

AGENDA

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

Budget & Finance Committee Chair: Robert Byrd

**Thursday, October 13, 2016
 1:30 PM**

Meeting Location:

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



ASPOSE

Your File Format APIs

1. **ACTION**
 Call to Order / Roll Call
 - **Sheila Kuehl, Chair**
2. **ACTION**
 Consent
 - **John Wagner, Executive Vice President**
 - A. Approve Commission Meeting Summary Action Minutes and Transcript 4
 - Thursday, September 8, 2016
 - B. Approve the Monthly Financial Statements Month Ending August 31, 124
 2016
 - C. Contract: Approve One New Agreement and One Amendment 130
 and Authorize Staff to Complete
 Final Contract Execution Upon Approval from the Board
 - D. Receive and File First 5 LA Annual Report to State Commission 133
 - E. Approve the 2016 Biennial Update to First 5 LA's Local Conflict of 141
 Interest Code; Direct Staff to File the
 Updated Code with the County of Los Angeles
 - F. Approve Revisions to the Following First 5 LA Policies: 149
 - 1) Fund Balance Policy 151
 - 2) Budget Policy 155

COMMISSIONERS

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

EX OFFICIO MEMBERS

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

EXECUTIVE DIRECTOR

Karla Pleitéz Howell

EXECUTIVE VICE PRESIDENT

John A. Wagner

A PUBLIC ENTITY

3. **INFORMATION**
Remarks by the Commission Chair of the Board
- **Sheila Kuehl, Commission Chair**
4. **INFORMATION** **168**
Executive Director's Report
- **Kim Belshé, Executive Director**
5. **ACTION**
Legacy Investments Update
- **Tara Ficek, Director of Health**
 - A. Oral Health - Dental Home (UCLA): Waive Governance Guideline #7 and Approve use of the interest accrued on advanced First 5 LA funds (approximately \$380,000) for The Regents of the University of California, Los Angeles for the Oral Health and Nutrition – Dental Home initiative through June 30, 2017, contingent upon successful resolution of outstanding items in Corrective Action Plan
 - B. LA Care: Authorize the Executive Director to execute an administrative agreement with LA Care that would allow them to hold unexpended funds (approximately \$8 million) for up to 12 months, pending an anticipated future contract for Help Me Grow **196**
6. **ACTION** **207**
Approve Strategic Partnership with Abriendo Puertas to (1) implement an evidence-based model aimed at improving family engagement in ECE settings and (2) execute an 18-month initial contract
- **Christine Tran, Program Officer, Program Development**
- **Barbara DuBransky, Director of Families**
7. **ACTION** **228**
Review and Approve the Final Draft of the Comprehensive Annual Financial Report (CAFR), Including the Independent Auditor's Report for the Fiscal Year Ending June 30, 2016
- **Raoul Ortega, Finance Director**
- **Tino Genio, Staff Accountant**
- **Roger Alfaro, Partner, Vavrinek, Trine, Day & Co.**
8. Break
9. **ACTION** **300**
Approve First 5 LA's Support for Propositions 55 and 56
- **Kim Pattillo Brownson, VP of Policy and Strategy**
10. **INFORMATION** **319**
Early Care and Education (ECE) Outcome: Quality Rating and Improvement System (QRIS) Update
- **Katie Fallin, Director of Early Care and Education**

- **Christina Collosi, Managing Partner, VIVA Strategies + Communications**

11. **INFORMATION**

Public Comment (for items not on the agenda)

12. **ACTION**

Adjournment



SUMMARY ACTION MINUTES

FIRST 5 LA
Special Meeting of the Board of Commissioners
September 8, 2016
1:30-4:30 pm

COMMISSIONERS PRESENT:

Commissioners:

Judy Abdo (Vice Chair)
Nancy Au
Jane Boeckmann
Duane Dennis
Dayton Gilleland
Cynthia Harding
Sheila Kuehl (Chair)
Christopher Thompson

Ex-Officio Commissioners:

Philip Browning
Trish Curry
Karla Pleitéz Howell
Deanne Tilton

COMMISSIONERS ABSENT:

Marlene Zepeda [EXCUSED]

STAFF PRESENT:

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

LEGAL COUNSEL:

Craig Steele, Attorney-at-Law

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

1. Commission Chair Kuehl called the meeting to order at 1:37 pm. Quorum was present.
2. Consent
 - A. Approve Commission Meeting Summary Action Minutes and Transcript - Thursday, July 14, 2016
 - B. Approve the Monthly Financial Statements Month Ending July 31, 2016
 - C. Contract: Approve One New Agreement and Two Contract Renewals and Authorize Staff to Complete Final Contract Execution Upon Approval from the Board

M/S (Cynthia Harding/Nancy Au)
THE ITEM WAS UNANIMOUSLY APPROVED

COMMISSION: (Items 3 – 10)

3. Remarks by the Commission Chair of the Board
4. Executive Director's Report
5. First 5 LA Policy Update
 - Fund Balance
 - Budget
6. Homelessness Update: First 5 LA – County Coordination)

Mr. Wagner and Dr. Murphy give an update on First 5 LA's homelessness investment.

SUMMARY ACTION MINUTES

7. Legacy Investments Update
 - A. Parent-Child Interaction Therapy (PCIT)
 - B. Oral Health - Dental Home (UCLA)
 - C. LA Care

Ms. Ficek provides the Commission with an update on several legacy updates. She indicates that there will be an action component to the Oral Health and LA Care investment at a subsequent Commission meeting.

8. Break
9. Strategic Plan Implementation: Follow-up from July Commission Meeting

Mrs. Altmayer provides the Commission with an update of discussions that took place during the July Board meeting.

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

ADJOURNMENT:

The Commission adjourned at 4:32 pm.

NEXT MEETING:

The next Commission meeting will take place on October 13, 2016 at 1:30 pm.

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

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

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

MEETING OF FIRST 5 BOARD OF COMMISSIONERS
THURSDAY, SEPTEMBER 8, 2016
750 NORTH ALAMEDA STREET, FIRST FLOOR
LOS ANGELES, CALIFORNIA 90012

REPORTED BY:
HEATHERLYNN GONZALEZ
CSR #13646

1 THURSDAY, SEPTEMBER 8, 2016; LOS ANGELES, CALIFORNIA

2 1:36 P.M.

3 -000-

4 SUPERVISOR KUEHL: YOU ALL GOT QUIET, BUT
5 EVERYONE WHO CAN HEAR AND UNDERSTAND ME PLEASE RAISE YOUR
6 HAND. I DON'T SEE ANYONE IN THE BACK RAISING YOUR HAND.
7 THEY CAN'T HEAR IN THE BACK. IT'S GOING TO BE IMPORTANT
8 TO BE HEARD. SO ANYTHING WE CAN DO ABOUT THE SOUND? DOES
9 THIS MAKE IT ANY BETTER? HELP A LITTLE BIT.

10 OKAY. I THINK I STILL HAVE A FEW COMMISSIONERS
11 MISSING. WE HAD A LOVELY CLOSED SESSION AND I DON'T KNOW
12 SOMEBODY WANTED A BATHROOM BREAK. IT'S JUST UNREASONABLE.

13 MS. BELSHE: TOUGH LOVE.

14 SUPERVISOR KUEHL: SO WE WILL START IN TWO
15 MINUTES. NOW YOU CAN TALK AMONG YOURSELVES.

16 MS. BELSHE: ENJOY THE PHOTOGRAPHS.

17 SUPERVISOR KUEHL: WE HAVE MOST OF OUR
18 COMMISSIONERS HERE. SO THE MEETING IS CALLED TO ORDER.
19 PLEASE, CALL THE ROLL.

20 SECRETARY: JUDY ABDO.

21 COMMISSIONER ABDO: HERE.

22 SECRETARY: NANCY AU.

23 COMMISSIONER AU: HERE.

24 SECRETARY: JANE BOECKMANN.

25 DUANE DENNIS.

1 COMMISSIONER DENNIS: HERE.
2 SECRETARY: CYNTHIA HARDING.
3 COMMISSIONER HARDING: HERE.
4 SECRETARY: LINDA ARAGON.
5 COMMISSIONER ARAGON: HERE.
6 SECRETARY: CHRISTOPHER THOMPSON.
7 COMMISSIONER THOMPSON. HERE.
8 SECRETARY: DAYTON GILLELAND.
9 COMMISSIONER GILLELAND: HERE.
10 SECRETARY: MARLENE ZEPEDA.
11 COMMISSIONER ZEPEDA: HERE.
12 SECRETARY: PHILLIP BROWNING.
13 COMMISSIONER BROWNING: HERE.
14 SECRETARY: PATRICIA CURRY.
15 COMMISSIONER CURRY: HERE.
16 SECRETARY: KARLA PLEITEZ HOWELL.
17 COMMISSIONER PLEITEZ HOWELL: HERE.
18 SECRETARY: DEANNE TILTON.
19 COMMISSIONER TILTON: HERE.
20 SECRETARY: SHEILA KUEHL.
21 SUPERVISOR KUEHL: HERE.
22 SECRETARY: QUORUM IS PRESENT.
23 SUPERVISOR KUEHL: ALL RIGHT. QUORUM IS PRESENT.
24 LET'S MOVE INTO THE ACTION ITEMS. MR. WAGNER.
25 MR. WAGNER: THANK YOU, MADAM CHAIR, AND GOOD

1 AFTERNOON, COMMISSIONERS.

2 ON THE ITEM ON CONSENT, THERE'S A COUPLE OF
3 THINGS TO DRAW YOUR ATTENTION TO. WE HAVE THREE
4 CONTRACTS: ONE IS A NEW AGREEMENT FOR \$149,920 TO
5 CONTRACT WITH SOUTHERN CALIFORNIA CENTER FOR NONPROFIT
6 MANAGEMENT. THEY WILL BE HELPING US ASSEMBLE THE HELP ME
7 GROW LEADERSHIP COUNCIL MEETINGS AND PREPARE THAT BODY OF
8 WORK. THIS IS VERY CONSISTENT WITH WHAT WAS INCLUDED IN
9 THE BUDGET THAT WAS PASSED BY THE BOARD IN JUNE. THERE'S
10 SOME ADDITIONAL ACTIVITIES THAT ARE CALLED OUT IN YOUR
11 BOARD MATERIALS.

12 IN ADDITION TO THAT NEW CONTRACT, THERE ARE TWO
13 RENEWALS. THE FIRST IS WITH CRYSTAL STARES. IT'S FOR
14 \$419,627 OVER THE COURSE OF TWO YEARS. \$293,739 IN THIS
15 CURRENT FISCAL YEAR, 16-17. THIS WILL ALLOW THE WORK IN
16 THE BEST START COMMUNITY WATTS WILLOWBROOK TO CONTINUE TO
17 WORK ON THEIR COMMUNITY IDENTIFIED FOCUS, WHICH IS HELPING
18 YOUNG PARENTS.

