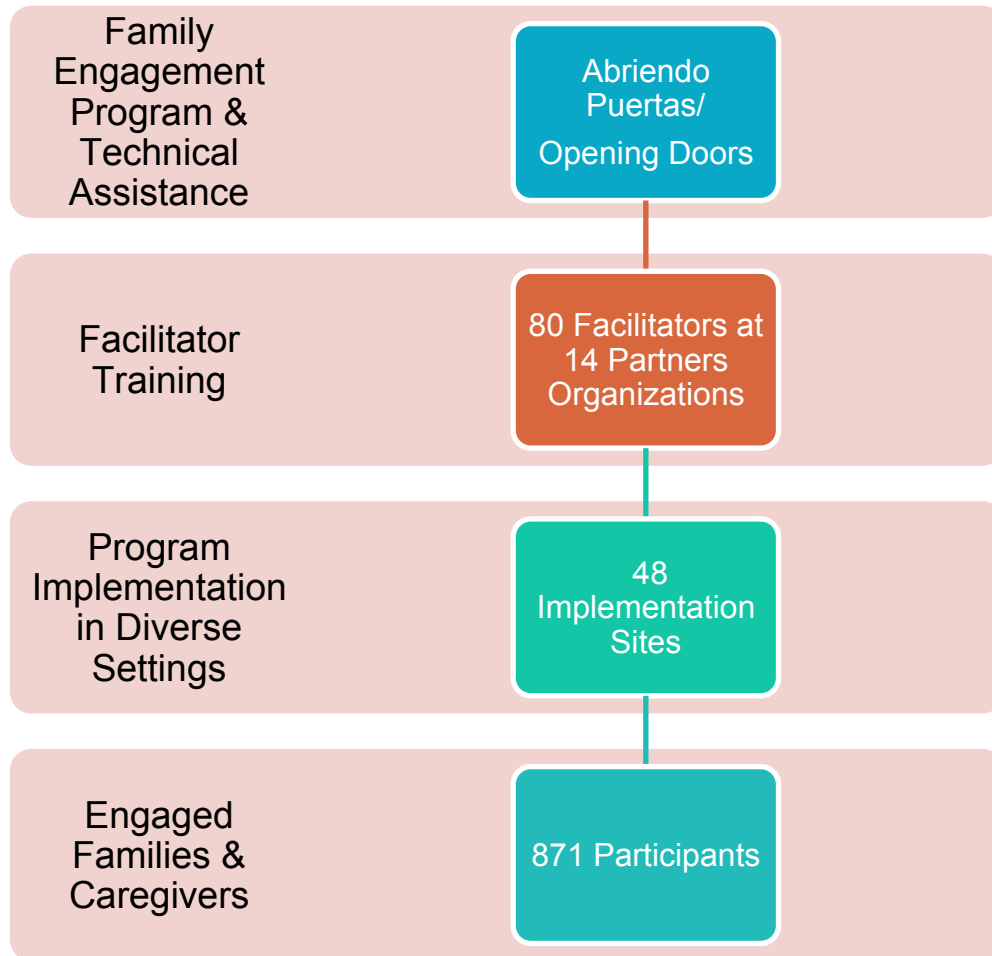
- Discuss child development concepts
- Address stress and mental health
- Connect parents and caregivers with each other
- Foster parent/caregiver-child interactions
- Connect parents and caregivers to services

Making Connections & Leveraging Resources

- Onsite mental health services
- Kindergarten readiness workshops
- Applied leadership opportunities (i.e. Best Start)
- Help Me Grow (looking forward)

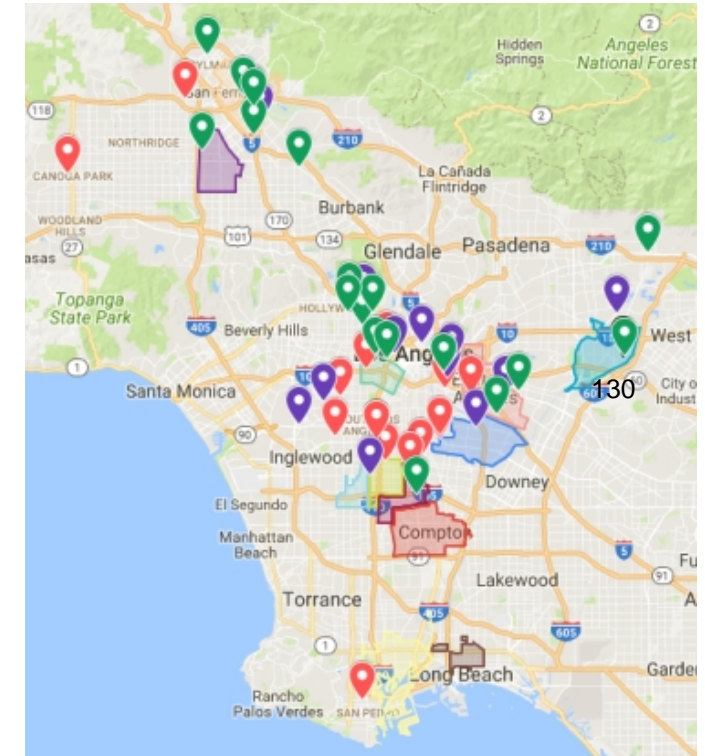


Overview of Abriendo Puertas Strategic Partnership



Partnership Goals are to:

- Strengthen families through provider capacity building across diverse settings
- Learn implementation barriers and best practices in order to support scalability and sustainability



Symbol	Site Type
	School
	Non-School
	Community-School Partnership

Cross Strategy Connections

Ongoing Learning

Identify

- Provider capacity issues within and across diverse settings
- Community strengths and needs articulated by families

Develop

- Practical mechanisms for continuous quality improvement
- Pathways towards applied leadership opportunities

Inform

- Systems decision-making
- Funding for programs



Next Steps

Convene

- Identify spaces where families feel most supported
- Provide facilitators with professional development to strengthen their skills and access to resources

Connect

- Community resources between and across sites provides opportunities to leverage resources

Evaluate

- Develop evidence-based approaches to family engagement implementation

Project DULCE (Developmental Understanding & Legal Collaboration for Everyone)

- Project DULCE Primary care clinical sites
 - Address social determinants of health and incorporate the protective factors
 - Promote the healthy development of infants from **birth to six months of age**
- Project DULCE intervention
 - Consists of a **Medical-Legal Partnership** model to ensure that families have access to the resources they need
 - Identifies family needs to mitigate toxic stress that could place young children at risk of and address developmental issues
 - Cost-effective universal approach to simultaneously promote **child and family resilience and attachment**
- Project DULCE is part of a larger network of partners

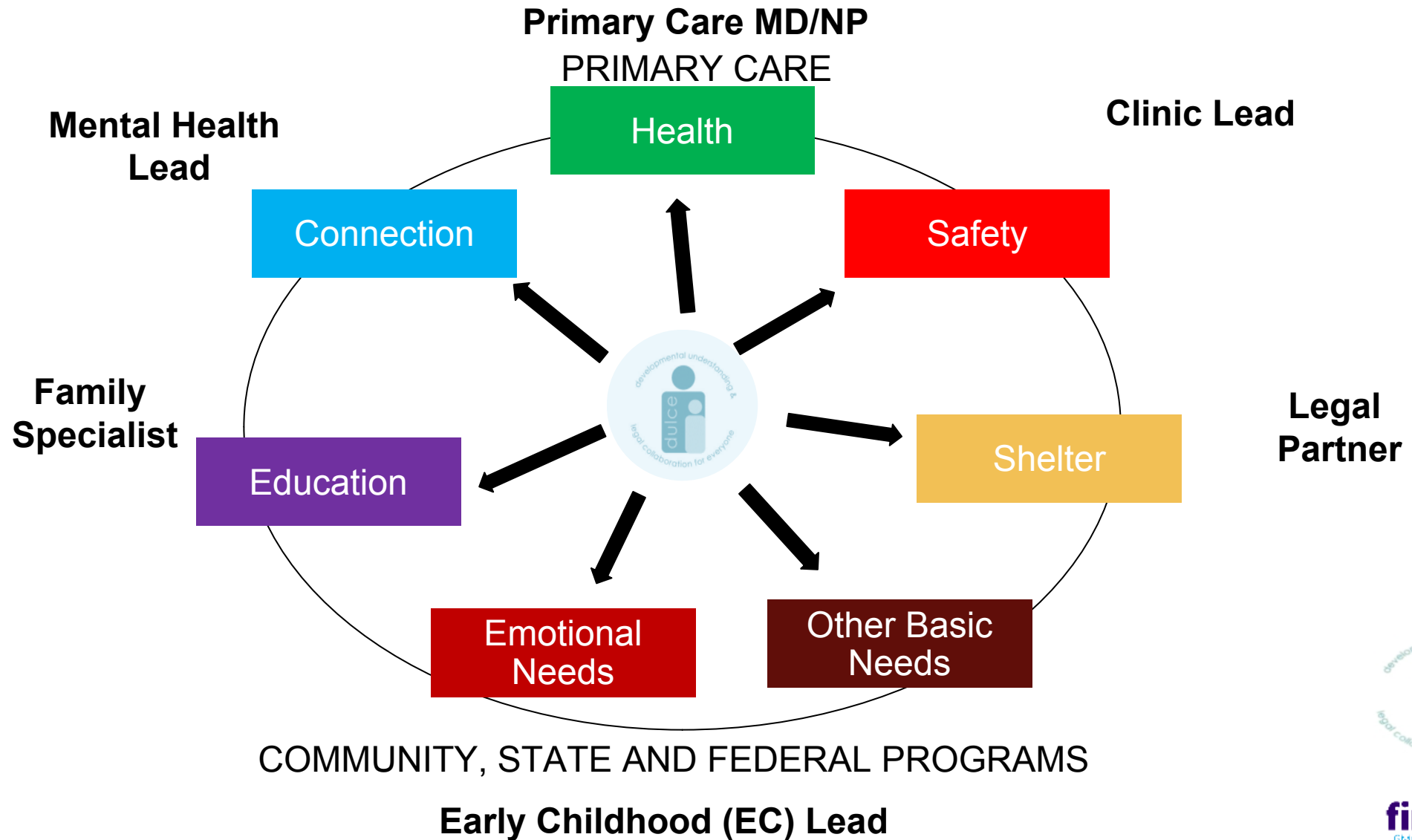
The Center for the Study of Social Policy (CSSP) and city and county partners participating in Early Childhood-LINC (Learning and Innovation Network for Communities) are currently testing Project DULCE in **seven health settings across the U.S.**, including in California, Florida, and Vermont