19 THE SECOND RENEWAL, THIRD CONTRACT, IS WITH
20 PUBLIC HEALTH FOUNDATION ENTERPRISES. IT'S FOR A TOTAL OF
21 \$667,127 OVER THE COURSE OF TWO YEARS. THIS CONTRACT
22 FUNDS THE ONGOING DATA ANALYSIS THEY HELP US PERFORM
23 ACROSS ALL OF THE WIC AGENCIES FOR LA COUNTY. IN ADDITION
24 TO THAT, EVERY COUPLE OF YEARS WE DO A MORE IN-DEPTH
25 SURVEY TO BETTER UNDERSTAND THE NEEDS AND ISSUES FACING

1 LOW-INCOME FAMILIES IN THE COUNTY. SO THIS WILL FUND THAT
2 SURVEY AS WELL.

3 AND WITH THAT, I RESPECTFULLY REQUEST YOUR
4 CONSIDERATION OF THESE ITEMS.

5 SUPERVISOR KUEHL: ANY COMMENTS OR QUESTIONS ON
6 ANY ITEM ON THE CONSENT CALENDAR?

7 SEEING NONE, I DO HAVE A MOTION TO APPROVE THE
8 CONSENT CALENDAR AS ACTION ITEMS?

9 COMMISSIONER HARDING: SO MOVED.

10 COMMISSIONER AU: SECONDED.

11 SUPERVISOR KUEHL: IT'S BEEN MOVED AND SECONDED.
12 ANY OBJECTION TO UNANIMOUS VOTE ON THIS OF THOSE PRESENT?

13 SEEING NONE, WE'VE ADOPTED THE CONSENT CALENDAR
14 AND APPROVED IT.

15 THE NEXT ITEM ON THE AGENDA, FRANKLY, IT'S
16 TERESA. SO I GUESS THE FIRST QUESTION IS, TERESA, IN
17 ORDER TO BE PRAISED AND PRAISED AND PRAISED AGAIN, WOULD
18 YOU LIKE TO STAND UP AT THE PODIUM? WOULD YOU LIKE TO SIT
19 IN FRONT OF US AT THAT TABLE? WOULD YOU LIKE TO COME UP
20 HERE? WHAT WOULD YOU LIKE TO DO?

21 MS. NUNO: NOT THE TABLE.

22 SUPERVISOR KUEHL: NOT THE TABLE. YOU WANT TO
23 STAND UP?

24 MS. NUNO: A STAFF JOKE.

25 SUPERVISOR KUEHL: STAND UP AND HEAR IT, RIGHT?

1 WELL, I'M GOING TO START, AND THEN THERE ARE A
2 LOT OF PEOPLE THAT WOULD LIKE TO SAY -- OR SOME PEOPLE WHO
3 WOULD LIKE TO SAY REALLY NICE THINGS ABOUT YOU, ALL OF
4 WHICH ARE DESERVED AND NONE OF WHICH ARE SUFFICIENT. AND
5 THEN WE'D ASK YOU AT THE END IF YOU WANT TO HAVE ANY
6 COMMENTS WITH US. AND THEN I'M SURE THERE WILL BE A BUNCH
7 OF PICTURES. I JUST LIKE THE AUDIENCE TO KIND OF KNOW.
8 BUT PEOPLE OFTEN CRITICIZE THE BOARD OF SUPERVISORS
9 BECAUSE WE START OUT BY HONORING PEOPLE. BUT HAVE I TO
10 SAY, IT'S TOTALLY APPROPRIATE. PEOPLE SPEND A LOT OF
11 TIME, A LOT OF PIECES OF THEIR LIVES DOING VERY GOOD WORK.
12 AND THEN SOMEONE IN THE OLD DAYS WOULD SAY, HERE'S YOUR
13 GOLD WATCH, WHICH WASN'T EVEN GOLD, AND OFF YOU GO.

14 SO WE DO IT DIFFERENTLY, AND I'M VERY HAPPY THAT
15 WE DO IT DIFFERENTLY, AND WE'RE DOING IT HERE AS WELL.

16 I'M GOING TO START OFF MANY OF THE REMARKS THAT I
17 MADE ABOUT YOU AT THE BOARD OF SUPERVISORS TO REPEAT. ONE
18 OF THE LONGEST SERVING FIRST 5 LA STAFF. TERESA NUNO IS,
19 AS YOU KNOW AND AS WE SAY, MOVING ON.

20 IF FIRST 5 LA HAS A LEADER AND A MOTHER FIGURE
21 WHO'S NURTURED ITS GROWTH SINCE THE AGENCY'S INFANCY, IT'S
22 TERESA. FROM THE STAFF'S FIRST OFFICE IN A DOWNTOWN
23 BUILDING BASEMENT 16 YEARS AGO, SHE HAS WORKED TO DEVELOP
24 THE PROGRAMS, THE STRATEGIES, THE STAFF, AND THE
25 PARTNERSHIPS SO THAT TODAY FIRST 5 LA HAS MATURED INTO ONE

1 OF THE LARGEST, MOST IMPACTFUL NONPROFIT CHILD ADVOCACY
2 AGENCIES IN THE COUNTY.

3 FROM THESE HUMBLE BEGINS -- MEANING FIRST 5 LA
4 AND NOT YOURS, OF COURSE -- TERESA AND HER FELLOW
5 DIRECTORS WERE IMMEDIATELY TASKED WITH GETTING THE FIRST
6 SET OF GRANTS OUT THE DOOR. AT ONE POINT, SHE WORKED 36
7 HOUR DAYS IN A ROW. AND I DON'T THINK THEY WERE
8 EIGHT-HOUR DAYS EITHER.

9 THERE WAS A SENSE OF EXCITEMENT, A SENSE OF
10 AMAZEMENT. THE POSSIBILITIES WERE ENDLESS. AND THEY WERE
11 CHOSEN TO BE PART OF AN ORGANIZATION THEY WERE GOING TO
12 HELP BUILD. AND BUILD THEY DID. AND BUILD AND BUILD AND
13 BUILD IN PARTNERSHIP AND, FOR THE MOST PART I THINK, WITH
14 JOY, HELPING TO GROW AND SHAPE FIRST 5 LA FROM A CONCEPT
15 INTO THE MANY PROGRAMS THAT HAVE BENEFITED THOUSANDS OF
16 OUR KIDS ZERO TO FIVE IN THE COUNTY. THE ORGANIZATION
17 WOULD TRULY NOT BE WHAT IT IS TODAY WITHOUT TERESA.

18 TOGETHER WITH HER COLLEAGUES, SHE COLLECTED THE
19 RAW MATERIALS FOR SUCCESSFUL CONSTRUCTION OF A NEW AGENCY:
20 TALENTED STAFF, BLUEPRINTS FOR LOFTY PROGRAMS BUILT ON
21 EVIDENCE-BASED PRACTICES AND COMMUNITY INPUT, AND STRONG
22 RELATIONSHIPS WITH BOTH PUBLIC AND PRIVATE PARTNERS.
23 THERE ARE FEW PEOPLE IN LA WHO COULD CLAIM TO HAVE DONE
24 MORE FOR YOUNG CHILDREN IN OUR COUNTY.

25 SO AS ONE OF MANY JUST TO KICK THIS OFF, PLEASE,

1 ACCEPT MY DEEPEST THANKS REPRESENTING THE COUNTY THAT YOU
2 HAVE SERVED SO WELL REPRESENTING THE CHILDREN, THIS BOARD,
3 WHICH IS GOING TO SPEAK FOR ITSELF AND OTHERS. BUT YOU
4 HAVE MY THANKS, MY GRATITUDE, AND MY DEEPEST ADMIRATION.
5 THANK YOU SO MUCH.

6 (APPLAUSE).

7 SUPERVISOR KUEHL: COMMISSIONERS NEXT. ANYBODY?
8 NANCY.

9 COMMISSIONER AU: TERESA, WE'VE GONE THROUGH
10 QUITE A BIT. IT'S BEEN 12 YEARS. AND IF IT WEREN'T FOR
11 YOU, IT WOULD HAVE BEEN MUCH MORE CHALLENGING. I WROTE
12 SOMETHING WHEN JEFF ASKED ME IF I COULD SUBMIT SOMETHING
13 THAT HE WANTED TO INSERT IN HIS WRITE-UP. AND I THOUGHT,
14 I'LL JUST READ IT.

15 TERESA NUNO, THERE ARE THREE PHRASES THAT COME TO
16 MIND FOR ME. THEY ARE THE FOLLOWING: CORE CONNECTOR,
17 AUTHENTIC CARING, SUPPORTIVE MENTORING. IT HAS GIVEN BOTH
18 EXTERNALLY AND INTERNALLY THAT TERESA HAS MENTORED A HUGE
19 NUMBER OF COLLEAGUES AND STAFF THAT HAVE BECOME VITAL
20 CONTRIBUTORS TO THE SOCIAL WORK ARENA. MANY WERE
21 COLLEAGUES WITHIN FIRST 5 LA AS WELL AS BRIGHT AND
22 TALENTED HIRES WITHIN THE VARIOUS DEPARTMENTS TERESA
23 MANAGED OVER THE YEARS, SINCE SHE WAS ONE OF THE FIRST
24 HIRED WHEN FIRST 5 LA WAS FORMED. TERESA'S INFLUENCE
25 THROUGH HER PROFESSIONAL AND PERSONAL ASSOCIATION IS

1 UNDENIABLE.

2 THE QUALITY UNDERPINS TERESA'S THOUGHTS AND
3 ACTION IS HER AUTHENTIC CARING. SHE EMBODIES HER WORK
4 WITH HER EXPERIENCES AS A SOCIAL WORKER, AS A SIBLING OF
5 13 BROTHERS AND SISTERS, AND A DAUGHTER OF IMMIGRANT
6 PARENTS GROWING UP WITH CHICAGO. SHE RESONATED WITH THE
7 DAY-TO-DAY STRUGGLES MANY LOW-INCOME FAMILIES HAVE IN
8 PROVIDING FOR THEIR FAMILIES, BUT ALSO CELEBRATED AND
9 RECOGNIZED THE STRENGTH BASED CULTURES, TRADITIONS, AND
10 RESILIENCY MANY BROUGHT WITH THEM WHEN THEY IMMIGRATED TO
11 THIS COUNTRY.

12 THE BODY OF TERESA'S WORK FOR FIRST 5 LA IS AS A
13 CONNECTOR. SHE WAS THE VOICE OF MANY PLANNING AND
14 ADVOCACY TABLES THAT SUPPORTED JOINT COMMUNITY RESPONSES
15 RATHER THAN DIVISIVE ACTIONS. THE NOTION OF STRATEGIC
16 PARTNERSHIPS BEGAN WAY BEFORE OUR CURRENT STRATEGIC PLANS
17 WHEN TERESA SAW THE VITALITY AND POTENTIAL OF THE
18 RELATIONSHIP-BASED ORGANIZING WORK PILOTED BY THE NOW
19 DEFUNCT CHILDREN'S PLANNING COUNCIL THAT SHE DECIDED TO
20 SUPPORT AS A STRATEGIC PARTNER.

21 WHEN IT BECAME CLEAR THAT, GIVEN THE PROJECTED
22 REVENUE DECLINE FOR TIME AND THE VERY LIMITED IMPACT OUR
23 GRANTS AND INVESTMENTS WERE HAVING IN IMPROVING OUTCOMES
24 FOR ALL CHILDREN ZERO TO FIVE IN LA COUNTY, LESSONS
25 LEARNED FROM THAT STRATEGY, TERESA AND HER STAFF

1 FACILITATED OUR PARADIGM SHIFT THAT RESULTED IN BEST
2 START. I TRULY BELIEVE THAT BEST START AS IT CONTINUES TO
3 DEVELOP AND THE -- AND FINE TUNING IT REQUIRES BASED ON
4 LESSONS LEARNED AND RETURNING ITS CORE PRINCIPLE THAT WILL
5 BE VITAL FOR FIRST 5 LA'S POLICY, POLICY WORK, SYSTEM
6 CHANGE WORK, AND ADVOCACY.

7 THIS IS TERESA'S LEGACY AS I SEE IT. SO I THANK
8 YOU, VERY, VERY MUCH. I LOVE YOU.

9 (APPLAUSE).

10 COMMISSIONER BOECKMANN: TERESA, I THINK YOU AND
11 I HAVE BEEN HERE THE LONGEST, FROM THE VERY BEGINNING. SO
12 I ESPECIALLY KNOW AND UNDERSTAND ALL THE WORK THAT YOU'VE
13 PUT FORTH FOR THIS ORGANIZATION. I LOVE YOU DEARLY AND
14 I'LL MISS YOU TREMENDOUSLY.

15 MS. NUNO: THANK YOU.

16 COMMISSIONER BROWNING: TERESA, I KNOW IT'S
17 DIFFICULT TO LEAVE SOMETIMES, BUT THAT TIME COMES FOR ALL
18 OF US. SOME OF US MORE QUICKLY THAN OTHERS, AND SOME OF
19 US UNDER MUCH LESS DESIRABLE CIRCUMSTANCES THAN OTHERS.

20 BUT I DO WANT TO SAY THAT, ON BEHALF OF THE
21 THOUSANDS AND THOUSANDS OF SOCIAL WORKS JUST WITH DCFS,
22 NOT TO TALK ABOUT THE OTHER THOUSANDS OF SOCIAL WORKERS IN
23 THIS COUNTY, I WANT TO SAY THANK YOU AND WE OWE YOU A DEBT
24 OF GRATITUDE FOR WHAT YOU'VE DONE. YOU'VE PUT FORWARD A
25 LOT OF THE CONCEPTS THAT SO OFTEN PEOPLE TAKE FOR GRANTED

1 BUT SO SELDOM DEMONSTRATE OR ARTICULATE. SO I THINK
2 YOU'VE BEEN A GREAT ROLE MODEL. YOU'VE BEEN A MENTOR AS
3 IT WAS INDICATED EARLIER. AND SO, AGAIN, I JUST WANT TO
4 SAY THANK YOU FOR ALL OF YOUR CONTRIBUTIONS.

5 MS. NUNO. THANK YOU.

6 COMMISSIONER CURRY: AND I'LL JUST SAY A FEW
7 QUICK THINGS. IT IS JUST SO WONDERFUL AND REFRESHING THAT
8 YOU'VE ALWAYS PUT THE KIDS AND THE COMMUNITY AND FAMILIES
9 FIRST, AND TAUGHT OTHER PEOPLE HOW TO DO THAT. AND I
10 THINK THAT'S ONE OF THE LEGACIES THAT YOU LEAVE AND -- ONE
11 OF MANY LEGACIES, BUT ONE THAT'S REALLY IMPORTANT BECAUSE
12 NOT EVERYBODY UNDERSTANDINGS THE WAY YOU DO AND THE WAY
13 YOU'VE TAUGHT OTHERS. SO I CONGRATULATE YOU FOR TEACHING
14 US ALL ABOUT FAMILIES AND THEIR IMPORTANCE AND THE
15 CHILDREN AND THEIR IMPORTANCE AND THE COMMUNITY. THANK
16 YOU.

17 MS. NUNO: THANK YOU.

18 COMMISSIONER DENNIS: GOOD AFTERNOON, YOUNG LADY.

19 MS. NUNO: THANK YOU FOR THE YOUNG.

20 COMMISSIONER DENNIS: THANK YOU FOR BEING YOU.

21 IT IS -- FIRST OF ALL, I'M GOING TO MISS OUR RENDEZVOUS AT
22 FELIPE'S. TERESA AND I WILL GO OVER THERE AND GET A
23 FRENCH DIP SANDWICH AND THEN -- THAT WAS OUR GOURMET
24 EXPERIENCE WITH ONE ANOTHER.

25 BUT WHEN YOU THINK ABOUT LEADERSHIP -- YOU KNOW,

1 I THINK ABOUT LEADERSHIP ON TWO DIFFERENT LEVELS. FIRST
2 OF ALL, ONE HAVING THE INTELLECTUAL CAPACITY, THE
3 INTELLIGENCE AND THE SAVVY TO KNOW HOW TO LEAD. THEN ON
4 THE OTHER HAND, ONE MUST HAVE PASSION AND CARING. AND IN
5 MY MIND THE PASSION AND CARING WAS SO OUTSTANDING IS AND
6 IS SO OUTSTANDING WITH TERESA. SHE CARES ABOUT THOSE SHE
7 ENGAGED WITH. SHE CARES ABOUT OUR FAMILIES. AND SHE'S
8 SINCERE ABOUT THE CONCERN THAT SHE HAS FOR THE FOLKS IN
9 OUR COMMUNITY. AND MORE IMPORTANTLY, WHEN I TALK TO HER,
10 I FELT VALUED. I FELT IMPORTANT, YOU KNOW. AND I FELT
11 LIKE A BIG BOY WHEN SHE TALKED TO ME.

12 SO TO THAT END, I'M EXTREMELY GRATEFUL, ETERNALLY
13 THANKFUL, AND HOPE THE VERY BEST FOR YOU. AND ANY TIME
14 YOU WANT TO GO DOWN TO FELIPE'S AGAIN, LET ME KNOW.

15 COMMISSIONER ABDO: TERESA, I'M OBVIOUSLY ONE OF
16 THE NEWER PEOPLE. BUT WHAT I HAVE NOTED IN THE SHORT TIME
17 I'VE BEEN HERE AND WHAT I'M HEARING ABOUT YOUR ENTIRE
18 TENURE IS THAT YOU PLAY A ROLL AS CONNECTOR IN THIS
19 ORGANIZATION THAT IS AND HAS BEEN A VERY IMPORTANT ROLE.
20 AND I HOPE THAT THERE WILL BE OTHERS WHO STEP INTO THAT
21 CONNECTOR ROLE, BUT IT WILL BE SORELY MISSED WHEN YOU'RE
22 NOT HERE.

23 MS. NUNO: THANK YOU. THANK YOU.

24 COMMISSIONER HARDING: TERESA, I HOPE MY MIC IS
25 WORKING. CAN YOU HEAR ME?

1 I DON'T THINK THERE'S ENOUGH WAYS TO THANK YOU
2 FOR ALL OF YOUR CONTRIBUTIONS TO THE ORGANIZATION AND TO
3 ALL OF US AS INDIVIDUALS TO MAKING THIS BOARD WHAT IT IS
4 TODAY AND TO MAKING THIS ORGANIZATION WHAT IT IS TODAY.
5 AND WHEN I THINK OF YOU, I THINK OF THE AMAZING LEADERSHIP
6 THAT YOU HAVE SHOWN IN THIS ORGANIZATION. ONE OF THE
7 HALLMARKS OF THAT IS THAT, WHEN YOU LEAVE, YOUR STAFF ARE
8 GOING TO FILL IN THAT GAP BECAUSE YOU'VE DONE JUST AN
9 AMAZING JOB OF TRAINING YOUR STAFF AND BRINGING THEM ALONG
10 AND ENGAGING THEM IN THE WORK IN EXTREMELY MEANINGFUL
11 WAYS. SO IF YOU'LL JUST ALLOW ME, I THINK OF YOU LIKE A
12 WEAVER, SOMEBODY WHO SITS AT THE LOOM AND BRINGS THE
13 BEAUTIFUL YARNS TOGETHER TO MAKE INCREDIBLE CLOTH. AND
14 THAT CLOTH THAT YOU'VE BUILT IN THIS ORGANIZATION IS A
15 VERY STRONG CLOTH BECAUSE OF THE WORK THAT YOU DID EARLY
16 ON. AND YOU'VE BROUGHT IN THE PARTNERSHIPS THAT
17 STRENGTHEN THAT CLOTH. YOU'VE MADE IT A BEAUTIFUL CLOTH
18 BECAUSE OF THE INCREDIBLE STAFF THAT YOU'VE TAUGHT TO
19 WEAVE AT YOUR SIDE.

20 SO AS YOU GO ON TO YOUR NEXT ADVENTURE, I JUST
21 HOPE THAT YOU CALL ON SOME OF US TO SIT AT THAT LOOM WITH
22 YOU IN YOUR NEXT ENDEAVOR SO WE CAN WEAVE AS WELL. THANK
23 YOU.

24 MS. NUNO: THAT'S BEAUTIFUL. THANK YOU.

25 COMMISSIONER GILLELAND: TERESA, IT'S REALLY

1 DIFFICULT TO FOLLOW SUCH A BEAUTIFUL METAPHOR. I DIDN'T
2 PREPARE ONE, BUT I DO WANT TO JUST SAY, YOU AND I HAVE
3 PROBABLY KNOWN EACH OTHER THE LEAST. I'M NEWEST I THINK
4 HER AT THIS TABLE. BUT I WANT TO EXPRESS TO YOU MY
5 APPRECIATION BECAUSE I'M VERY WELL AWARE OF THE INFLUENCE
6 YOU'VE HAD. AND AS NANCY POINTED OUT EARLIER, YOU REALLY
7 ARE A LEGACY. I THINK THE BEAUTY OF IS THAT YOUR WORK
8 CONTINUES. ALTHOUGH YOU'RE NOT GOING TO BE HERE DIRECTLY,
9 YOU HAVE ESTABLISHED A FOUNDATION THAT LIVES ON.

10 SO THANK YOU SO MUCH FOR YOUR CONTRIBUTIONS.

11 MS. NUNO: THANK YOU SO MUCH.

12 COMMISSIONER PLEITEZ HOWELL: YOU'VE ALWAYS LED
13 WITH EXAMPLES. YOU ALWAYS LED BY EXAMPLE, SO I HOPE
14 YOU'LL SET THE EXAMPLE OF WHAT GOOD REQUIREMENT LOOKS LIKE
15 FOR SOMEONE WHO'S WORKED REALLY HARD.

16 COMMISSIONER THOMPSON: I HAVEN'T HAD THE
17 PLEASURE OF KNOWING TERESA SOME OF THE LONGER SERVING
18 COMMISSIONERS, BUT I REMEMBER DURING MY ORIENTATION AS AN
19 ALTERNATE, TERESA CAME OVER TO MY OFFICE WITH SOME OF THE
20 OTHER STAFF MEMBERS AND MADE WHAT COULD HAVE BEEN A REALLY
21 OVERWHELMING AMOUNT OF INFORMATION VERY DIGESTIBLE AND
22 CRYSTAL CLEAR. AND I'VE HAD A GREAT DEAL OF -- IT'S BEEN
23 VERY MUCH A PLEASURE TO WORK WITH YOU OVER THESE YEARS.
24 AND I AGREE WITH ALL OF THE OTHER ADJECTIVES THAT HAVE
25 BEEN USED ABOUT YOU: ACCESSIBLE, PASSIONATE, CARING, AND

1 ENTHUSIASTIC AND REALLY ALWAYS CARING ABOUT THE KIDS.

2 MS. NUNO: THANK YOU SO MUCH.

3 COMMISSIONER THOMPSON: WE'LL MISS YOU A LOT.

4 SUPERVISOR KUEHL: DEANNE.

5 COMMISSIONER TILTON: HOLA.

6 MS. NUNO: HOLA.

7 COMMISSIONER TILTON: TERESA, I HAVE SPENT SOME
8 TIME PRACTICING TERESA AND I UNDERSTAND NOW THAT YOU
9 REALLY WANT TO BE CALLED TERESA. AND SO AS MY SPANISH
10 TUTOR, I WILL SAY TO YOU THAT I'LL TRY REALLY HARD TO
11 REMEMBER YOU AS TERESA. BUT I WORKED REALLY HARD ON THAT
12 TERESA.

13 I THINK THERE HAVE BEEN BEAUTIFUL WORDS SAID
14 ABOUT YOU AND THEY'RE ALSO TRUE AND ARE YOU UNIQUE. I
15 DON'T KNOW OF ANYONE ELSE IN THIS ORGANIZATION OR ANY
16 OTHER ORGANIZATION WHO IS SO UNIVERSALLY ADMIRER. THAT'S
17 BECAUSE YOU ARE SO AUTHENTIC. YOU'RE WHO YOU ARE. YOU'RE
18 HELPFUL. I THINK YOU GENUINELY WANT TO HELP PEOPLE, HELP
19 KIDS. AND YOU WANT TO BE UNDERSTOOD AND HELP OTHER PEOPLE
20 BE UNDERSTOOD. AND I HAVE REALLY, REALLY APPRECIATED
21 THAT.