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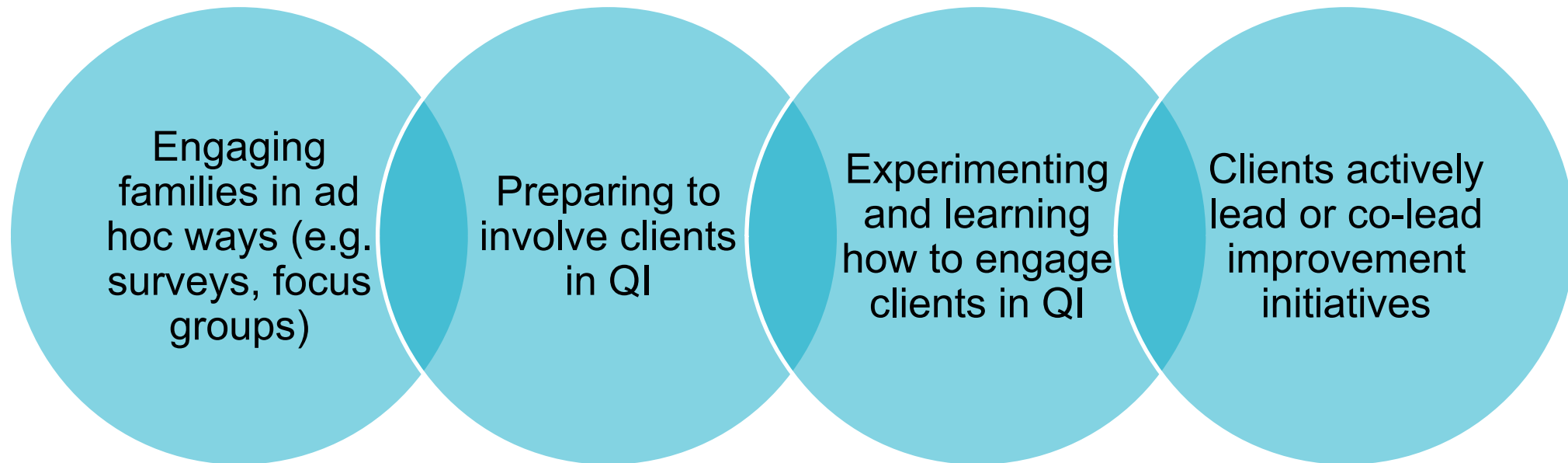


Project DULCE Interdisciplinary Team

DEVELOPMENTAL GUIDANCE



Continuum of strategies for engaging families in service delivery Continuous Quality Improvement (CQI) efforts



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This continuum is based on a scale created by Cincinnati Children's Hospital Co-Production Change Package: Catalyzing Community Input v3.0. Myers S, Powell J, Fritz C, Jofriet A., Moore L, Monti L, Nocito S, Ray T, Siedlaczek R, Opipari L in collaboration with the ImproveCareNow community. 2015

EARLY LEARNINGS of Project DULCE in LA County

Accepted by parents/families

Improved patient retention

Increased reimbursement

Decreased no show rates

Improved staff morale

Clinic readiness to implement and sustain Project DULCE



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Next Steps for Project DULCE in LA County

- **July Commission Recommendation**

- Request to amend the strategic partnerships with The Children's Clinic (Serving Children and Their Families) and Northeast Valley Health Corporation to add an additional clinic (a total of two new clinic sites) to further systemic learnings and support sustainability efforts.

- **Sustainability**

- Document learnings on the importance of the interdisciplinary teams supporting patient care and spread of systems improvements.
- Opportunity to inform scaling of Project DULCE by other partners such as clinic systems, local health IPA plans and philanthropic organizations
- Spread learnings from this innovative approach to others, including other Federally Qualified Health Centers (FQHC's)
- Exploration of medical-legal partnerships across investments
- Explore communities of high need to seed replication and scaling of learnings from Project DULCE.

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Questions?



FIRST 5 LA

SUBJECT:
Capital Improvement Plan

RECOMMENDATION (PROVIDED AS INFORMATION):

This memo is provided as information for the Board's consideration at the June 28, 2018 Special Meeting of the Board of Commissioners/Program & Planning Committee meeting. This information will also be presented to the Special Meeting of the Executive Committee on June 28, 2018. First 5 LA staff recommends that at the Meeting of the Board of Commissioners on July 12, 2018, the Board approve (on consent) Board Resolution 2018-03 to:

1. Approve the 2018 Capital Improvement Plan (CIP) as the long term capital project plan.
2. Re-Commit the Capital Improvement Fund (CIF) amount of \$6,959,676.
3. Authorize expenditures against the previously committed Capital Improvement Fund.
4. Waive requirements of the Procurement Policy to allow First 5 LA to "piggyback" on existing agreements that have been awarded by other public agencies for procurements under the CIP, where possible, and to authorize the Executive Director to execute all agreements and amendments under the CIP unless otherwise required by State law.
5. Authorize the Executive Director to include a facility preventative maintenance program as part of the annual budgeting process.

BACKGROUND:

First 5 LA's mission is for all children in Los Angeles County to enter kindergarten ready to succeed in school and life. Our 2015-2020 Strategic Plan advances this mission by prioritizing activities with the potential to impact the broadest range of children prenatal to age 5 across four interlinked focus areas – families, communities, early care and education, and health care systems.

Over the past two years, First 5 LA has aligned our structure, our staffing and how we work to help advance our Strategic Plan goals. Our goal with the Capital Improvement Plan is to complement these efforts by providing the workspaces and facilities needed to better enable us to advance our mission and yield the greatest benefits for kids. In addition to improvements to the function and operation of our facility, we want to use our physical space as a way to elevate the critical and urgent nature of our work.

The Capital Improvement Plan will outline how we will achieve these goals and objectives to help First 5 LA advance its Strategic Plan goals.

First 5 LA owns and occupies its office building located at 750 N. Alameda Street, Los Angeles, California, located on the Union Station campus. Accordingly, the building is part of a designated historic resource and subject to the same historic preservation requirements as the entire Union Station campus. The building is three (3) stories with approximately 45,000 square feet of office space. The second and third floors contain offices and cubicles for First 5 LA staff. The first floor contains a Multipurpose Room (MPR) for large meetings, four meeting rooms, storage rooms, and a child care center. The child care center, which is leased out to an external entity, is not included in this project.

In June of 2017, the Board of Commissioners started to address these issues by establishing a Capital Improvement Fund (CIF). The CIF is comprised of unspent FY 2015/16 Operating Budget funds in the amount of \$3,660,359 and unspent FY 2016/17 Operating Budget funds in the amount of \$3,299,317. The CIF was established as part of the FY2017/18 budget process, committing a total of \$6,959,676 in funding for capital improvements for the building. In so doing, the Board required staff to come back with a Capital Improvement Plan (CIP) in order to draw down resources from the Board-approved Capital Improvement Fund.

DISCUSSION:

The purpose of the CIP is two-fold: (1) to renovate First 5 LA's physical space to align to the organization's new structure, facilitate collaboration across the organization, and reflect updated space planning best practices; and (2) to address immediate physical plant needs and plan longer term for the maintenance and support of our facility. This idea goes beyond the basic inclusion of active measures that can be incorporated into physical space. It reflects an approach that will result not only in a current up-to-date workspace that will enhance productivity and efficiency, but will yield operational cost savings, flexibility in the use of this asset, and a sound preventative maintenance program to help manage this asset today and future improvements. It is a concept that allows the work described in this CIP to endure successfully into the future.

First 5 LA has contracted with a planning and design firm, Klawiter & Associates, to devise the workspace layout for the building renovation. Specifications and drawings will be provided to the selected project/construction management firm upon completion. First 5 LA also has hired MARRS, a construction management firm, to manage the construction needed for the building renovation. The renovation project team is primarily composed of First 5 LA's Executive Director, Executive Vice President, Senior Director of Administration, the selected project/construction management firm, legal advisor, and interior planning consultant. Additional contractors and consultants, such as a construction contractor, will be added as the renovation project proceeds. The project/construction management firm serves as First 5 LA's advocate to represent First 5 LA's best interests with members of the Renovation Project team. As First 5 LA is a public agency, the renovation project is subject to public works laws.

In the attached CIP, category designations were created and utilized during the final planning, design, cost estimating, and cost reconciliation steps of the process. These category designations are used as an organizational tool to document and describe the proposed work in this CIP and are as follows:

- Category A: Interior Building Renovation
- Category B: Physical Assessment – Roof/HVAC
- Category C: Physical Assessment – Site/Security
- Category D: Solar

Historically, First 5 LA has included very limited resources for preventative maintenance and maintenance operating costs into the budget to care for this critical asset. We believe that the Board has set aside enough resources in the CIF reserve to cover the initial renovation costs for this project, addressing all of First 5 LA's deferred and current facility needs.

Staff recommends approval of the Capital Improvement Plan 2018 and the Board Resolution to authorize the use of the Capital Improvement Plan up to the amount of \$6,959,676.

The Procurement Policy requires that First 5 LA competitively procure goods and services with a value of \$25,000 or more. Staff recommends waiving this requirement for some items in order to allow First 5 LA to "piggyback" on agreements awarded after a competitive bid process or other process conducted by other public entities rather than requiring First 5 LA to conduct its own competitive procurement process, when possible and upon review and approval of legal counsel. This would shift the entity conducting the competitive solicitation from First 5 LA to another public entity. These public entities have the advantages of experience in public works and greater buying power than First 5 LA. Examples of such entities include the County of Los Angeles and the State of California, Department of General Services. Benefits to First 5 LA also include efficient use of staff resources, time savings and potentially, lower prices as a result of economies of scale. If approved, First 5 LA staff would conduct an analysis to determine if piggybacking was more appropriate than conducting our own procurement. Piggybacking is a best practice of many public entities. Construction activities will be publicly bid and contracted to the lowest responsible bidder, as required by the Public Contracts Code. Where applicable, First 5 LA will require that contractors follow the provisions of the Labor Code applicable to public building projects, including licensing requirements and the payment of prevailing wage rates by contractors.

The policy also requires that contracts of \$75,000 or more are presented to the Board for approval prior to execution and limits the Executive Director to authorize amendments up to \$75,000 or ten percent, whichever is greater. Staff recommends that these requirements are waived to allow for the Executive Director to execute all agreements and amendments under the Capital Improvement Project except where State law requires board award on any public works contracts. If this delegation is approved, this will mitigate any potential delays and increase in costs as a result of delays, with construction or any other contractors for this project. All contracts executed by the Executive Director under the CIP will be reported in the Executive Director's report to the Commission at its monthly meetings.

RESOLUTION NO. 2018-03

A RESOLUTION OF THE LOS ANGELES COUNTY CHILDREN AND FAMILIES FIRST PROPOSITION 10 COMMISSION RE-COMMITTING THE CAPITAL IMPROVEMENT FUND, APPROVING THE 2018 CAPITAL IMPROVEMENT PLAN (CIP), AUTHORIZING THE EXECUTIVE DIRECTOR TO MAKE AND CONTRACT FOR EXPENDITURES AGAINST THE ESTABLISHED CAPITAL PROJECT FUND AND DIRECT THE EXECUTIVE DIRECTOR TO INCORPORATE A FACILITY PREVENTATIVE MAINTENANCE PROGRAM AS PART OF THE ANNUAL BUDGETING PROCESS

The Board of Commissioners of Los Angeles County Children and Families First Proposition 10 Commission ("the Commission") hereby finds and resolves as follows:

Whereas, First 5 LA owns its headquarters building located at 750 North Alameda Street ("the Building");

Whereas, the Building is a substantial capital asset of First 5 LA that must be renovated, improved and maintained; and

Whereas, the Commission previously directed staff to complete a Capital Improvement Plan for Commission consideration and committed funds to pay for the Capital Improvement Plan;.