22 SO YOUR FRIEND FOREVER. WHENEVER YOU GO, YOU'RE
23 NOT GOING TO BE GONE. SO WE WILL CARRY YOU IN OUR HEARTS
24 AND MINDS, BUT WE ALSO HOPE TO SEE YOU AND HAVE THE CHANCE
25 TO BE WITH YOU WHEREVER YOU -- WHEREVER YOUR JOURNEY TAKES

1 YOU. SO (SPEAKING SPANISH.)

2 MS. NUNO: GRACIAS.

3 MS. BELSHE: SO TERESA'S BEEN -- TERESA SHE
4 SHARED THE NEWS THAT SHE WAS GOING TO BE MAKING A
5 TRANSITION. AND IT'S MOST DECIDEDLY NOT A RETIREMENT; SO
6 WE WILL (SPEAKING SPANISH) WHAT HAPPENED NEXT. BUT TERESA
7 SAID -- GOES SHE, "I REALLY WANT THIS TO BE LOW KEY."
8 AND, YOU KNOW, WE ALL TRY TO BE RESPECTFUL. AND I -- I
9 SAID, "TERESA, WE WANT TO BE RESPECTFUL." ON THE OTHER
10 HAND, YOU NEED TO UNDERSTAND THAT WHEN PEOPLE OF TERESA'S,
11 YOU KNOW, LONGEVITY AND STATURE AND COMMITMENT TO THIS
12 ORGANIZATION AS EMPLOYEE NUMBER TWO DECIDES TO MAKE A
13 TRANSITION, YES, WE WANT TO BE RESPECTFUL OF TERESA, BUT
14 WE ALSO NEED TO BE RESPECTFUL OF KIND OF HOW THE
15 ORGANIZATION AND THE BROADER COMMUNITY IS EXPERIENCING
16 THAT TRANSITION. SO I SAID, WE'LL -- LET'S SEE IF WE CAN
17 MEET EACH OTHER HALFWAY. SO HALFWAY HAS INVOLVED A GREAT
18 TRIBUTE BY THE ENTIRE STAFF THAT INCLUDED A MARIACHI BAND.
19 THAT WAS OUR UNDERSTATED APPROACH.

20 SUPERVISOR KUEHL: IT WAS A LOW KEY MARIACHI
21 BAND.

22 MS. BELSHE: IT WAS A LOW KEY MARIACHI BAND, BUT
23 VERY CONSISTENT WITH THE CELEBRATORY THEME OF THIS BOTH
24 EXCITING NEWS FOR TERESA BUT ALSO SAD NEWS IN MANY WAYS
25 FOR THE ORGANIZATION. IT ALSO INCLUDED, UNDER THE

1 SUPERVISOR'S LEADERSHIP -- OR WITH THE SUPERVISOR'S
2 LEADERSHIP, A PROCLAMATION HONORING TERESA AND HER YEARS
3 OF SERVICE BY THE BOARD OF SUPERVISORS ON TUESDAY, AND ALL
4 FIVE MEMBERS OF THE BOARD STEPPING UP AND SAYING
5 SOMETHING. IN THE CASE OF SUPERVISOR RIDLEY THOMAS WHO
6 SAID, OUR BEHAVIOR IS STRONGER THAN WORDS. HE WENT UP AND
7 GAVE HER A HUGE BEAR HUG, WHICH WAS JUST LOVELY. AND NOW
8 THIS TRIBUTE.

9 SO WE'VE TRIED TO MEET YOU HALFWAY. THIS IS US
10 ALL BEING UNDERSTATED IN EXPRESSING OUR THANKS AND
11 GRATITUDE.

12 I SHARED IT WITH THE STAFF AND IN MY NOTE A QUOTE
13 I LOVE THAT MADE ME THINK OF TERESA FROM HELEN KELLER, WHO
14 SAID, QUOTE, ALL THAT WE LOVE DEEPLY BECOMES A PART OF US.
15 AND I THINK IT'S VERY CLEAR FROM ALL OF THE TRIBUTES TO
16 TERESA OVER THE COURSE OF THE PAST COUPLE OF WEEKS. AND I
17 HOPE YOU SEE AND FEEL AND HEAR, TERESA, HOW DEEPLY LOVED
18 YOU ARE. WE LOVE YOU. AND YOU KNOW THAT, AS SOME OF US
19 GET OLDER, I LOVE ALLITERATIONS. SO MY FINAL ALLITERATION
20 FOR YOU ARE THE THREE HS OF TERESA NUNO, WHICH IS, I LOVE
21 YOUR HEAD, I LOVE YOUR HEART, AND I LOVE YOUR HUMOR.

22 SO THANK YOU FOR BRINGING YOUR HEAD, YOUR SMARTS,
23 YOUR GOOD THINKING, YOUR FOCUS ON RELATIONSHIPS AND
24 PARTNERSHIPS KNOWING WE CAN ONLY DO SO MUCH ON OUR OWN.
25 THANK YOU FOR BRINGING YOUR HEART IN TERMS OF YOUR PASSION

1 AND CARING THAT THE COMMISSIONERS HAVE SPOKEN SO DIRECTLY
2 TO. AND THE COMMISSIONERS MAY NOT SEE IT AS MUCH, BUT
3 TERESA HAS EXTRAORDINARY HUMOR. AND WHEN SHE IS ON, OH,
4 MY GOD, IS SHE ON. AND I'VE SEEN PHOTOGRAPHS OF HER
5 BEING MADONNA AT HALLOWEEN PARTIES BACK IN THE DAY. BUT
6 ALWAYS HAVING JUST THE RIGHT COMMENT AND MANNERISM AND
7 APPROACH TO DIFFUSE SOMETIMES SOME CHALLENGING ISSUES.

8 SO THANK YOU FOR BRINGING YOUR HEAD, YOUR HEART,
9 AND YOUR HUMOR. ARE YOU LEAVING -- YOU ARE DEEPLY LOVED
10 AND LEAVING A DEEP LEGACY FOR US AS INDIVIDUALS AND AS AN
11 ORGANIZATION. AND YOUNG KIDS ARE ALL THE BETTER FOR IT.
12 SO THANK YOU.

13 SUPERVISOR KUEHL: TURN THIS OVER TO -- BEFORE I
14 TURN THIS OVER TO YOU -- BEFORE I TURN THIS OVER TO YOU,
15 TWO THINGS: ONE IS, THERE IS NO SUCH THING AS FIRST 5 LA,
16 JUST AS THERE IS NO SUCH THING AS THE COUNTY OF LOS
17 ANGELES OR THE BENCH OF THE SUPERIOR COURT OR WHATEVER;
18 IT'S ALL THE PEOPLE. AND IT'S EACH INDIVIDUAL PERSON.
19 AND OFTEN I THINK WE COME TO WORK EVERY DAY. MAYBE WE DO
20 SOME INTROSPECTION. BUT MOSTLY WE DON'T THINK OF THE
21 AGGREGATE IMPACT THAT WE HAVE OR EVEN THAT ANOTHER PERSON
22 HAS, KIND OF LIKE YOU'RE HERE, YOU'RE HERE, YOU'RE HERE,
23 YOU DO THIS, IT'S GREAT, WE LOVE IT. SO THIS SUMMATION IN
24 A WAY IS COMPLETELY INADEQUATE BUT PEOPLE REALLY WANT TO
25 ACKNOWLEDGE THAT YOU -- WITHOUT YOU IN THAT CHAIR OVER

1 THOSE YEARS, FIRST 5 LA WOULD HAVE BEEN VERY DIFFERENT AND
2 I THINK, FRANKLY, MUCH LESS.

3 THE OTHER THING IS, WE'RE HUMAN AND WE NEED
4 RITUAL. SO THIS IS PART OF THAT RITUAL WHERE PEOPLE DIG
5 DEEP, TRY TO TELL YOU WHAT YOU'VE MEANT. AND, NOW, YOU
6 WILL DO THE SAME AND TELL US KIND OF WHAT YOU'RE FEELING.
7 AND ON BOTH SIDES IT'S GOING TO BE INADEQUATE, I ALREADY
8 KNOW. BUT, PLEASE, THIS IS YOUR TIME TO TALK TO US.

9 MS. NUNO: THANK YOU. THANK YOU SO MUCH.

10 WELL, JUST AS KIM SAID, I -- WHEN ANNOUNCED THAT
11 I WAS GOING TO MOVE ON TO EXPLORE OTHER POSSIBILITIES,
12 OPPORTUNITIES, A TRANSITION AS ALL OF YOU HAVE TOUCHED ON
13 IN ONE WAY OR ANOTHER, IT'S A VERY INDIVIDUAL MOMENT AND
14 TIME, AND IT MEANS SOMETHING TO ALL OF US, EACH OF US IN
15 OUR OWN PERSONAL RESPECTIVE WAYS. AND SO I STAND HERE
16 BEFORE YOU ONLY TO SAY THAT MY MOMENT HAS COME. AND I AM
17 JUST TOUCHED IF NOT OVERWHELMED WITH THE RESPONSE
18 INTERNALLY AND EXTERNALLY AND FEEL SUCH A DEEP SENSE OF
19 GRATITUDE FOR THE THANK YOUS. BUT AT THE SAME TIME, I'VE
20 BEEN GIVEN AN OPPORTUNITY JUST AS YOU SHARED, SUPERVISOR
21 KUEHL, EARLIER WHEN I WAS ASKED FOR THAT PROFILE IN OUR
22 NEWSLETTER. I WAS ASKED AND THIS WAS -- YOU KNOW, WHEN WE
23 WERE ASKED -- WHEN WE WERE HIRED, WE ALMOST -- I WOULDN'T
24 SAY WALKED AROUND IN A DAZE BECAUSE THEN WE WOULDN'T HAVE
25 GOTTEN ANYTHING DONE. BUT INDEED IT WAS A MOMENT OF OH,

1 MY GOSH, WE'RE BEING ASKED TO BE A PART OF THIS AMAZING
2 OPPORTUNITY. IT WAS WRITTEN IN THE PAPERS AT THE TIME AS
3 THE SOCIAL EXPERIMENT OF THE CENTURY AND WITH THIS NEW
4 FUND THAT WOULD BE STREAMING IN AT A TIME WHEN THERE WAS
5 SUCH NEED, ALL THESE PRESSING, PERSISTENT NEED, BUT AT
6 THAT TIME AND IN THE CONTEXT OF ENVISIONING MILLIONS AND
7 MILLIONS OF DOLLARS COMING IN TO SERVE AS, YOU KNOW,
8 FILLING GAPS, NOT BEING A GLUE FOR SYSTEMS CHANGE,
9 SERVICES, MUCH NEEDED, ET CETERA. IT WAS A VERY DAUNTING
10 BUT YET EXCITED -- EXCITEMENT FOR ALL OF US.

11 SO I FEEL BEING THANKED TODAY, BUT I'LL KEEP THAT
12 IN PERSPECTIVE. AS MY MOM WOULD SAY, DON'T GO GETTING A
13 BIG HEAD. THERE'S -- LIFE IS STILL AHEAD OF YOU. SHE
14 ALWAYS HAD A WAY OF PUTTING US IN THAT RIGHT -- YOU KNOW,
15 GIVING US OUR FOCUS IN LIFE.

16 I WILL SAY, THERE'S ONE THING YOU SAID EARLIER
17 THAT REALLY TOUCHES MY HEART, AND THAT IS TUESDAY WHEN SO
18 MANY PEOPLE WENT UP TO THE PODIUM AND THE SUPERVISORS
19 ACKNOWLEDGED SO MANY, AND DO THIS EVERY TUESDAY, I JUST
20 FIND THAT AS JUST THE MOST -- ONE OF THE MOST AMAZING
21 THINGS THE BOARD OF SUPERVISORS DOES EVERY WEEK. AND
22 THOSE ARE THE SELECTED FEW BECAUSE THERE'S ONLY SO MUCH
23 TIME ON YOUR AGENDA AND SO ON. AND MANY, MANY OF US ARE
24 THANKED IN SO MANY DIFFERENT WAYS, BUT I JUST WANTED TO
25 SAY THAT THERE ARE MANY OF US WHO SEE THAT AS A VERY

1 POSITIVE PART OF YOUR BUSINESS. SO THANK YOU FOR THAT.

2 AND, YES, THANK, YOU KNOW, YOUR COLLEAGUES FOR
3 SUCH AN UNEXPECTED, AGAIN, OVERWHELMING RESPONSE. I
4 THOUGHT YOU WOULD DO THE INTRO. I REALLY DIDN'T KNOW WHAT
5 WOULD HAPPEN NEXT. I WAS BEING MOTIONED, STAND HERE,
6 STAND BACK, COME BACK, STAND HERE. SO AT ONE POINT, I'LL
7 JUST WHATEVER. AND THEN SUPERVISOR KNABE STARTED AND THEN
8 SUPERVISOR ANTONOVICH AND THEN MARK RIDLEY THOMAS
9 SUPERVISE, AND HILDA SOLIS. AND I MEAN, IT JUST WAS
10 OVERWHELMING TO SAY THE LEAST.

11 AND THEN NOW ALL OF YOU. AND I'LL TAKE IT ALL IN
12 BECAUSE MAKES ME -- IT DOES MAKE ME FEEL, YOU KNOW, HUMAN
13 AND APPRECIATED AS MANY IN THE ROOM. AS YOU SAID, I'M
14 JUST ONE INDIVIDUAL. BUT WHEN WE STARTED THE
15 ORGANIZATION, THERE WAS A STRONG LEADERSHIP AT THAT TIME
16 AND STRONG STAFF WHO HAS FOLLOWED. AND THEY'RE ALL IN
17 THIS BUILDING I HOPE HEARING ALL OF THE ACCOLADES
18 STREAMING UP THROUGH THE FLOORS ABOUT THE FABRIC THAT HAS
19 BEEN WOVEN AND WITH THE STRONG LEADERSHIP OF KIM AND OUR
20 HONORABLE JOHN WAGNER AS HE'S NOW BEEN NAMED, AND OUR
21 THREE NEW VPS, ALL FANTASTIC, YOU KNOW, EXPERTS AND
22 MEMBERS WHO ARE NOW JOINING FORCES TO MOVE US FORWARD,
23 ALONG WITH THE STAFF AND A GROUP OF CONSULTANTS WHO HAVE
24 COMMITTED TO WORK HAND IN HAND WITH US TO SEE US REACH OUR
25 GOAL IN THE FEW MONTHS THAT ARE COMING AHEAD.

1 SO I -- I ALSO JUST WANTED TO COME BACK TODAY.
2 AND I TOLD KIM I WANT TO GO BY AND SAY A PROPER GOODBYE
3 BECAUSE WE DID GO THROUGH A SUMMER HIATUS. AND WHEN THE
4 ANNOUNCEMENT CAME, I WANT TO THANK EACH YOU WHO REACHED
5 OUT TO ME ALMOST LIKE IN A NANOSECOND FOR SOME OF YOU. SO
6 YOU'RE GOOD TEXTERS AND UP WITH THE MILLENNIALS. AND EACH
7 OF YOU IN YOUR OWN SPECIAL WAY HAVE REACHED OUT, BUT I
8 WANT TO MAKE SURE THAT I CAPTURED EACH AND EVERY ONE OF
9 YOU AND THANK YOU, INCLUDING CRAIG HERE WHO SITS HERE AND
10 HAS ALSO PLAYED A BIG ROLE IN THE STARTUP OF OUR
11 ORGANIZATION. AND HE'S HEARD ALL MY WORDS THEN. SO HE'S
12 MEANT A LOT TO US IN THIS PROGRESS AS WELL.

13 AS KIM MENTIONED, I ALSO WANTED TO SHARE THAT
14 THERE'S BEEN A LOT OF ACCOMPLISHMENTS, TOO MANY TO
15 MENTION, THAT OUR CHILDREN, MANY, MANY, MANY STILL NEED,
16 BUT MANY ARE WELL SERVED AND HAVE BEEN THROUGH SO MUCH OF
17 OUR INVESTMENTS AND FUNDING.

18 AND MANY LESSONS HAVE EMERGED. MANY OF YOU HAVE
19 CONTINUED TO ASK WHAT ARE WE LEARNING. WELL, WE'RE
20 LEARNING A LOT SINCE DAY ONE. AND WE'VE ALWAYS MADE AN
21 EFFORT TO INCORPORATE THAT LEARNING INTO OUR NEW
22 INITIATIVES OR THE STRATEGIC PLANS. INDEED, IN 2008, WE
23 TOOK STOCK, WORKED WITH GREAT PEOPLE LIKE CECILIA SANDOVAL
24 WHO MANY OF YOU KNOW, AND GINA AREY, WHO IS HERE, TO
25 INTEGRATE THOSE LESSONS INTO OUR NEW STRATEGIC DIRECTION.

1 AND KIM AND JOHN CAME LATER AND WORKED AGAIN WITH US TO
2 STRENGTHEN THAT PATH.

3 AND SO IT'S WITH THAT, THAT I WANT TO SPEAK TO
4 STAFF AS WELL WHO ARE LISTENING I HOPE. IF YOU'RE NOT,
5 LISTEN NOW. THAT WE ARE SET IN A STRATEGIC DIRECTION THAT
6 BODES WELL FOR THE CHILDREN AND THEIR FAMILIES AND THEIR
7 COMMUNITIES IN LOS ANGELES COUNTY. AND WE STARTED AS THE
8 MODEL FOR OUR COUNTY, IF NOT THE STATE AND THE NATION.
9 AND I STILL BELIEVE WE ARE THAT AS WELL. AND WHEN WE
10 STARTED, WE SAID FIRST 5 LA COULD BECOME THE VOICE FOR
11 CHILDREN IN THIS COUNTY AND ELSEWHERE. AND I BELIEVE WE
12 ARE THERE.

13 THANK YOU SO MUCH FOR ALL THAT YOU'VE SAID.

14 (APPLAUSE.)

15 MS. BELSHE: BEN, CAN YOU TAKE A PICTURE?

16 MS. NUNO: I'D LOVE IT TO.

17 (CONVERSATIONS NOT REPORTED.)

18 SUPERVISOR KUEHL: OKAY. THAT WAS FUN. ONE BIG
19 HUGE ROUND OF APPLAUSE.

20 (APPLAUSE.)

21 SUPERVISOR KUEHL: OKAY. FROM THE SUBLIME TO THE
22 NOT SO RIDICULOUS, THE EXECUTIVE DIRECTOR'S REPORT.

23 MS. BELSHE: SO I'M GOING TO BE VERY BRIEF IN THE
24 INTEREST OF TIME. SO THE ONE THING I'D LIKE TO CALL OUT
25 AS COMMISSIONERS KNOW AND THE BROADER COMMUNITY, I WANT TO

1 GIVE A SHOUT OUT TO FIRST 5 LA CROSSING A VERY IMPORTANT
2 MILESTONE IN OUR ORGANIZATIONAL ALIGNMENT EFFORT. AGAIN,
3 ORGANIZATIONAL ALIGNMENT IS ALIGNING OUR STRUCTURE AND OUR
4 STAFFING TO OUR STRATEGY. AND SO TOWARDS THAT END, WE
5 HAVE ANNOUNCED BOTH OUR FULL EXECUTIVE TEAM AS WELL AS ALL
6 THE NEW DEPARTMENT HEADS. AND I SEE A NUMBER OF THEM
7 THERE. SO I WANT YOU TO HOLD YOUR APPLAUSE BECAUSE I KNOW
8 YOU WANT TO RECOGNIZE THIS TERRIFIC GROUP OF LEADERS.

9 BUT BEGINNING WITH OUR EXECUTIVE TEAM, EXECUTIVE
10 VICE PRESIDENT JOHN WAGNER. I'D LIKE YOU ALL TO STAND.
11 HOLD YOUR APPLAUSE. COME ON. NOT EVERYONE HERE MAY KNOW
12 YOU HONORABLE JOHN WAGNER. OUR VICE PRESIDENT OF
13 PROGRAMS, CHRISTINA ALTMAYER; OUR VICE PRESIDENT OF
14 INTEGRATION AND LEARNING, DANIELLA PUENTE; OUR VICE
15 PRESIDENT OF POLICY AND STRATEGY, KIM PATILLO BROWNSON;
16 OUR SENIOR DIRECTOR OF ADMINISTRATION -- PULL YOURSELF
17 AWAY FROM THAT MEMO -- CARL GAYDEN; GALA COLLINS, OUR
18 DIRECTOR OF HR WHO'S UP DOING HR WORK I BELIEVE; OUR
19 ADMINISTRATIVE DIRECTOR IS JENNIFER ECKERT; CONTRACTS,
20 RAOUL ORTEGA, FINANCE; AND DANIEL SUE, WHO IS OUR INTERIM
21 FOR INFORMATION TECHNOLOGY.

22 OUR TERRIFIC PROGRAMS DIVISION TEAM. LEADING OUR
23 PROGRAM WORK, BARBARA DUBRANSKI, DIRECTOR OF FAMILIES;
24 ANTOINETTE ANDREWS BUSH, DIRECTOR OF COMMUNITIES; KATIE
25 FALLIN, DIRECTOR OF EARLY CARE AND EDUCATION; AND TARA

1 FICEK, DIRECTOR OF HEALTH.

2 HOLD YOUR APPLAUSE. WE HAVE OUR INTEGRATION AND
3 LEARNING DEPARTMENT DIRECTOR, MANUEL FIERRO. MANUEL, I'D
4 LIKE TO YOU COME UP BECAUSE YOU MIGHT BE LESS WELL KNOWN
5 TO THE ORGANIZATION. COME ON UP. MANUEL, YOU CAN GIVE A
6 SHOUT OUT FOR MANUEL BECAUSE YOU MAY NOT KNOW HIM.

7 (APPLAUSE.)

8 MANUEL IS OUR NEW DIRECTOR OF INTEGRATION AND
9 LEARNING. AND MANY OF YOU MAY RECALL MANUEL FROM HIS
10 LEADERSHIP AND PRESENTATIONS AND ROLES IN THE BEST START
11 COMMUNITIES. ARMANDO JIMENEZ I KNOW IS WELL KNOWN, OUR
12 NEW CENTER OF -- CENTER OF EXCELLENCE FOR EVALUATION.

13 AND, FINALLY, OUR STELLAR POLICY AND STRATEGY
14 DIVISION TEAM MADE UP OF PETER BARTH, DIRECTOR OF POLICY;
15 GABRIEL SANCHEZ, DIRECTOR OF COMMUNICATION; AND JENNIFER
16 PIPPARD, OUR NEW DIRECTOR OF STRATEGIC PARTNERSHIPS.

17 NOW I CAN TAKE A BREAK AND PLEASE ACKNOWLEDGE
18 WITH ME THIS TERRIFIC LEADERSHIP.

19 (APPLAUSE).