NOW, THEREFORE, BE IT RESOLVED THAT:

1. The 2018 Capital Improvement Plan is hereby approved. Staff is authorized to implement and incur costs on the Commission's behalf, pursuant to applicable law, Commission Policy, and this Resolution, to achieve the objectives and goals adopted within the Capital Project Plan;
2. The Committed Capital Improvement Fund of \$6,959,676 is hereby re-committed;
3. The Executive Director or her designee is authorized to incur expenditures against the previously Committed Capital Project Fund, subject to applicable law, First 5 LA policies and procedures, and this Resolution; Notwithstanding First 5 LA policy or procedure, the Executive Director or her designee is authorized to take necessary steps to allow First 5 LA to "piggyback" on existing procurements that have been awarded after a competitive process or other process conducted by other public agencies to take advantage of cost savings and efficiencies of scale for purchases in support of the CIP, where permitted by applicable law.
4. The Executive Director is authorized to execute all agreements and amendments necessary to implement the CIP unless otherwise required by State law, and directed to bring other contracts back for Board approval as required, while continuing to update the Board on the project, contracts and expenditures going forward (via the ED report or other public means) ; and
5. The Executive Director is hereby directed to address ongoing preventative maintenance needs of the facility through the annual budget process; and
6. The executed copy of this Resolution shall be retained on file as evidence of the Commission's action herein.

PASSED, APPROVED AND ADOPTED THIS 12TH DAY OF JULY, 2018, BY THE FOLLOWING VOTE:

AYES: Commissioners _____

NOES: Commissioners _____

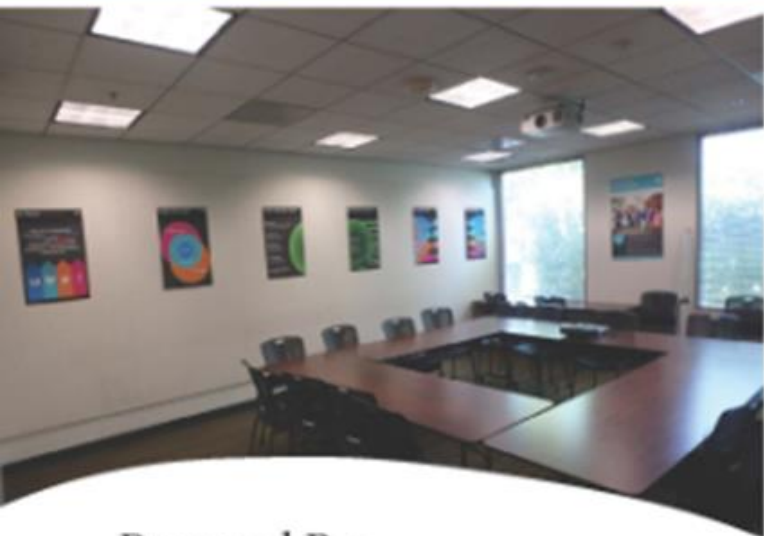
ABSTAIN: Commissioners _____

Sheila James Kuehl
Chair, First 5 LA

Kim Belshé
Executive Director



First 5 LA Capital Improvement Plan 2018



Prepared By:



June 28, 2018



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I. *Background*

GOALS AND OBJECTIVES

First 5 LA's mission is for all children in Los Angeles County to enter kindergarten ready to succeed in school and life. Our 2015-2020 Strategic Plan advances this mission by prioritizing activities with the potential to impact the broadest range of children prenatal to age 5 across four interlinked focus areas – families, communities, early care and education, and health care systems.

Over the past two years, we have aligned our structure, our staffing and how we work to help advance our Strategic Plan goals. Our goal with the Capital Improvement Plan is to complement these efforts by providing the workspaces and facilities needed to better enable us to advance our mission and yield the greatest benefits for kids. In addition to improvements to the function and operation of our facility, we want to use our physical space as a way to elevate the critical and urgent nature of our work.

The following plan outlines how we will achieve these goals and objectives to help First 5 LA advance its Strategic Plan goals.

First 5 LA – GIVING KIDS THE BEST START

In 1998, California voters passed Proposition 10, which levied a 50-cent per pack tax on all tobacco products. The resulting tax revenues were earmarked for the creation of a comprehensive system of services and supports to advance early childhood development and school readiness within each county in California. In Los Angeles County, the First 5 LA Commission was formed as an independent public entity to develop and oversee various early childhood initiatives and to manage the funding from Proposition 10.

Knowing that 90% of a child’s brain is developed by age 5, First 5 LA works with diverse partners to strengthen families, communities, and systems of support to ensure all children in LA County enter kindergarten ready to succeed in school and life. More specifically First 5 LA provides funding for parent coaches to visit newborn babies and their parents in their homes, supports parents who are trying to make their neighborhoods better for families, helps early childhood educators get the training they need, and shares parenting tips and resources. First 5 LA partners with other county agencies and organizations to strengthen families and improve child outcomes. They also work with leaders and lawmakers to help them prioritize young children in budget and policy decisions.

Since 1998, First 5 LA has invested more than \$2 billion to improve the health, safety and school readiness of children prenatal to age 5.



II. Project Overview

INTRODUCTION

First 5 LA owns and occupies its office building located at 750 N. Alameda Street, Los Angeles, California, located on the Union Station campus. Accordingly, the building is a designated historic resource and subject to the same historic preservation requirements as the Union Station campus. The building is three (3) stories with approximately 45,000 square feet of office space. The second and third floors contain offices and cubicles for First 5 LA staff. The first floor contains a Multipurpose Room (MPR) for large meetings, four meeting rooms, storage rooms, and a child care center. The child care center, which is leased out to an external entity, is not included in the Renovation Project.



To strengthen First 5 LA's ability to effectively execute its 2015-2020 Strategic Plan, the organization took steps to align its internal structure and staffing with its mission and strategy. Under the leadership of the 5-person Executive team, four separate divisions were established as part of this alignment. Across the four divisions are 15 departments.

First 5 LA seeks to renovate its office building – exterior and interior – to reflect the newly aligned organizational structure and to enhance internal collaboration, effectiveness, and work. The new design accounts for 148 staff and has built in flexibility for the ebb and flow of future staffing needs. In addition, the First 5 LA office building is 14 years old and requires certain capital expenditures to maintain this critical asset. As part of the Renovation Plan as well as appropriate planning for the longer-term, First 5 LA plans to make facility upgrades and improvements associated with maintaining and sustaining its facility.



First 5 LA has contracted with a planning and design firm, Klawiter & Associates, to devise the workspace layout for the Renovation Project. Specifications and drawings will be provided to the selected project/construction management firm upon completion. First 5 LA also has hired MARRS, a construction management firm, to oversee the Renovation Project. The Renovation Project team is primarily composed of First 5 LA's Executive Director, Executive Vice President, Senior Director of Administration, the selected project/construction management firm, legal advisor, and interior planning consultant. Additional contractors and consultants, such as a construction contractor, will be added as the Renovation Project

proceeds. The project/construction management firm will serve as First 5 LA's advocate to represent First 5 LA's best interests with members of the Renovation Project team. As First 5 LA is a public agency, the Renovation Project is subject to public works laws.

APPROACH FOR DEVELOPING THE CAPITAL IMPROVEMENT PLAN

First 5 LA's current Strategic Plan, adopted by the Board in 2014, is focused on policy and systems change, in partnership with others, to maximize the organization's impact and results for young kids. The Strategic Plan calls for First 5 LA to undertake its work differently, with an emphasis on collaboration across the organization. The existing layout of staff space is not conducive to, nor does it maximize, opportunities for open communication and purposeful collaboration. It also does not reflect business design best practices and research on the relationship between building space and productivity. In short, First 5 LA's physical space can be configured to enhance its work and contribute to results for young kids. In addition, contrary to best practice, the organization has not historically budgeted for any significant maintenance or improvements to the building, which is 14 years old.

In June of 2017, the Board of Commissioners addressed these issues by establishing a Capital Improvement Fund (CIF). The CIF was established as part of the FY2017/18 budget process, setting aside \$6,959,676 in funding for capital improvements for the building from unexpended operational funds. In so doing, the Board required staff to come back with a Capital Improvement Plan (CIP) in order to draw down resources from the reserve.

The purpose of the CIP is two-fold: (1) to renovate First 5 LA's physical space to align to the organization's new structure, facilitate collaboration across the organization, and reflect updated space planning best practices; and (2) to address immediate physical plant needs and plan longer term for the maintenance and support of our facility. This idea goes beyond the basic inclusion of active measures that can be incorporated into physical space. It reflects an approach that will result not only in a current up-to-date workspace that will enhance productivity and efficiency, but will yield operational cost savings, flexibility in the use of this asset, and a sound preventative maintenance program to help manage this asset today and future improvements. It is a concept that allows the work described in this CIP to endure successfully into the future.

To address this need, the planning and evaluation effort of First 5 LA's space needs began in March 2017 with a series of planning sessions, field inspections, and visual assessments of existing conditions that ultimately produced several Technical Memoranda detailing the work. The product of this work allowed the design and management team to identify distinct scopes of work relative to the specific type of work, or a particular problem that the work may have addressed, or a scope relative to a specific timetable when the work needed to occur.

PROJECT PROCESS

It is important to understand that every capital project has a specific process that needs to occur in order to successfully move from initial concept through construction completion and final occupancy. This process has specific milestones and along the way the continual need to manage the project's schedule, cost, and quality. The following is a brief overview of those major milestones and the critical work that will occur in each phase:

PROGRAMMING, PRE-DESIGN, SCHEMATIC DESIGN: This phase is complete with the issuance of this CIP. As a part of this phase, a physical assessment was performed to inform cost categories (see Assessment & Findings). Cost estimates established in this phase are based on conceptual information backed by cost estimating knowledge applicable to a specific building type and other influencing factors unique to this project. The costs are a rough order of magnitude but include contingencies – both design and project.

CONSTRUCTION DOCUMENT PREPARATION & PREQUALIFICATION OF CONTRACTORS: The next phase involves completion of the design and contract documents in preparation for submittal to the City for plan review. Concurrent with this documentation effort will be the qualification process for soliciting general contractor interest and obtaining their credentials/qualifications for the particular work or scope.

PRICE ESTIMATE REVISIONS AND CONTRACTOR PROCUREMENT: Prior to procuring the general contractor, it is essential that the project estimates be revisited. Any variations or deviations from earlier estimates in the Capital Improvement Plan may require adjustment.

First 5 LA will solicit for the general contractor according to the legal requirements for public works projects. The lowest responsible bidder will be awarded the project. The contract will be prepared, reviewed, and signed. The project can then proceed into construction.

Concurrent to soliciting for a general contractor, First 5 LA will also procure the other contractors and consultants needed to complete the project, such as engineering, furniture installation, audio visual and security.

CONSTRUCTION AND OCCUPANCY: It is anticipated that the interim site (make-ready) work will be included as a first phase to the general contractor at bid time. Each phase of work will be assigned a start date, end date and overall duration time frame that will form the basis for the construction contract. Preliminary studies suggest that each floor will be considered one distinct phase. Floors will be vacated and staff will relocate to interim locations.

When the first phase of renovation is complete, installation of furnishings will take place. Once complete, staff will return to the newly renovated space and then the next interim move will occur followed by the construction work.

ASSESSMENT & FINDINGS

MARRS Services performed an inspection and assessment of the fixed and movable assets of the building as part of the first scope of work. These assessments were inventoried and documented in detail as part of Memorandum 1, dated April 18, 2018.

It was determined by the team that a portion of the movable assets required replacement. It was also determined that portions of the fixed assets could be re-purposed or re-used, or remain in a renovation scheme since many of the fixed elements of the building were determined to be in good condition. Reuse of doors and hardware as much as possible is being implemented in the renovation plan as these fixed assets are in good to excellent condition.



Other potential capital expenditures were evaluated that included roofing, HVAC systems, plumbing and electrical systems, and the building envelope. Those items that were deemed to be beyond their useful life, presented potential functional issues, security issues, operationally costly or beginning to fail, and/or presented shortcomings relative to current, up-to-date office building standards were evaluated.

Major pieces of equipment were assessed relative to “useful life” due to wear and tear. Pieces of equipment that were identified and deemed to be in need of replacement or repair are included and accounted for in the CIP. The following is a summary of the Building Assessment.

In general, the building is in good condition and appears to be constructed per industry standards and is well maintained. Materials throughout the facility are well maintained and appropriately chosen to balance initial costs with low maintenance and overall aesthetics.



Area or System	Assessment Notes
Building Envelope	<p>The exterior skin of the building is in good condition and well maintained. A preventative maintenance program for the exterior curtain wall glazing system and plaster is included in the CIP.</p> <p>Due to the significant roof blistering observed and the history of reported leaks and subsequent patching, a re-roof of the building is included in the CIP. This re-roof applies only to approximately 65%-70% of the roof area which is constructed differently than the roof area over the core of the building. The main roof over the core houses mechanical equipment and as such has a "structural" roof that has seen little to no leaks or wear and tear that the main roof has experienced. It is anticipated that this structural roof will not be replaced as part of the main roof replacement.</p>
Mechanical, Plumbing, and Electrical Systems	<p>All of these systems appear to be in fair to good operational condition. The CIP includes a preventative maintenance program for mechanical, plumbing, and electrical systems that will assist in extending the useful life of such equipment and allow it to perform as the manufacturer intended.</p> <p>Specific areas targeted for replacement or upgrades pertain to the air handling units that provide the building with heating and air conditioning. These units are approximately 14 years old and typically should last another 5 years but the actual operating condition of the units is unknown, the efficiency of the units does not meet current standards, and ongoing issues associated with temperature fluctuations in the building necessitate that they be upgraded and/or replaced in the next few years. Newer units come with greater filtration features, energy reducing economizer modes, and better technology for digitally controlling interior versus exterior zones associated with office buildings similar to First 5's.</p>

Area of System	Assessment Notes (cont'd)
<p>Mechanical, Plumbing, and Electrical Systems (cont.)</p>	<p>Although the plumbing system has seen normal repair and varying levels of associated maintenance over the years, the system remains in good condition. Ongoing checks of the plumbing system condition and maintenance that includes observation for potential leaks, conditions of the fixtures and valves/faucets themselves, fluctuations in water pressure/velocity, conditions of boilers/heaters/backflow preventers, pressure reducing devices and similar plumbing equipment are part of an ongoing preventative maintenance program that is included in this CIP. Implementation of this preventative maintenance program will help assure that repairs/replacement of items are forecast and addressed in advance of any problems that arise which can not only be inconvenient or disruptive to operations but can be damaging to property.</p> <p>For the building’s electrical system it was observed that the facility does not have a backup type or emergency type of system beyond basic code. This is standard practice for a commercial office building of this type. Nevertheless, during the team’s assessment of the building and site it was discovered that the building’s main power supply (transformer) is downstream of the main power switch that serves Union Station and although this condition is known to exist by the serving utility company, any disruption of power to Union Station (planned or otherwise) affects the power supply to First 5’s building. The most significant aspect of this deficiency pertains to server rooms and IT equipment. First 5 LA will be moving to a cloud based IT network/backup format in the near future so this CIP has not included any type of emergency systems for the future.</p> <p>Also, since the building has experienced a lack of available normal power to accommodate basic receptacle and power needs to service a commercial office building function, modifications to the distribution system will be addressed in the renovation work.</p>
<p>Information Technology</p>	<p>As part of the renovation scope, information technology throughout the building will be upgraded with current state of the art cabling and all necessary switches, routers, and other equipment as required of the renovation. This is proposed for 2 main reasons: 1) The understanding that the upgrade is required to promote expanded functionality, speed and bandwidth in the future and ease of accommodating new layout locations, and 2) The existing wiring and connections will not combat wear during the renovation construction.</p>

Area of System	Assessment Notes (cont'd)
<p>Audio/Video and Media Infrastructure</p>	<p>It was observed that the existing A/V systems which primarily serve the conference and board room facilities on the first floor do not currently meet First 5 LA's needs.</p> <p>The proposed A/V upgrades included in the CIP will predominantly occur on the first floor in the Board Room area, a few of the large conference rooms and a few of the conference rooms on the 2nd and 3rd floors. The goal is to cost effectively bring wireless technology to these conference/collaboration areas where ongoing staff training and multi-media presentations can occur with ease and greater convenience. In the immediate future, webinar streaming and other similar activities will be able to occur at First 5 LA typical to that found in other corporate conference facilities of today.</p>

Category designations were created and utilized during the final planning, design, cost estimating, and cost reconciliation steps of the process. These category designations are used as an organizational tool to document and describe the proposed work in this CIP and are as follows:

- Category A: Interior Building Renovation
- Category B: Physical Assessment – Roof/HVAC
- Category C: Physical Assessment – Site/Security
- Category D: Solar Maintenance Program (see Section VII)

We are pleased to submit the Capital Improvement Plan 2018 for your review and consideration.

III. Category A: Building Renovation

INTRODUCTION

Throughout the development of the CIP, Klawiter & Associates worked with First 5 LA to better understand its primary mission and core values. What emerged is the following list of guiding principles to assist in the problem solving, space evaluation, and building assessment effort.

First 5 LA GUIDING PRINCIPLES

- **CONTROL COSTS:** as a public entity we strive to mitigate cost
- **ENHANCE COLLABORATION:** given this organization-wide value and it being critical to our work, we want to facilitate the flow of staff, info, and ideas and increase collaboration
- **MAXIMIZE CONSISTENCY:** to underscore the fact we are one organization, we want to have a similar look and feel throughout the building, as well as have more consistent use of space (work-space size, etc.)¹
- **ACCOMMODATE NECESSARY ADJACENCIES:** we want to maximize proximity of staff within departments, departments across divisions, and divisions to the executive member. Furthermore, we want to capture critical business needs that may require divisions to be proximate to each other
- **FLEXIBILITY:** we want to maximize flexibility across the organization to accommodate staffing needs as well as maintain adaptability to changing staffing needs
- **EFFICIENCY:** we want to maximize efficient use of space to enhance staff functions and our overall work
- **REFLECTIVE:** we want our workspace to reflect our values, advance our work, and contribute to results

In addition to the seven original guiding principles above, we also incorporated two other principles that emerged during the planning process:

- **CONNECTIVITY:** Audio visual improvements will bring modern technology into the everyday functions of the organization. Technology will be forward thinking and capable of handling video conferencing, wireless screen sharing, webinar hosting, live note-taking, collaborative tools and more
- **ENHANCE COMMUNITY:** The renovation will incorporate a unified aesthetic that defines First 5 LA based on organizational values and principles, including supporting & reflecting the community we serve

¹ Over the years, the second floor of the building had been leased out to another entity, resulting in a very different layout and design compared to the rest of the building.

PLANNING/DESIGN PROCESS

The following phase structure has guided the planning consultant, Klawiter & Associates, to develop an efficient space plan layout to align with First 5 LA's guiding principles. Each phase builds off of the previous, adding details of varying complexity. Completed phases thus far have resulted in the development of a First 5 LA program requirements list, adjacency dependencies, storage and furniture inventory, space plan and annotated plan for budgetary pricing. Design phases that have been completed, to date, are as follows:

- **Visioning and Programming:** Visioning sessions drive conversations for what is desired in the workplace as well as what is currently not working in the workplace. Programming sessions determine essential requirements, staffing counts and adjacencies, storage, and quantifying square footages of each.
- **As-Built:** Measurements are taken of current floor plan to assist further phases in determining areas to remain or to be demolished.
- **Block Plan:** A schematic bubble diagram plan is created to denote locations of departments, ancillary, conferencing, and storage spaces.
- **Space Plan:** A detailed layout is developed to show specific locations of offices, open work areas, storage and conference rooms, copy areas, coffee bars and phone rooms, new kitchens, etc.
- **Pricing Plan:** The space plan is annotated with construction directions to develop the preliminary renovation budget.

Upon approval of the Capital Improvement Plan, the remaining phases will be completed as follows:

- **Design Development:** Design is evaluated three-dimensionally, finishes are selected to include material direction, light fixtures, glass, ceilings, and potential graphic opportunities
- **Furniture & Equipment:** Klawiter & Associates created an existing inventory sheet of furniture and equipment that is currently used in the building, with the goal to later determine which items to keep with the help of the project renovation team. New furniture will be specified accordingly and coordinated with the furniture dealer that is to be procured.
- **Construction Documents:** Detailed construction drawings will be created to obtain a building permit from the city and to inform the procured general contractor of project plans and details for construction.
- **Plan Check:** Completed set of construction drawings will be submitted by Klawiter and Associates to the City of Los Angeles for review and approval based on building and fire code compliance
- **Construction Administration:** Once construction begins, Klawiter & Associates will attend regularly scheduled construction meetings to evaluate progress, review proposed contractor submittals, and complete any revisions necessary due to unforeseen site conditions. Following completion of the project, the project team will complete a punch walk of final items that need to be corrected prior to move-in.

IV. Category B: Physical Assessment – Roof/HVAC

ROOF & HVAC

Based on the overall assessment of the building structure, systems, and materials it was determined that the condition of the roof necessitated replacement and the condition/age of the air handling units needed to be addressed either through a major refurbishment program or complete replacement. Due to the age of the units and the inconvenience/disruption to the building occupants with a refurbishment idea, it was determined that replacement would be of greater benefit to the overall longevity of the building.

V. Category C: Physical Assessment – Site/Security

SITE

An assessment of the existing site area was performed and although the area is limited to a small parking lot immediately adjacent to the north of the building, concerns were raised regarding the security provisions of the area. It was observed that site lighting could be improved, additional security cameras could be added, and additional measures could be taken to secure the parking lot better with fencing and/or other similar barriers. All proposed improvements would require review and approval under the Covenants, Conditions, and Restrictions (CC&R) guidelines for the property. After review of those guidelines it appears that these improvements could easily be implemented. The improvements included in the CIP are noted as Category C.

VI. Category D: Solar

INSTALLATION OF SOLAR/PHOTO-VOLTAIC SYSTEM

The proposed CIP includes costs to install a photo-voltaic system on the roof of the building. As part of this work, a Level 1 energy audit will be performed that will assess existing lighting controls, mechanical equipment information, water heating systems, and building envelope system for energy consumption/performance. The results of the energy audit will provide a list of recommendations for energy reductions, confirm those which are already included in the renovation scope/costs, and outline various payback scenarios.