20 MS. BELSHE: YOU KNOW MANY OF THESE INDIVIDUALS.
21 YOU WILL COME TO KNOW OTHERS. WHO HAVE I FORGOTTEN?
22 RAFAEL GONZALEZ IN HIS NEW ROLE AS THE DIRECTOR OF
23 COMMUNITY RELATIONS. NOW YOU HAVE TO STAND UP ALL BY
24 YOURSELF.

25 (APPLAUSE).

1 MY APOLOGIES. I HAVE REACHED THE BOARD IN
2 PRIVATE SESSION, BUT I APOLOGIZE. RAFAEL IS STEPPING IN A
3 NEW ROLE TO REALLY BOLSTER OUR SENIOR LABEL LEADERSHIP AND
4 RELATIONS IN THE BEST START CONTEXT AS WELL AS
5 ORGANIZATIONWIDE.

6 SO TERRIFIC GROUP OF TALENT WHO ARE NOW TOGETHER
7 LEADING THE NEXT PHASE OF OUR ORGANIZATIONAL ALIGNMENT
8 WORK AROUND STAFF RULES. AND MORE TO COME ON ALL OF THAT.

9 SO, TERESA, YOU LEAVE THE ORGANIZATION AT A
10 PIVOTAL TIME BUT IN VERY GOOD HANDS. AND I APPRECIATE
11 YOUR EXPRESSION OF CONFIDENCE IN THE EXECUTIVE TEAM AS
12 WELL AS YOUR AFFIRMATION OF CONFIDENCE IN THE TERRIFIC
13 GROUP OF COLLEAGUES WHO WILL BE LEADING THIS WORK GOING
14 FORWARD.

15 THANK YOU SO MUCH.

16 SUPERVISOR KUEHL: THANK YOU, KIM. WE'LL MOVE TO
17 JOHN.

18 JOHN, BE CAREFUL IF THEY REFER YOU TO AS THE
19 HONORABLE ANYTHING BECAUSE, WHEN YOU LEAVE THAT OFFICE AS
20 I DID IN 2008 WHEN I LEFT THE SENATE, YOU BECOME THE
21 USED-TO-BE HONORABLE.

22 MR. WAGNER: I'VE BEEN CALLED EVEN WORSE THAN
23 THAT, SO NO WORRY IN THAT.

24 SUPERVISOR KUEHL: SO MOVE TO AGENDA ITEM 5,
25 FIRST 5 LA POLICY UPDATE. I DO NOT BELIEVE WE NEED TO

1 TAKE ACTION ON THIS. YOU ARE GOING TO TALK TO US ABOUT
2 FUND BALANCE AND BUDGET POLICY.

3 MR. WAGNER: WELL, I CAN'T BELIEVE I HAVE THE
4 GOOD FORTUNE TO FOLLOWING TERESA'S ELOQUENCE IN THAT
5 EXCITING ANNOUNCEMENT TO WALK YOU THROUGH THE FUND BALANCE
6 POLICY. BUT SO BE IT.

7 SO A LITTLE BIT OF CONTEXT ON THIS. FIRST 5 LA
8 HAS ABOUT A DOZEN OR SO BOARD APPROVED POLICIES THAT
9 REQUIRE BOARD ACTION IF WE WANT TO SEEK AMENDMENTS OR
10 CHANGES TO THOSE POLICIES. AND WE'RE BRINGING FORWARD FOR
11 YOUR CONSIDERATION TWO POLICIES TODAY. AND AS THE CHAIR
12 INDICATED, THIS IS INFORMATIONAL ONLY. IT'S BACKGROUND.
13 AND THERE WILL BE SOME OPPORTUNITY TO ANSWER ANY
14 QUESTIONS, BUT IT'S NOT FOR ACTION. WE WOULD COME BACK TO
15 THE BOARD IN OCTOBER FOR ACTION.

16 NOW, I ADMIT THAT THESE POLICIES CAN BE A BIT
17 PARTICULAR TO FINANCE AND TO ACCOUNTING, WHICH IS
18 EXTREMELY IMPORTANT ALBEIT A LITTLE BIT DRY. SO THE GOOD
19 NEWS IS THAT WE ARE NOT GOING TO BE GOING AND WORDSMITHING
20 THESE POLICIES. BUT I WANT TO ASSURE YOU THAT WE DID GO
21 INTO THAT LEVEL OF DETAIL. WE WENT THROUGH THE POLICIES
22 WITH BOTH THE BUDGET AND FINANCE MEETING AT THE END OF MAY
23 -- BUDGET FINANCE COMMITTEE MEETING THE END OF MAY, AS
24 WELL AS THE EXECUTIVE COMMITTEE MEETING ON THE FIRST OF
25 SEPTEMBER. SO THESE POLICIES AND THE RECOMMENDATIONS

1 REFLECT THOSE MEETINGS WITH BOTH OF THOSE COMMITTEES.

2 SO FOR PURPOSES OF TODAY, I WANTED TO JUST
3 PROVIDE THE BOARD WITH A HIGH LEVEL OVERVIEW OF WHAT WE
4 ARE ATTEMPTING TO DO WITH THESE CHANGES. THE FIRST POLICY
5 THAT WE WILL BE -- THAT I WILL HIGHLIGHT IS THE FUND
6 BALANCE POLICY. AND THIS IS REALLY MEANT TO COMPLY WITH
7 US GOVERNMENT ACCOUNTING STANDARDS BOARD'S PROCEDURES THAT
8 HAVE BEEN IN PLACE SINCE 2010. AND I'LL TALK JUST BRIEFLY
9 A LITTLE BIT MORE ABOUT THAT. THE SECOND POLICY IS
10 ENTITLED, GUIDELINES FOR ADOPTION AND MODIFICATIONS OF THE
11 FISCAL YEAR BUDGET. THIS PROVIDES GUIDELINES FOR HOW WE
12 PREPARE, PROCESS, AND APPROVE AND MODIFY THE BUDGET WITH
13 THE BOARD IN THE VARIOUS COMMITTEES THAT HAVE
14 JURISDICTION. SO THERE ARE SUBSTANTIVE CHANGES IN THIS
15 POLICY. THERE ARE NOT IN THE FUND BALANCE POLICY. SO
16 I'LL SPEND A LITTLE BIT MORE TIME ON THE SECOND POLICY.

17 SO, AGAIN, THE FIRST RECOMMENDED POLICY WE ARE
18 BRINGING FORWARD FOR YOUR CONSIDERATION IS THE FUND
19 BALANCE POLICY. AGAIN, HAVING GONE THROUGH BUDGET AND
20 FINANCE AND EXEC, I WANT TO STATE THAT OUR EXISTING POLICY
21 DOES COMPLY WITH THE FEDERAL GOVERNMENT ACCOUNTING
22 STANDARDS. BUT WHAT IT DOES IS, IT MAKES REFERENCES TO
23 OUR PREVIOUS STRATEGIC PLAN. SO SINCE THIS HADN'T BEEN
24 UPDATED SINCE 2012, WE HAVE A NEW STRATEGIC PLAN. AND WE
25 WANTED TO TAKE THIS OPPORTUNITY TO REMOVE THOSE REFERENCES

1 TO PREVIOUS WORK THAT WERE NO LONGER RELEVANT TO OUR
2 EXISTING STRATEGIC PLAN. SO, AGAIN, THESE REFERENCES HAVE
3 BEEN REMOVED, BUT THERE ARE NO SUBSTANTIVE CHANGES TO THIS
4 POLICY.

5 ONE POINT THAT -- JUST TO BE TRANSPARENT AND
6 SHARE A CONVERSATION POINT THAT DID COME UP IN THE
7 EXECUTIVE COMMITTEE IS THE IMPORTANCE ABOUT HOW WE TAKE
8 VERY TECHNICAL POLICIES THAT ARE FOCUSED ON ACCOUNTING AND
9 AUDITING AND HOW WE COMMUNICATE THEM IN A WAY THAT'S
10 ACCESSIBLE TO THE PUBLIC. SO I JUST WANT TO ACKNOWLEDGE
11 THAT AND CALL IT OUT. THIS POLICY IS REALLY MEANT TO MEET
12 SOME AUDIT AND ACCOUNTING REQUIREMENTS.

13 THE SECOND POLICY WHERE WE DO HAVE SUBSTANTIVE
14 CHANGES IS THE POLICY AND THE GUIDELINES FOR ADOPTION AND
15 MODIFICATIONS OF THE BUDGET. SIMILAR TO THE PREVIOUS
16 POLICY I JUST MENTIONED, IT'S BEEN A FEW YEARS SINCE THIS
17 HAS BEEN UPDATED. AND IT REALLY IS AN EFFORT TO
18 CONSOLIDATE THREE EXISTING POLICY BUDGETS. I THINK THE
19 FACT THAT WE HAVE THREE POLICIES IS REPRESENTATIVE OF HOW
20 WE'VE EVOLVED AS AN ORGANIZATION IN CONSTRUCTING OUR
21 BUDGET. SO FOR MANY YEARS, WE DIDN'T EVEN BRING TO THE
22 BOARD A PROGRAM BUDGET. IT WAS FOCUSED ON THE OPERATING
23 BUDGET. AND SO WE HAD A POLICY ON THAT. AND THEN WHEN WE
24 DEVELOPED A PROGRAM BUDGET, WE HAD ONE ON THE ADOPTION OF
25 THE PROGRAM AND OPERATING BUDGET. SO IT'S JUST AN EXAMPLE

1 ABOUT HOW THESE POLICIES OVER THE YEARS HAVE REFLECTED THE
2 WAY IN WHICH WE'VE DONE OUR BUDGETS.

3 RATHER THAN CONTINUE TO HAVE THESE THREE
4 DISPARATE POLICIES, IT MADE SENSE TO CONSOLIDATE THEM IN
5 ONE POLICY, WHICH IS WHAT WE ARE PROPOSING. AND THE -- I
6 SHOULD MENTION THAT THOSE EXISTING POLICIES THAT WE ARE
7 CONSOLIDATING HAVE ALL BEEN PROVIDED IN THE BOARD
8 MATERIALS. SO THAT'S WHY YOU HAVE A LITTLE BIT MORE IN
9 YOUR MATERIALS THAN WHAT I'M WALKING THROUGH.

10 JUST TO HIGHLIGHT SOME OF THE SUBSTANTIVE
11 CHANGES. THE EXISTING POLICY REALLY DOES REQUIRE US TO
12 ADOPT OUR BUDGET BY THE END OF APRIL. AND IT ALSO
13 REQUIRES US TO BRING FORWARD A TWO-YEAR BUDGET PLAN AS
14 PART OF OUR BUDGET. EVER SINCE THIS POLICY WAS ADOPTED IN
15 2012, WE HAVE COME BACK TO THE BOARD AND ASKED FOR A
16 WAIVER OF -- OF THOSE REQUIREMENTS. AND THE REASON IS
17 TWOFOLD: ONE IS FOR BUSINESS REASONS THAT IT IS VERY
18 DIFFICULT TO MOVE TO AN EARLIER BUDGET AND A TWO-YEAR
19 BUDGET GIVEN SOME OF THE COMPETING WORKLOAD AND DEMANDS ON
20 OUR SYSTEMS. AND THE SECOND IS AN ANALYSIS BY STAFF THAT
21 THE ORIGINAL REASON TO GO TO AN EARLIER BUDGET AND A
22 TWO-YEAR BUDGET IS NO LONGER THE REALITY WE'RE FACING
23 GIVEN THAT WE'VE IMPLEMENTED SOME OTHER CHANGES IN HOW WE
24 DO CONTRACTS AND MAKE AWARDS TO CONTRACTORS AND GRANTEES.