VII. Maintenance Program

MAINTENANCE, PREVENTATIVE MAINTENANCE, AND REPAIRS

Costs for maintenance of a facility can be significant over the years without a proper and adequate program being in place. There are varying degrees of maintenance protocol that carry equally varying definitions in the industry. Historically, First 5 LA has included limited resources for preventative maintenance and maintenance operating costs into the budget to care for this critical asset. We believe that the Board has set aside enough resources in the CIF reserve to cover the initial renovation costs for this project, addressing all of First 5 LA's deferred and current facility needs. Beginning in FY18/19, First 5 LA will use the annual budget process to allow us to be more strategic and proactive in incorporating projected costs to care for this asset. We will use the mid-year budget adjustment process to begin to build these costs into the Long Term Financial Projection and the annual budget, for Board consideration and approval. Future areas of focus for maintaining the property will include:

Preventative maintenance: Preventative maintenance is the planned, scheduled periodic inspection, adjustment, cleaning, lubrication, parts replacement, and minor repair of equipment and systems for which a specific operator is not assigned. Preventative maintenance consists of many check point activities on items that, if disabled would interfere with an essential installation operation, endanger life or property, or involve high cost or long lead time for replacement. Preventative maintenance is the cornerstone of any good maintenance program and will avoid emergency work and costly repairs.

First 5 LA's preventative maintenance program will be reserved for those critical systems or components where the risk of failure must be reduced or where a preventative maintenance program can be shown to be cost effective on a life-cycle basis.

Programmed major maintenance: Programmed major maintenance includes those maintenance tasks whose cycle exceeds one year. Examples of programmed major maintenance are painting, roof flashings/copings, parking lots, utility system maintenance (jetting of constricted lines), and similar

functions.

Routine repairs: Routine repairs are actions taken to restore a system or piece of equipment to its original capacity, efficiency, or capability. Routine repairs are not intended to significantly increase the capacity of the item involved.

Service calls: Service calls are requests for system or equipment repairs that, unlike preventative maintenance work, are unscheduled and unanticipated. If the problem has created a hazard or involves an essential service, an emergency response might be necessary.

Replacement of obsolete items: Replacement of obsolete items refers to work undertaken to bring a component or system into compliance with new codes or safety regulations or to replace an item that is unacceptable, inefficient, or for which spare parts can no longer be obtained.

VIII. Capital Improvement Plan Cost and Schedule

OVERVIEW OF COST ESTIMATING METHODOLOGY

As a result of the design and management team's efforts, a list of potential projects was created. A budget was prepared for each of the projects. Once budgets were developed, the planning and management team along with First 5 LA prioritized the items to align with potential funding and need. A plan or timeline was prepared to determine when these improvements to the physical facility needed to occur across a specific timeframe.

The methodology used to prepare and develop the estimate was based on the following:

- Unit costs derived from detailed take-offs where practical
- Industry standards
- Current regional costing database

NOTE: Since industry standards can vary based on the type of construction, the complexity of the work, and the staging/phasing of the work, to name a few, these unit costs take into consideration those variables specifically applied to these projects and form the basis of the general contractor's bid.

To the direct sub-trade costs additional costs are added that include:

- Contractor overhead and profit
- Contractor fee or general conditions
- Current escalation rates factored to the mid-point of construction
- Design contingency factor

NOTE: The only items that do not include the general contractor markup costs or escalation factors are: Furnishings, Artwork, IT systems, A/V systems, and Security systems as First 5 LA will bid that work directly to vendors without general contractor oversight or involvement.

Costs shown for each itemized line by category, by area, or by scope represent a complete project cost that includes:

- An industry-standard 14% rate to cover soft costs associated with design, management, permits, and similar fees.
- An 8% project contingency that is typically carried to cover unknown conditions that cannot be reasonably anticipated during the early planning and design phases.

NOTE: Project contingencies can range between 5%-13% based on the nature of the project and the degree/extent of unknowns. The 8% allocated for these projects is within acceptable industry guidelines.

CATEGORY A: INTERIOR BUILDING RENOVATION

Costs for the renovation account for a phased-construction since the building is fully occupied. In order to minimize disruption to the organization and inconvenience to staff and the public, a logistics plan was developed that would provide an interim location for approximately 60+/- staff. The intent is to vacate an

entire floor and allow the contractor full access for the construction. The “make-ready” costs associated with this interim move are included in the project line item for Category A: Renovation.

Costs for this project assume an immediate procurement process to select a contractor followed by a 2 or 3-phased construction effort with duration of 12-13 months.

CATEGORY B: PHYSICAL ASSESSMENT – ROOF/HVAC

Costs included in this category include complete replacement of the building’s 3 main air handling units that provide heating and air conditioning for the building. The costs assume that the work will occur immediately (FY 2018/19). Costs are also included in this category for a complete re-roof of the building. This work would also occur immediately (FY 2018/19).

CATEGORY C: PHYSICAL ASSESSMENT – SITE/SECURITY

Costs for this project assume that the work will occur immediately (FY 2018/19).

CATEGORY D: SOLAR

Costs for this project assume that the work will occur immediately (FY 2018/19).

OVERALL PROJECT COSTS

Scope	Description	Project Costs	Percent of Total
Category A	Renovation of 1 st , 2 nd , and 3 rd floor office space	\$4,710,000	73%
Category B	Reroof building and replace existing air handlers	\$1,349,000	21%
Category C	Site Improvements	\$135,000	2%
Category D	Install Solar/Photo Voltaic system	\$234,000	4%
TOTAL		\$6,428,000	

CAPITAL IMPROVEMENT FUND	\$6,959,676
TOTAL CONSTRUCTION COST	\$6,428,000
CONTINGENCY @ 8%	\$429,000
TOTAL COST	\$6,857,000

NOTE: GOING FORWARD, THE ANNUAL BUDGET WILL INCLUDE A LINE ITEM FOR THE FUTURE MAINTENANCE PROGRAM ESTIMATED AT \$2 –\$5 PER SQUARE FOOT AT 45,000 SF. ANY UNUSED RESOURCES FROM THE CIF WILL BE USED TO OFFSET THESE COSTS.



First 5 LA Capital Improvement Plan 2018

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Overview

- Capital Improvement Fund (CIF) established by Board June, 2017
 - \$6,959,676
 - Requires submittal/approval of Plan
- Capital Improvement Plan (CIP) 2018
 - Process
 - Cost categories
 - Next Steps
- Questions and Discussion

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First 5 LA : Cost Estimate Scope Summaries 6/21/18 Update

Scope	Description	Construction/Soft Cost	Percent of Total
Category A	Renovation of 1 st , 2 nd , and 3 rd floor office space	\$4,710,000	73%
Category B	Reroof Building and replace existing air handlers	\$1,349,000	21%
Category C	Site Improvements	\$135,000	2%
Category D	Install Solar/Photo Voltaic system	\$234,000	4%
TOTAL		\$6,428,000	

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CAPITAL IMPROVEMENT FUND	\$6,959,676
TOTAL CONSTRUCTION/SOFT COST	\$6,428,000
CONTINGENCY @ 8%	\$429,000
TOTAL PROJECT COST	\$6,857,000

Note: Going forward, the annual budget will include a line item for the future maintenance program estimated at \$2 –\$5 per square foot at 45,000 SF. Any unused resources from the CIF will be used to offset these costs.

Next Step

- July 12 Board Meeting (consent)
- Resolution:
 - Approval of the 2018 CIP
 - Recommitment of CIF
 - Authorizing expenditures from CIF, waiving F5 procurement policy to “piggyback”
 - Execute all agreements, coming back to Board if/as required by law, with Board updates
 - Address ongoing preventative maintenance in budget

FIRST 5 LA

SUBJECT:

Request to

1. **Establish a Strategic Partnership with Pomona Unified School District (PUSD) in the Amount of \$930,557 to Support the “Reinvest in Success” Initiative for the Period of Three Years, and**
2. **Authorize First 5 LA Staff to Execute an Initial Agreement for an Amount not to Exceed \$374,189 from August 1, 2018 to June 30, 2019 (Funds Included in the FY 2018-19 Budget, Balance Category: Committed).**

RECOMMENDATION (PROVIDED AS INFORMATION):

This memo is provided as information for the Board’s consideration at the June 28, 2018 Special Meeting of the Board of Commissioners/Program & Planning Committee Meeting. First 5 LA staff recommends that at the July 12, 2018 Meeting of the Board of Commissioners, the Board approve the establishment of a Strategic Partnership with Pomona Unified School District (PUSD) for an amount not to exceed \$930,557 over three years and authorize staff to execute an initial 11-month contract for the period of August 1, 2018 to June 30, 2019 for \$374,189. Funds for FY 2018-2019 are included in the FY 2018-2019 First 5 LA Programmatic Budget under ECE - Emerging Opportunities, which was approved by the Board of Commissioners in June. Beyond FY 2018-2019, funds will be pulled from the assigned fund balance.

BACKGROUND:

Pomona Unified School District is the 3rd largest school district in Los Angeles County, with a kindergarten population of 2,013 students during the 2017-18 school year; as such, improvements in access to quality early education for Pomona students impact countywide goals. Access to early education services for the City of Pomona’s children is currently limited. Years of decreasing district preschool programs have resulted in over 20% of Pomona Unified School District’s (PUSD) ECE slots. The District’s Child Development Program has reported instances of families just above the federal poverty level that just barely miss qualifying for programs by a few hundred dollars. In addition, 42% of the district’s children are currently not participating in any public preschool program and only half of PUSD’s entering kindergartners have attended preschool.

To address the lack of access PUSD is launching “Reinvest In Success” (RIS) this upcoming 2018-19 school year. Part of a 5-year project, RIS will be comprised of full-day preschool expansion, coupled with a Randomized Control Trial (RCT) to track and verify outcomes, and incorporate a reinvestment of confirmed savings/benefits into sustaining the expanded early care and education programming. PUSD serves mostly low-income/minority families. It is the third largest school district in Los Angeles County with a student population of 25,000 in 41 schools. Approximately, 85% of students are Hispanic or Latino; 82% qualify for free or reduced priced meals, and 37% are English language learners. In addition, 42% of the district’s children are currently not participating in any public preschool program.

“Reinvest In Success” (RIS)

Quality early education is a priority for PUSD and one which the district’s leadership believes is aligned with the long term district goal of building a robust pipeline from Preschool to College. Yet, PUSD has been simultaneously confronted with an increasing need for high quality preschool options and diminishing revenue streams to meet this demand. “Reinvest In Success” (RIS) is a response to the district’s challenges. It is a five-year project with the goal of providing an ongoing, stable source of funding for early education programs for low-income children in Pomona. RIS will show how philanthropy, a rigorous evaluation, and outcomes-based reinvestment can catalyze the district to make and sustain impactful systems changes in early education.

The RCT will investigate specific benefits including meeting PUSD’s goal to deliver high quality ECE experiences that have great value to students, while generating a preschool funding model for other

school districts in LA County to follow, and creating increased momentum for promoting empirically-based policies in the field of ECE. To date, there has been no such build-out associated with a rigorous RCT-level evaluation of full-day preschool outcomes in California. Given the growing demand for further investments in ECE, there is an urgent need for in-depth research examining which characteristics of preschool programs lead to positive and impactful outcomes, on the individual, organizational and field levels as well as sustainability strategies. The RIS project goals and milestones include:

- Open expansion preschool classrooms
- Increase preschool access and enrollment for vulnerable children
- Implement effective assessment measurements
- Perform rigorous evaluation of preschool expansion data
- Increase positive outcomes of students in preschool
- Increase positive outcomes for K-3 students
- Share “Reinvest in Success” research

Student attendance is a significant driver for the RIS’ financial model as a means of increasing district revenue and providing an investable outcome. An initial feasibility study identified a key gap in service provision in the lack of full-day preschool for children whose families earn above Head Start thresholds, but are still eligible for California State Preschool Program (CSPP). These findings informed the pilot intervention selection to expand full-day preschool access. Repayment of principal, plus an investment return, will be made by the increase in Average Daily Attendance (ADA) funding received by the school district. This increase in ADA, matched with existing preschool funding sources, provides a sustainable funding strategy for quality ECE. RIS will generate a preschool funding model for other school districts in LA County to potentially follow. It also gives the ECE community an opportunity to leverage PUSD district leaders that can speak to the possibility of replicating this funding model in other high need school districts across LA County. To date, there has been no such preschool funding pilot model in Los Angeles County.

Funds from First 5 LA will support: 1) non-slot personnel costs; 2) non-slot operating costs, and 3) parent fees.

Non-Slot Personnel Costs (\$224,359)

These are costs associated with support personnel necessary for the administration of the preschool expansion, but are not based within a specific classroom. Non-Slot Personnel include a Resource Teacher/Coach to provide ongoing instructional support to staff; it is important to note that the District intends to use this pilot as an opportunity to catalyze systems change in a more cost-effective fashion. Thus, a key goal of the project is to determine the extent to which different functions can be consolidated into existing positions. The findings of this systems change will be reported on over the course of the pilot. PUSD anticipates the funds required to cover Non-Slot Personnel Costs will progressively decline.

Non-Slot Operating Costs (\$49,830)

These include operating costs for PUSD’s preschool programs. Many of these costs will be donated in-kind by PUSD, including custodial services, electrical and phone services, as well as facilities maintenance. However, teacher supplies and assessment instruments, including the ECERS and CLASS, are also included in this category.

Parent Fees (\$100,000)

A key goal of the RIS project is to determine whether long-term increases in K-12 associated with participation in full-day preschool can offset the parent fees that CSPP requires full-day programs to collect. Thus, for purposes of the evaluation, PUSD will not collect parent fees, and will instead offer full-day in the same context as would be the case were this pilot to be sustained by PUSD, i.e. without parent fees. PUSD estimates that pilot participants in Year 1 would qualify for a \$100 monthly parent fee each.

Pursuant to the Procurement Policy, Strategic Partners of \$75,000 or more in a fiscal year must be presented to the Board for approval. Staff is requesting an establishment of a strategic partnership for an amount not to exceed \$930,557 to comply with this policy. Section IV.5 of the Procurement Policy also states that contracts of \$75,000 or more requires Board approval prior to execution. Staff is seeking approval to execute a contract for the period of August 1, 2018 to June 30, 2019 for \$374,189.

GOVERNANCE GUIDELINES: SUSTAINABILITY AND LEVERAGING:

The following outlines how First 5 LA and Pomona Unified School District (PUSD) will address the implementation of the sustainability and leveraging components of the First 5 LA Governance Guidelines approved by the Board in March 2014.

Sustainability – Pomona Unified School District currently braids their ECE funding to preschool services via Head Start and State Preschool funding. It will continue to do while receiving support by local and state philanthropic leaders and funders. Pomona’s RIS project has included funders such as Keck Foundation and the LA Partnership for Childhood Education. The total cost of the RIS pilot project is \$2,028,796. While philanthropic partnership and funds will support the pilot project, the school district itself is using substantial funding to successfully implement the RIS. The ultimate goal for PUSD is to illustrate how districts can address ECE funding challenges and the increasing need to serve more children and families. The continued and potential internal and external support for PUSD’s RIS will ensure children receive quality ECE instruction and while producing long-term positive academic and financial outcomes for PUSD.

Leveraged Resources – As a pilot program PUSD’s RIS will be launched at the start of 2018-2019 school year. PUSD will continue to leverage its partnerships locally and across the county to elevate the need for district financial models that can access the need for ECE services while addressing how to sustain them.

A Strategic Partnership with PUSD for their RIS pilot initiate will leverage several resources including:

- Leverage of state and local resources to expand preschool services.
- Utilization of existing partnerships to engage other investment opportunities in supporting local high quality ECE programs.
- Fostering local district leaders to advocate for local funding and sustainability of ECE programs.
- Expand policy and financial practice changes to support efforts that improve coordination and functioning of ECE programs.

JUSTIFICATION:

This Strategic Partnership meets the criteria below:

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

AND

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

The Strategic Partnership can provide a demonstrated level of ability or expertise that is only available in the community through the proposed Strategic Partnership:

- By developing a strategic partnership with the Pomona Unified School District, First 5 LA can further advance its mission to support and promote high quality early learning opportunities for children. PUSD is the only school district currently utilizing a similar funding model to revolutionize its internal processes, capacity, structures, and funding streams in order to prioritize and expand early education. Its unique financial model will not only increase access to quality, full-day preschool, but will also provide a model for other districts to replicate across Los Angeles County.

The proposed Strategic Partnership is aligned with the adopted Strategic Plan:

- Pomona's RIS project aligns with the ECE Outcome Area in First 5 LA's 2015-2020 Strategic Plan. One of the four outcome areas outlined in First 5 LA's 2015-2020 Strategic Plan is to increase access to quality early care and education. A priority focus within this outcome area is to improve access to affordable, quality, sustainable early care and education, particularly among high-risk populations. In addition, First 5 LA's focus on policy and systems changes is aligned with PUSD's RIS pilot as it exemplifies how a district can focus and create internal policy and systems changes that can prioritize and expand early education. In addition, the RIS initiative aligns with a number of First 5 LA funded initiatives in Pomona such as the Kindergarten Readiness Assessment (KRA) project and the Pomona municipality outreach. Our investment in PUSD's RIS will ensure children are prepared for success in school by increasing accessibility to preschool by creating a financial model that can be replicated in other districts throughout the county.

“Reinvest in Success” at Pomona Unified School District

Presented by
Peter Barth and Ofelia Medina

June 28, 2018

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First5LA.org

Today's Goals

- Provide an overview on Pomona Unified School District (PUSD)
- Describe Reinvest for Success (RIS) pilot program at PUSD
- Request Board approval to enter into a strategic partnerships with PUSD to support the implementation of 'Reinvest for Success'

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Background

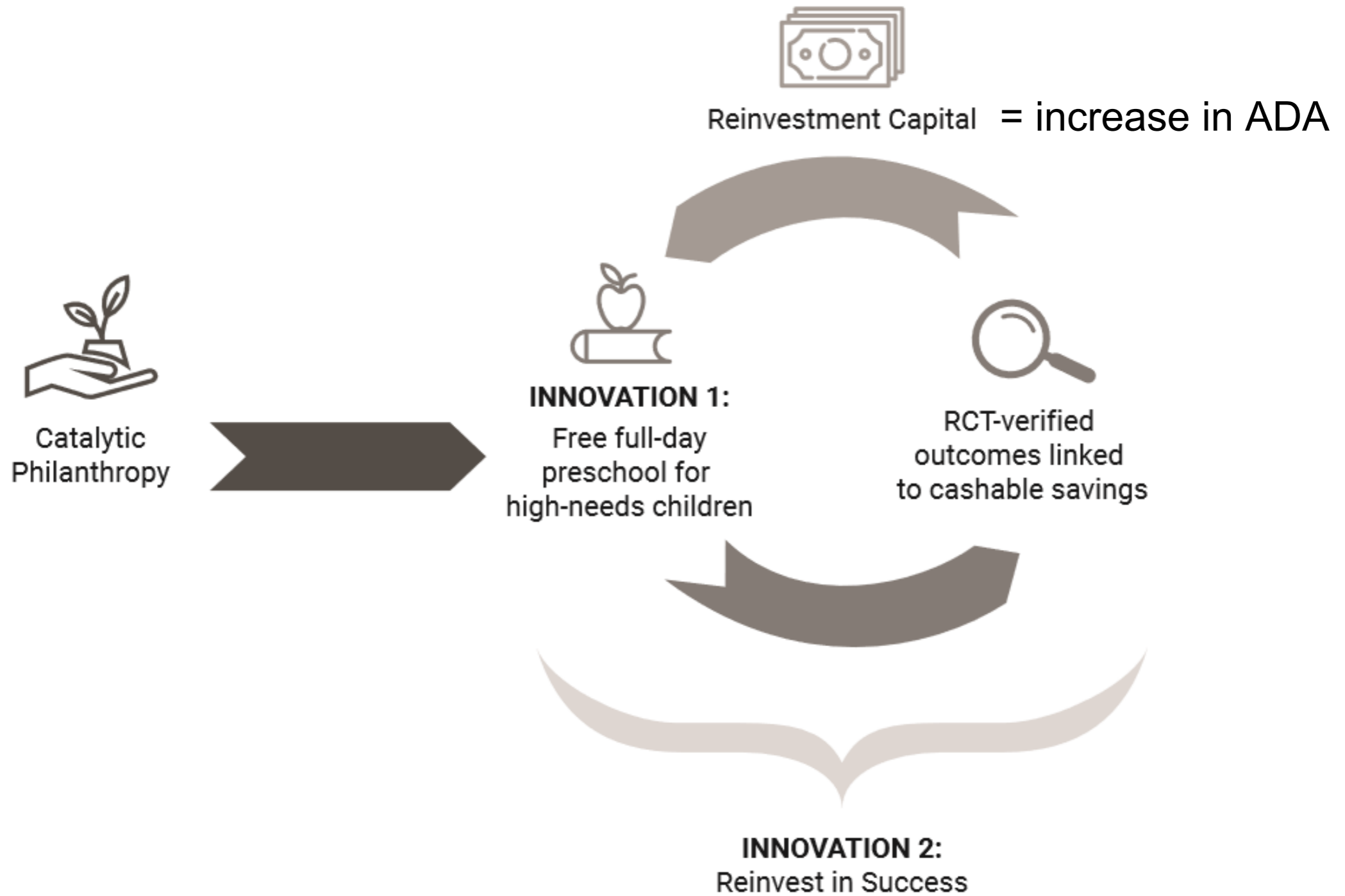
- PUSD is the third largest school district in LA County with a student population of 25,000 in 41 schools.
 - 85% of students are Hispanic or Latino
 - 82% qualify for free or reduced priced meals
 - 37% are English language learners
 - 42% of the district's children are currently not participating in any public preschool program.
- Only half of PUSD's entering kindergartners have attended preschool.

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Reinvest in Success (RIS)

- Five-project with the goal of providing an ongoing, stable source of funding for early education programs for low-income children in Pomona.
- The RIS pilot will
 - Expand ECE access to PUSD's preschoolers
 - Provide an evidence base across the academic and financial domains that will allow the district to responsibly prioritize ECE once the pilots ends.