25 SO THOSE -- RATHER THAN GO BACK TO THE BOARD

1 EVERY YEAR AND WAIVE THIS POLICY, WE THOUGHT IT WOULD BE
2 BETTER TO UPDATE THE POLICY AND MAKE IT CONSISTENT WITH
3 CURRENT PRACTICE.

4 THE THIRD THING I WOULD CALL OUT IS, YOU MAY OR
5 MAY NOT KNOW, BUT THERE IS RIGHT NOW A ONE-TIME FUND
6 ALLOWED UNDER THE DISCRETION OF THE EXECUTIVE DIRECTOR FOR
7 FUNDS UP TO \$100,000 THAT ARE NOT SPENT AS PART OF OUR
8 OPERATING BUDGET AND THAT -- WE HAVE NEVER USED THAT
9 SPECIAL FUND SINCE KIM AND I HAVE BEEN HERE. AND IT JUST
10 SEEMS THAT WE HAVE THE RELATIONSHIP AND THE OPPORTUNITY TO
11 GO TO THE BOARD IF NEEDS ARE DETERMINED AND WE CAN WORK
12 THAT THROUGH THAT RATHER THAN CONTINUE TO HAVE THIS
13 SPECIAL FUND AVAILABLE THAT HAS NOT BEEN TAPPED INTO SINCE
14 WE'VE BEEN HERE.

15 IN ADDITION, I JUST WOULD LIKE TO CALL OUT WHAT
16 WE ARE NOT CHANGING. WE ARE NOT CHANGING THE TYPICAL
17 BUDGET SCHEDULE. SO HOW WE TYPICALLY COME FORWARD TO THE
18 BOARD IN JANUARY AND WORK THROUGH THE VARIOUS COMMITTEES
19 MULTIPLE TIMES AND COME BACK WITH MULTIPLE BOARD
20 PRESENTATIONS, WE'RE NOT CHANGING THAT. IN FACT, FINANCE
21 WILL CONTINUE TO BRING FORWARD THAT BUDGET SCHEDULE EVERY
22 JANUARY FOR YOUR CONSIDERATION AND APPROVAL. WE ARE NOT
23 CHANGING THE LONG-TERM FINANCIAL PROJECTION PROCESS.
24 EVERY YEAR WE WILL DO THAT. AND THAT'S ALSO IN OUR
25 GOVERNANCE GUIDELINES. WE'RE NOT CHANGING THE AUTHORITY

1 TO MOVE FUNDS IN THE OPERATING BUDGET BETWEEN DIFFERENT
2 ACCOUNTS UP TO \$25,000. THAT'S AN EXISTING POLICY. IT'S
3 CONTINUED. WE ARE NOT CHANGING HOW WE INCLUDE THE
4 ADMINISTRATIVE COST CALCULATIONS SOMETIMES REFERRED TO AS
5 THE ADMIN CAP. THAT IS NOT BEING CHANGED. STILL PART OF
6 THE BUDGET PROCESS. WE'RE NOT CHANGING ANY OF THE
7 PURVIEWS OF THE VARIOUS COMMITTEES OR THE ROLE OF THE
8 BOARD IN HAVING INPUT THROUGH THOSE MULTIPLE
9 PRESENTATIONS, WHAT WE CALL THE BUDGET JOURNEY THAT'S
10 BROUGHT FORWARD TO THE BOARD.

11 WE ARE CLEANING UP LANGUAGE BECAUSE THERE IS A
12 REFERENCE TO THE OPERATIONS COMMITTEE IN THE BUDGET
13 PROCESS WHICH NO LONGER EXIST. SO THAT LANGUAGE IS BEING
14 UPDATED.

15 FINALLY, I'D JUST LIKE TO AGAIN REMIND YOU THE
16 NEXT STEP OF THIS PRESENTATION WOULD BE TO BRING THIS BACK
17 TO THE BOARD IN OCTOBER. AND I WOULD ALSO LIKE TO
18 ACKNOWLEDGE A LOT OF GREAT WORK BY STAFF WHO HAVE REALLY
19 LED A LOT OF THIS WORK, INCLUDING MONICA NUNO IN THE
20 EXECUTIVE DEPARTMENT, THE FINANCE TEAM THAT HAS WORKED A
21 LOT ON THIS. AND WE HAVE AN INTERNAL POLICY WORK GROUP
22 THAT HAS SPENT A FAIR AMOUNT OF TIME CONSOLIDATING THESE
23 POLICIES AND MAKING THESE RECOMMENDATION. SO JUST REALLY
24 WANT TO ACKNOWLEDGE THEIR GREAT WORK ON THIS.

25 SO WITH THAT, IF THERE ARE ANY QUESTIONS.

1 SUPERVISOR KUEHL: THANK YOU, JOHN. JUST TO
2 REMIND EVERYBODY, THIS IS A PRESENTATION. WE WILL BE --
3 THERE'S NO ACTION FOR TODAY. WE'LL PROBABLY BE HEARING
4 EXACTLY THE SAME REPORT IN OCTOBER THOUGH ONE HOPES NOT --

5 MS. BELSHE: HEY.

6 SUPERVISOR KUEHL: -- FOR US TO -- WELL, I
7 MEAN --

8 MS. BELSHE: HE LOOKED SAD.

9 SUPERVISOR KUEHL: YEAH, BUT LIKE, WE'RE ALL
10 HERE, WE HEARD IT; RIGHT? AND WE HAVE IT IN WRITING.

11 SO ANY QUESTIONS NOW IN CASE YOU WANT TO CHANGE?
12 JUDY.

13 COMMISSIONER ABDO: I JUST WANT TO UNDERSCORE ONE
14 OF THE THINGS THAT JOHN SAID ABOUT THE LANGUAGE THAT IS
15 REQUIRED BY ALL KINDS OF AUDITING PEOPLE, BUT THAT
16 LANGUAGE IS VERY INACCESSIBLE FOR THOSE OF US WHO ARE NOT
17 AUDITORS OR EVEN CPAS I GUESS. AND SO THAT -- I JUST WANT
18 TO HOPE THAT WE WILL BE USING MORE ACCESSIBLE LANGUAGE
19 WHEN WE EXPLAIN THE BUDGET TO US AND TO THE PUBLIC
20 BECAUSE, OTHERWISE, IT DOESN'T REALLY MEAN ANYTHING EXCEPT
21 TO AUDITORS.

22 SO THANK YOU.

23 SUPERVISOR KUEHL: SOME OF US HAD THAT ISSUE EVEN
24 WITH THE PIE CHARTS AND WHAT THE DIFFERENT FUNDS WERE
25 CALLED BECAUSE THERE WAS ONE THAT WAS AVAILABLE AND THEN

1 WE THOUGHT, WELL, DOES THAT MEAN EVERYONE ELSE IS
2 UNAVAILABLE, AND THAT WAS NOT THE CASE. SO JUDY'S POINT
3 WELL TAKEN.

4 ANY OTHER COMMENTS ON THIS PRESENTATION?

5 OKAY. GOOD. LET'S MOVE ON TO NUMBER 6, ALSO A
6 PRESENTATION NOT FOR ACTION. BUT WE MAY BE ASKED TO TAKE
7 SOME ACTIONS AT NEXT MONTH'S MEETING. SO PRESENTATION AND
8 ACTUAL WORK THAT I'M VERY EXCITED ABOUT, AND THAT IS
9 REALLY ABOUT COORDINATING WHAT FIRST 5 LA IS DOING WITH
10 COUNTY RELATED TO HOMELESSNESS.

11 JOHN AND SHARON -- OR SHARON IS GOING TO START.
12 WHO'S GOING TO START?

13 MR. WAGNER: I'LL JUST START VERY BRIEFLY AND
14 TURN IT OVER TO SHARON. JUST TO GO OVER A LITTLE BIT OF
15 WHO -- SHARON WILL GO OVER THE HISTORY OF THIS ITEM, WHICH
16 HAS BEEN DISCUSSED BEFORE AT THE BOARD GOING BACK TO THE
17 FEBRUARY PRESENTATION ON EXPIRING INITIATIVES AND OVER A
18 COUPLE OF MEETINGS OF OUR PROGRAM AND PLANNING COMMITTEE.

19 BUT BEFORE SHARON DOES THAT, I WANT TO REALLY
20 EXPLICITLY CALL OUT HOW EXCITING AND DIFFERENT THIS WORK
21 IS; DIFFERENT IN HOW WE ARE APPROACHING OUR WORK WITH THE
22 COUNTY IN FINDING WAYS TO SUPPORT COUNTY PRIORITIES AND
23 FINDING WAYS IN WHICH OUR PRIORITIES CAN BE ALIGNED WITH
24 THOSE OF THE COUNTY AND WE CAN MOVE FORWARD OUR WORK IN
25 DIFFERENT WAYS THAT WE OTHERWISE MIGHT NOT IF WE WERE BOTH

1 DOING THEM SEPARATELY. SO YOU'LL HERE A LITTLE BIT MORE
2 ABOUT THAT FROM SHARON. AND THIS IS REALLY KIND OF AN
3 UPDATE, AN OPPORTUNITY TO UPDATE THE BOARD ON OUR THINKING
4 ON THIS REALLY IMPORTANT ITEM. AND SHARON'S REALLY BEEN
5 THE LEAD ON THESE EFFORTS AND THE MASTERMIND BEHIND ALL OF
6 THIS.

7 SO WITH THAT, I REALLY WANT TO ACKNOWLEDGE HER
8 SIGNIFICANT CONTRIBUTIONS IN THIS AREA AS SHE WALKS US
9 THROUGH THE LATEST UPDATE ON THIS.

10 SUPERVISOR KUEHL: LET ME ALSO SAY JUST BEFORE
11 YOU BEGIN THAT THE COUNTY DID NOT HAVE A DEPARTMENT FOR
12 HOMELESSNESS OR REALLY EVEN FOR HOUSING WHEN YOU THINK OF
13 IT. AND SO WE ASKED OUR CEO AS AN ASPECT OF WHAT WE CAME
14 TO CALL THE AD HOCRACY WHERE WE CREATED THE OFFICE OF
15 CHILD PROTECTION WHICH BRIDGED A LOT OF DIFFERENT
16 DEPARTMENTS TO LOOK AT DOING THE SAME FOR HOMELESSNESS.
17 AND WE HAVE A 47-POINT PLAN IN THE COUNTY, EACH PIECE OF
18 WHICH WOULD DO WELL TO HAVE SOME PARTNERS WORKING WITH IT
19 AND ALSO IN TERMS OF ALIGNING THE THINGS THAT WE ALREADY
20 LOOK AT AND TRY TO DO. SO FIRST 5 HAS STEPPED UP.

21 SHARON, I'M VERY GRATEFUL FOR YOUR WORK. PLEASE, GO
22 AHEAD WITH YOUR REPORT TO US.

23 MS. MURPHY: WELL, THANK YOU, JOHN, FOR THE
24 INTRODUCTION, AND THANK YOU FOR YOUR GUIDANCE WITH THIS
25 ENDEAVOR.

1 SO I'M GOING TO TRY TO NOT GET TONGUE TIED TODAY.
2 BUT SUPERVISOR KUEHL, YOU ARE JUST -- YOU'RE AN ICON FOR
3 MY WIFE AND MYSELF. AND I MEAN, WHAT A CHAMPION FOR
4 MARGINALIZED GROUPS. SO THANK YOU. AND MAYBE LATER YOU
5 COULD AUTOGRAPH MY NOTES AND WE COULD TAKE A SELFIE OR
6 SOMETHING AFTER.