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RIS- History

- Genesis 2014 / PUSD committed 2015
- Feasibility Phase: July 2016-July 2017
 - Social Innovation Fund (federal funds)
 - W.M. Keck Foundation (private philanthropy)
 - The LA Partnership for Early Childhood Investment (private philanthropy)
 - Sorenson Impact Center (partner underwriting)
 - Pomona School District (district matching funds)
- District Preparation
 - Partner/stakeholder engagement
 - Project and evaluation design
 - Internal alignments

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Project Launch Spring 2018

RIS- Feasibility Phase Results

- A feasibility phase with six study components helped inform the RIS
- Key Findings:
 - Positive K-12 outcomes for students who received district preschool.
 - PUSD left a large population of children without a full-day option.
 - PUSD had unique opportunity to better coordinate preschool delivery throughout the district, including HS, TK, and CSPP.
 - Specific outcomes were linked to clear cashable savings (Attendance) and could support full-day State preschool.

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RIS- Design and Scope

Free, full-day State Preschool offering

- District contributions (in-kind)
- Philanthropic funding
- CDE CSPP Expansion funds

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Rigorous evaluation of long-term effects associated with full-day preschool provision

- Randomized control trial
- Special attention to outcomes associated with cashable savings (Attendance)

Cost-benefit analysis examining sustainability

Long-term allocation of demonstrated savings towards sustaining programming

Overall prioritization of ECE program

RIS- Goals and Milestones

RIS Project Goals and Milestones

- Open expansion preschool classrooms
- Increase preschool access and enrollment for vulnerable children
- Implement effective assessment measurements
- Perform rigorous evaluation of preschool expansion data
- Increase positive outcomes of students in preschool
- Increase positive outcomes for K-3 students
- Share “Reinvest in Success” research

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RIS- LA County Reach

- The RIS will generate a preschool funding model for other school districts in LA County to follow.
- Support policy decisions at the district, county, state and national levels, providing a deeper understanding of the benefits of full-day access.
- Strengthened the ECE capacity of district leaders

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Recommended Action

Establish Strategic Partnership through June 30, 2020 with PUSD for an amount not to exceed \$930,557 to support:

- Non-Slot Personnel Costs

Cost associated with support personnel necessary for the administration of the preschool expansion, such as a Pilot Project Manager

- Non-Slot Operating Costs

Operating costs for preschool programs such as teacher supplies and assessment instruments, including the ECERS and CLASS.

- Parent Fees

PUSD plans to offer full-day preschool in the same context as would be the case were this pilot to be sustained by the district.

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Questions?



FIRST 5 LA

SUBJECT:

Communities Outcome: Best Start Learning Agenda

BACKGROUND:

First 5 LA continues to work on being an intentional learning organization as learning is a key strategy to accelerate our progress on behalf of children and families in Los Angeles County. Learning organizations are able to create, acquire and transfer knowledge and, therefore, are more effective because they are able to adapt faster in (un)predictable situations¹. The Integration and Learning Division (I&L) is charged with building, sharing and applying First 5 LA's collective knowledge to maximize our effectiveness and impact for children and families in Los Angeles County.

I&L's approach to harnessing our knowledge includes the use of systematic practices across the organization to focus our learning. Part of the new approach involves creating *learning agendas* to help First 5 LA prioritize learning topics and craft a plan to investigate, collect and analyze information to derive insights and improve our work. Learning agendas represent a focused, intensive effort that may employ several research and evaluation methods to gain insights and create knowledge. They establish and maintain a set of key priorities during a clearly defined period of time.

I&L is currently working in collaboration with the Communities Department on the development of the Best Start Learning Agenda, with an emphasis on the Best Start community partnerships. The Best Start Learning Agenda was introduced to Board members at the September 2017, Special Meeting of the Board of Commissioners/Program and Planning Committee. The purpose of this presentation is to update Board member on progress made since September and to outline next steps.

For the last eight years, First 5 LA has made significant progress in learning how to effectively support community capacity building for the Best Start investments. With the Board's approval of five Regional Network grantees in April 2018, staff began the process of transitioning into a new structure – regional with local customization – to promote strong local governance with the support of partners, including but not limited to First 5 LA. This regional – and – local network approach acknowledges the assets and resources within communities, seeks to build the capacity of organizations within communities and considers the perspectives, needs and interests of the various stakeholders. For First 5 LA, this shift emphasizes collaboration with the community leaders in new ways that enable a more explicit focus on policy and systems change as the partnerships' community change work unfolds. It is essential that we maintain this diligence by intentionally focusing learning efforts on the new structure, the capacity of the community partnerships and the results of the community change work. The Best Start Learning Agenda is the mechanism for doing so.

DISCUSSION:

The Best Start Learning Agenda is an organizing tool to help frame our learning over time. The development of a learning agenda requires the identification of learning priorities and facilitates shared understanding of those priorities. The implementation of a learning agenda provides the opportunity to generate actionable information that can be used to improve impact. So, in essence a learning agenda is both a product and a process. As a product the learning agenda not only specifies concrete learning goals but also how goals will be achieved, who will be engaged and when the various activities that drive the process are expected to occur. As a process the learning agenda involves prioritizing specific

¹Gavin, D.A., Edmondson, A.C. & Gino, F. (2008). Is Yours A Learning Organization? Harvard Business Review, March 2008. <https://hbr.org/2008/03/is-yours-a-learning-organization>

learning goals, developing learning questions, gathering and making sense of information to answer questions and taking appropriate actions to make progress toward strategic outcomes.

Accordingly, the components of the Best Start Learning Agenda will include: (a) learning questions accompanied by the approach and timeframe for answering questions, (b) a communications plan that addresses how progress will be shared and with whom, (c) a sense-making plan that addresses how we will process, reflect and strategize based on what we're learning and (d) a dissemination plan that addresses how we share what we're learning and how we're using that information with stakeholders and the broader field.

Developing the Best Start Learning Agenda involves completing the following steps: (1) identifying learning areas or the aspects of the investment to focus on; (2) generating potential questions that, if answered, could help us be more strategic; (3) prioritizing learning questions; (4) determining how will we get the information needed to answer questions; (5) developing frameworks for how we will approach making sense of data and information in real time, who we will engage with during that process, which audiences will we update on progress, what mechanisms will we use and how we will share our learning with stakeholders and the broader field; and (6) finalizing the learning agenda document which will capture all of the above and serve as a road map for implementation of the learning agenda.

We have completed steps 1 through 3 by obtaining input from various stakeholders including First 5 LA staff, Program and Planning Committee members, and nearly 100 Best Start community partnership members. We are currently working on step 4, determining the approach to answering questions. The following are the learning areas: (a) New Structure - regional and local network approach to providing operating and capacity building support to community partnerships; (b) Partnership Capacity - ability to execute a community change agenda; (c) Community Change - policy and systems changes in the Best Start communities; and (d) Learning Integration – First 5 LA's use of what we learn to evolve as we partner with the community. Since these learning areas were shared with the Commission in September 2017, five learning questions emerged as shared priorities among stakeholders.

1. **NEW STRUCTURE:** *How is the regional and local network structure building the capacity of community partnerships to engage in policy and systems change efforts? What's working and not working?*
2. **PARTNERSHIP CAPACITY:** *How are the community partnerships connecting to existing community leaders, advocates and networks to increase the impact of collective efforts? How have these connections increased the collective focus on children prenatal to age five?*
3. **PARTNERSHIP CAPACITY:** *To what extent does the regional and local network structure position the community partnerships to drive a community change agenda?*
4. **COMMUNITY CHANGE:** *To what extent do policy and systems changes occur regionally and locally through community partnerships' community change work? What factors influence the effectiveness of policy and systems change efforts and how?*
5. **LEARNING INTEGRATION:** *How is First 5 LA adapting and evolving as an agent of policy and systems change as a result of its work with the communities?*

Our focus has now shifted to determining how best to answer those questions. This includes consideration of what will constitute credible sources of data and information; how we can efficiently and effectively gather information; and the timing and process of data collection, sense making and taking action. It is expected that approaches will include a combination of program monitoring, such as mining information in grantee reports and targeted data collection efforts embedded in formal evaluation projects. To continue community engagement in the process, staff is also implementing a learning agenda advisory group made up of Best Start partnership members that will inform the learning agenda as it is finalized.

NEXT STEPS:

As indicated above we are in the midst of exploring the combination of formal and informal mechanisms to answer learning questions. Similar to the approach taken with selecting learning questions, this step will involve engagement with key stakeholders. We are currently exploring how to best engage community members and contractors during this learning agenda journey in its entirety in an effort to achieve our goal of shared learning and maximum impact. Once the methods for answering the questions have been identified, they will constitute the Best Start Learning Agenda Portfolio. Staff anticipates Board review and approval of requests related to contractor procurement for formal learning projects that stem from this portfolio.

Communities Outcome: Best Start Learning Agenda

Antoinette Andrews Bush, Director,
Communities
Kimberly Hall, Evaluation & Learning
Manager, MLE

June 28, 2018



Presentation Objective

To provide an update on the development of the Best Start Learning Agenda

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Best Start Brief History

- Began in 2009 with one pilot community then expanded in 2010 to 13 additional communities
 - Community partnerships formed in each of the 14 communities to support collaborative efforts across multiple stakeholders and sectors
- From 2010 - 2018, First 5 LA operated two different structures to support the development and work of the partnerships.
- In May 2017, the Board of Commissioners endorsed a new, single structure – regional and with local customization – for all 14 communities.
- In April 2018, the Board of Commissioners approved five Regional Network grantees with regional and local teams to support the partnerships.
- In May 2018, First 5 LA executed grant agreements with the five Regional Network grantees.

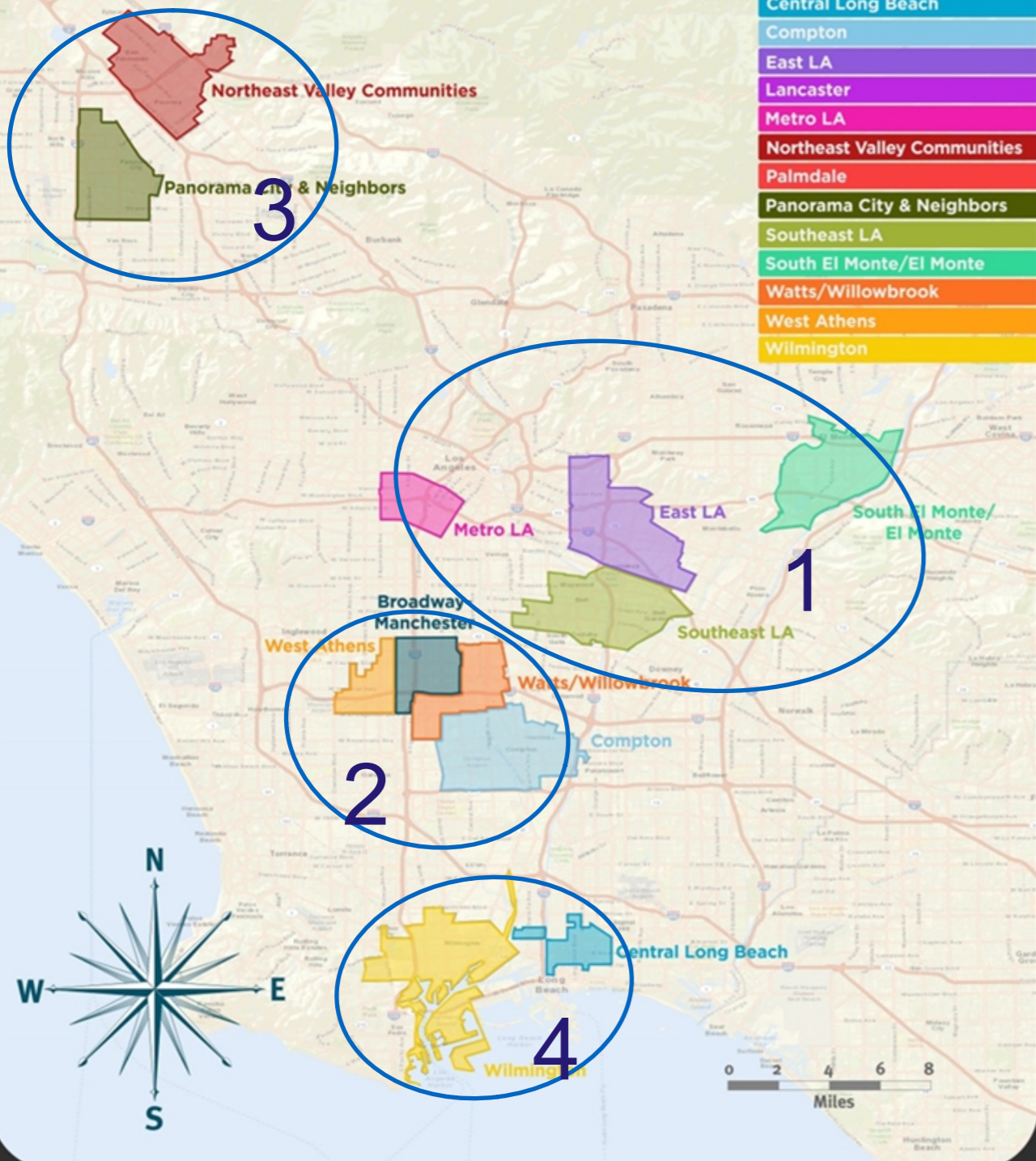
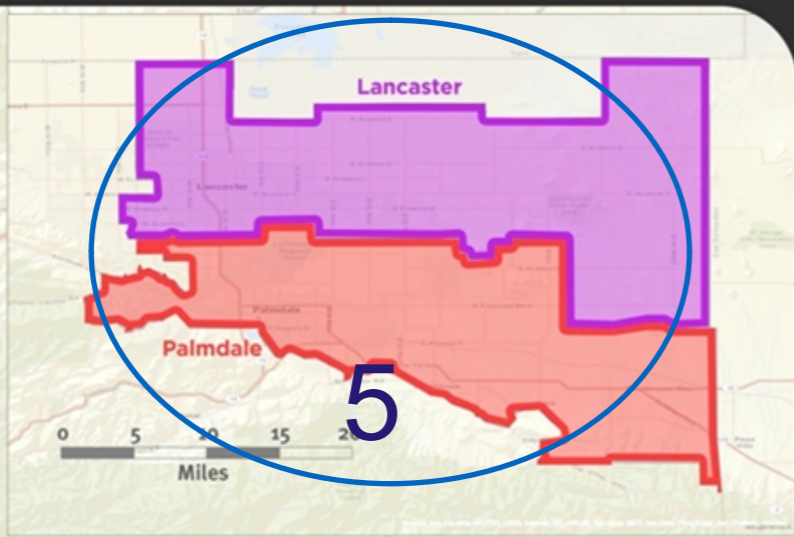
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Board Endorsed Structure for Best Start

Regional with Local Customization

- ✓ Fosters organizational network building at regional and local levels
- ✓ Provides the greatest opportunity for leveraging and mobilizing resources
- ✓ Facilitates cross-community learning and collective advocacy
- ✓ Provides direct support to the local community partnerships
- ✓ Considers community uniqueness
- ✓ Promotes sustainability





Five Regions

Region 1 – Central-East

East Los Angeles, South El Monte/El Monte, Southeast LA, Metro LA

Region 2 – South Los Angeles

Compton, Broadway-Manchester, Watts-Willowbrook, West Athens

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Region 3 – San Fernando Valley

Northeast Valley, Panorama City & Neighbors

Region 4 – Port Cities

Central Long Beach, Wilmington

Region 5 – Antelope Valley

Lancaster, Palmdale

Regional and Local Roles

Regional Roles

- ✓ Contract administration (*must be filled by grant recipient*)
- ✓ Coordination of organizational capacity building
- ✓ Regional learning
- ✓ Multi-level coordination
- ✓ Collective advocacy
- ✓ Regional resource mobilization (*including fund development*)

Local Roles

- ✓ Coordination and support (*including meeting and event logistics*)
- ✓ Capacity building & leadership development
- ✓ Communications and outreach
- ✓ Resident and stakeholder engagement and advocacy
- ✓ Community-identified projects
- ✓ Data, learning and improvement
- ✓ Local resource mobilization (*including fund development*)

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Working Hypotheses

The new structure – regional with local customization – will:

- Build upon existing assets and deepen collaboration within communities.
- Expand and sustain community-level resources, relationships and momentum around a shared vision for kids.
- Advance community-initiated policy and systems change efforts that make things work better for families with young children.

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Best Start Learning Agenda: Overview and Priorities



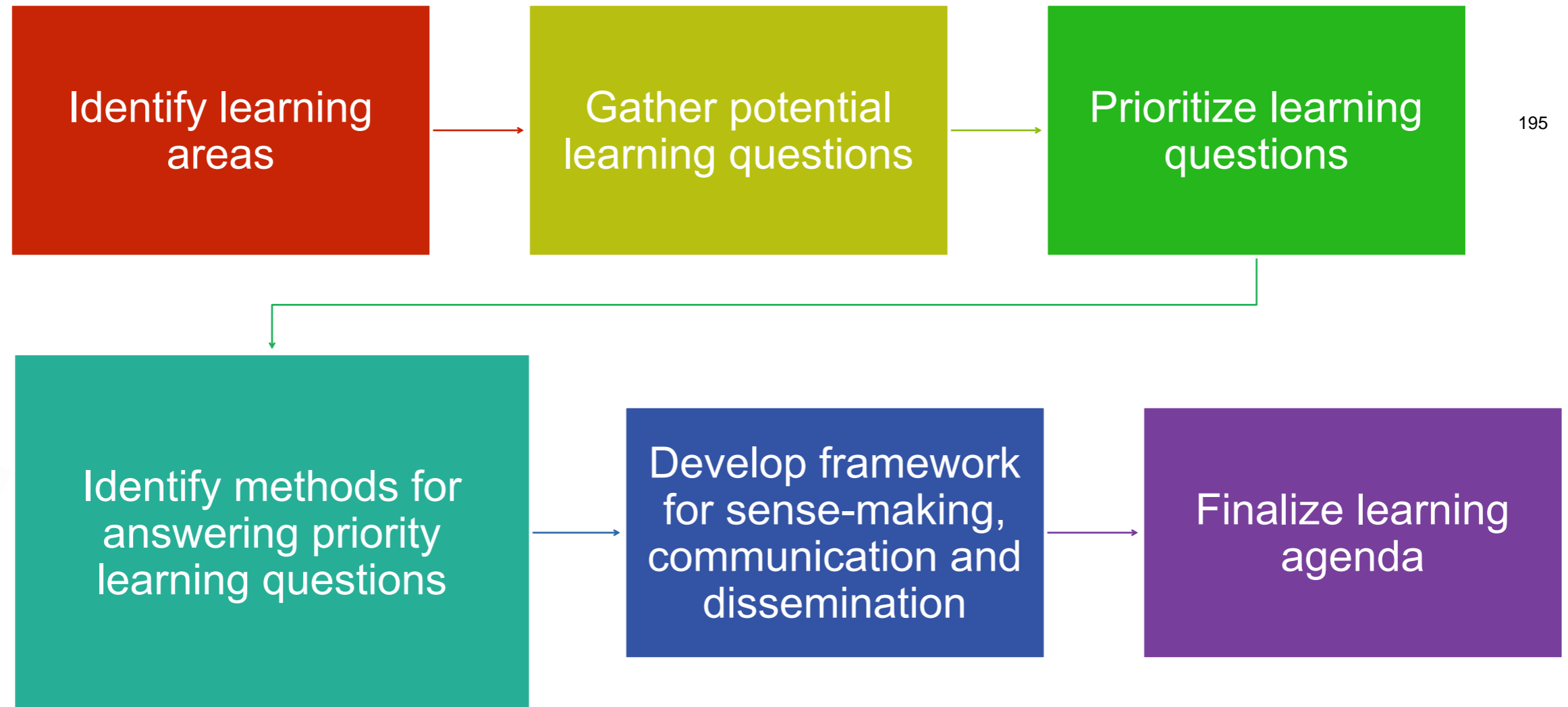
What is a learning agenda?

Organizing tool to frame learning over time that:

- Facilitates initial and continued shared understanding of learning goals
- Generates actionable information
- Involves a collaborative journey and eventually a destination
- Supports First 5 LA's learning and improvement

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Learning Agenda Development Process



BSLA Learning Questions

Learning Area	Learning Questions	Method
New Structure	1. How are the regional and local network structures building the capacity of community partnerships to engage in policy and systems change efforts? What's working and not working?	Program monitoring Evaluation ¹⁹⁶
Partnership Capacity	2. How are the community partnerships connecting to existing community leaders, advocates and networks to increase the impact of collective efforts? How have these connections increased the collective focus on children prenatal to age five?	Program monitoring Evaluation
Partnership Capacity	3. To what extent does the regional and local network structure position the community partnerships to drive a community change agenda?	Program monitoring Evaluation

BSLA Learning Questions

Learning Area	Learning Questions	Method
Community Change	4. To what extent do policy and systems changes occur regionally and locally through community partnerships' community change work? What factors influence the effectiveness of policy and systems change efforts and how?	Program monitoring Evaluation ¹⁹⁷
Learning Integration	5. How is First 5 LA adapting and evolving as an agent of policy and systems change as a result of its work with the communities?	Program monitoring Evaluation

An Example

New Structure: How are the regional and local network structures building the capacity of community partnerships to engage in policy and systems change efforts? What's working and not working?

Program Monitoring

- Quarterly grantee reports
- Grantee-Program Officer check-ins
- Key deliverables

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Evaluation

- Stakeholder survey, interviews and focus groups
- Partnership meeting observations

What have we learned so far?

- Stakeholders have common priorities
- Authentic engagement requires meeting stakeholders where they are:
 - Being flexible and responsive in times of transition
 - Adapting to variation in the structure of community partnerships

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Next Steps

- Procurement for formal learning agenda projects
- Ongoing stakeholder engagement with the learning agenda
- Time-limited input on learning agenda from key stakeholders

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Q & A