7 SO I GOT TO PRESENT WITH SOME OF YOU BACK AT OUR
8 MAY PPC MEETING. SO I'LL JUST GIVE YOU A FEW REMINDERS TO
9 START OFF WITH. AT THE MAY PPC MEETING, I REMINDED US
10 THAT OUR PERMANENT SUPPORTIVE HOUSING INITIATIVE WILL
11 EXPIRE. THAT WILL BE IN NOVEMBER 2017. NOW, BACK AT
12 FEBRUARY PPC MEETING, THE BOARD DIRECTED STAFF TO, QUOTE,
13 EXPLORE POTENTIAL FIRST 5 LA ENGAGEMENT WITH THE COUNTY'S
14 HOMELESS INITIATIVE THAT ALIGNS WITH FIRST 5 LA'S
15 2015-2020 STRATEGY PLAN, END QUOTE. SO WE UTILIZED THE
16 MAY PPC MEETING AS AN OPPORTUNITY TO SUMMARIZE SOME OF THE
17 STAFF WORK TOWARD THAT END.

18 NOW, WE RELATED TO EXPLORING COUNTY PARTNERSHIP,
19 ANOTHER REMINDER -- IN FACT, SUPERVISOR KUEHL WAS JUST
20 TALKING ABOUT IT. THE COUNTY'S DEVELOPED THIS PLAN TO
21 ADDRESS HOMELESSNESS. AND BACK IN MAY WE HAD LESLEY
22 BLACHER OF THE CEO'S OFFICE PROVIDE AN OVERVIEW OF THAT
23 PLAN TO FIRST 5 LA STAFF AND OUR PERMANENT SUPPORTIVE
24 HOUSING CONTRACTOR WHO'S BEEN PARTICIPATING WITH VARIOUS
25 COUNTY WORK GROUPS AND DISCUSSING IDEAS WITH THE COUNTY,

1 PHILANTHROPIC STAFF AS WELL, AS WE SEEK WAYS TO PARTNER
2 WITH THE COUNTY TO SUPPORT THE PLAN.

3 NOW, IN PREPARATION FOR THE MAY PPC MEETING,
4 STAFF REVIEWED ALL OF OUR INVESTMENTS AND IDENTIFIED SOME
5 POTENTIAL OPPORTUNITIES WHERE THE ISSUE OF HOMELESSNESS
6 COULD BE CONNECTED TO AN INVESTMENT. SO THAT'S WHAT WE'RE
7 CALLING OUR INVESTMENT INVENTORY. WHEN YOU HEAR ME
8 TALKING ABOUT THAT, THAT'S THAT OVERVIEW OF ALL THE
9 DIFFERENT -- ALL THE DIFFERENT FIRST 5 LA INVESTMENTS.

10 SO JOHN TALKED ABOUT HOW WE'RE DOING THIS NEW WAY
11 OF PARTNERING. AND I'LL JUST MENTION, TOO, THAT STAFF ARE
12 NOT ONLY LOOKING AT NEW WAYS TO PARTNER WITH THE COUNTY,
13 BUT WE'RE ALSO SEEKING WAYS THAT WE CAN COLLABORATE
14 INTERNALLY ACROSS DEPARTMENTAL AND INVESTMENT LINES. AND
15 THANKS TO THE GOOD WORK OF AN INTERDEPARTMENTAL TEAM -- WE
16 ALSO HAVE OUR OWN AD HOC RACY -- WE HAD AN
17 INTERDEPARTMENTAL TEAM -- STILL HAVE -- DUBBED TEAM
18 HOMELESSNESS, AND WE'VE ENGAGED MANY COLLEAGUES ACROSS THE
19 ORGANIZATION IN TAKING THIS INVENTORY OF OUR INVESTMENTS
20 AND IDENTIFYING HOW THEY MIGHT ALIGN WITH THE COUNTY'S
21 HOMELESS INITIATIVE.

22 SO TEAM HOMELESSNESS. WE IDENTIFIED A NUMBER OF
23 POTENTIAL CONNECTIONS OF OUR INVESTMENTS TO THE COUNTY'S
24 HOMELESS INITIATIVE. WHAT DO WE MEAN WHEN WE TALK ABOUT
25 CONNECTIONS? WELL, AS A RESULT OF SOME CREATIVE THINKING,

1 I THINK THAT YOU'LL FIND THAT OUR INVOLVEMENT WITH
2 HOMELESSNESS CAN VARY CONSIDERABLY ACROSS VARIOUS
3 INVESTMENTS. SO OUR INVOLVEMENT MAY BE CHARACTERIZED SUCH
4 AS HELPING HOMELESS FAMILIES ACCESS SERVICES TO A RESEARCH
5 PROJECT TO INCORPORATING HOMELESSNESS INTO THE EARLY
6 PLANNING FOR AN EMERGING INVESTMENT.

7 SO THE FULL INVENTORY RESULTS WERE INCLUDED IN
8 YOUR MATERIALS, BUT I DON'T HAVE TIME TODAY TO TALK ABOUT
9 ALL OF THOSE, OF COURSE; RIGHT? SO I'M JUST GOING TO
10 HIGHLIGHT THE ONES THAT WE'RE GOING TO BE PRIORITIZING.
11 SO WHO IS AS INSPIRATIONAL AS SUPERVISOR KUEHL? WELL,
12 SUPERVISOR KUEHL'S STAFF. SO WE HAVE BENEFITED GREATLY
13 FROM SUCH GREAT PARTNERS THROUGH THIS PROCESS. AND,
14 CERTAINLY, SUPERVISOR KUEHL'S STAFF HAVE BEEN WONDERFUL
15 CONTRIBUTORS, PARTNERS THROUGH THIS, THE COUNTY CEO'S
16 OFFICE AS WELL, AND THEN JUST OTHERS TOO NUMEROUS TO NAME,
17 BUT CERTAINLY OTHER PARTNERS THROUGHOUT PHILANTHROPY.

18 AND SO THROUGH ALL OF THESE DISCUSSIONS, WE'VE
19 IDENTIFIED SOME INVESTMENTS THAT WE WILL PRIORITIZE AS WE
20 EXPLORE WAYS TO SUPPORT THE COUNTY'S PLAN. SO TO START
21 OFF WITH, OUR INVESTMENTS IN WELCOME BABY, ORAL HEALTH,
22 PARENT/CHILD INTERACTION THERAPY, THESE ARE PERHAPS
23 INVESTMENTS THAT YOU'VE HEARD BEFORE. THESE ARE FAMILIAR
24 TO YOU. AND THESE INVESTMENTS, BECAUSE THEY'RE ALREADY
25 BEING IMPLEMENTED; RIGHT? THEY'RE ALREADY UNDERWAY.

1 SO NOW THAT MEANS OUR EFFORTS ARE CURRENTLY FOCUSED ON HOW
2 TO HELP FAMILIES -- HOW TO HELP HOMELESS FAMILIES ACCESS
3 THOSE SERVICES.

4 NOW, WHILE CONNECTING HOMELESS FAMILIES WITH
5 FIRST 5 LA FUNDED SERVICES, IT CERTAINLY SOUNDS
6 STRAIGHTFORWARD. I WILL JUST SAY THAT THIS IS SYSTEMS
7 CHANGE WORK IN ACTION AND IT WILL BE AN ITERATIVE PROCESS.
8 THE COUNTY CEO'S OFFICE ENCOURAGED US TO ESTABLISH
9 PROTOCOLS FOR HOW HOMELESS FAMILIES COULD EASILY ACCESS
10 SERVICES SINCE, OF COURSE, SUCH FAMILIES LIKELY WILL HAVE
11 VERY LIMITED RESOURCES, THEY MAY NOT BE ABLE TO GO TO
12 VARIOUS SERVICE LOCATIONS. SO WE'RE IN THE PROCESS OF
13 DEVELOPING THESE PROTOCOLS FOR WELCOME BABY, ORAL HEALTH,
14 AND PARENT/CHILD INTERACTION THERAPY. AND WE'RE ALSO
15 GOING TO BE PILOTING THESE PROTOCOLS WITH A HOUSING
16 PROVIDER. YOU'RE FAMILIAR WITH LA FAMILY HOUSING. WE'RE
17 GOING TO START -- START WITH THEM.

18 NOW, MOVING ON TO ANOTHER BUCKET HERE, ANOTHER
19 PRIORITIZE INVESTMENT WILL BE TRAUMA INFORMED CARE. AND
20 WE WILL CONTINUE TO EXPLORE HOW OUR WORK MAY ALIGN WITH
21 THE COUNTY'S PLAN. STAFF HAS CONDUCTED A LITERATURE REVIEW
22 THAT CONNECTS THE ISSUES OF TRAUMA INFORMED CARE AND
23 HOMELESSNESS. AND THIS FALL FIRST 5 LA WILL BE CONDUCTING
24 AN ENVIRONMENTAL SCAN OF TRAUMA INFORMED CARE THAT THE
25 RELATED PIONEERING EFFORTS WITHIN TRAUMA INFORMED CARE AND

1 BEST PRACTICES. SO STAFF WILL IDENTIFY HOW HOMELESSNESS
2 CAN BE INCLUDED IN THAT -- IN THAT SCAN. WE'RE EXPLORING
3 OPPORTUNITIES TO CONNECT TRAUMA INFORMED CARE WITH THE
4 COUNTY STRATEGIES. AND WE'VE ALREADY BEGUN THOSE
5 DISCUSSIONS.

6 AND THEN, FINALLY, YOU'LL SEE THAT BUCKET THERE
7 ABOUT RESEARCH AND EVALUATION. WE ARE LEVERAGING OUR
8 CONTRACT WITH THE CHILDREN'S DATA NETWORK FOR A RESEARCH
9 PROJECT. SO FOR A LITTLE BACKGROUND, IN THE COUNTYWIDE
10 SYSTEM THAT HOUSES FAMILIES, WE'RE FINDING THAT
11 APPROXIMATELY 20 PERCENT OF THOSE FAMILIES INCLUDE A HEAD
12 OF HOUSEHOLD WHO IS 16 TO 24 YEARS OLD. RESEARCH WILL BE
13 UNDERTAKEN TO ALLOW US TO BETTER UNDERSTAND IF THESE YOUNG
14 HEADS OF HOUSEHOLDS ARE AS SUCCESSFUL AS THEIR OLDER
15 COUNTERPARTS IN STAYING HOUSED AS WELL AS WE'LL BE LOOKING
16 AT SOME OTHER OUTCOME MEASURES.

17 CHILDREN'S DATA NETWORK WILL ANALYZE RELATED DATA
18 AND INFORM HOW EFFORTS TO HOUSE SUCH FAMILIES COULD
19 BENEFIT FROM PERHAPS SOME DIFFERENT APPROACHES AND
20 SUPPORTS.

21 WELL, OUR WORK IS NOT DONE, REST ASSURED. AND
22 SO, THEREFORE, WE HAVE SOME NEXT STEPS HERE. IN SERVICE
23 TO COUNTY PRIORITIES, WE WILL CONTINUE TO EXPLORE HOW OUR
24 INVESTMENTS CAN CONNECT WITH THE COUNTY'S PLAN TO SUPPORT
25 HOMELESS FAMILIES. NOW, WE ANTICIPATE THAT MUCH OF OUR

1 HOMELESSNESS EFFORTS -- SO UNLIKE OUR HOMELESSNESS EFFORTS
2 PRETTY MUCH TO DATE, OUR HOMELESSNESS EFFORTS WILL BE
3 WITHIN OUR CURRENT INVESTMENTS AND LESS -- WE'RE
4 ANTICIPATING MOST OF THAT WORK WON'T REQUIRE ADDITIONAL
5 FUNDS. HOWEVER, SHOULD AN OPPORTUNITY ARISE WHERE WE
6 COULD SUPPORT THE COUNTY THAT WOULD REQUIRE ADDITIONAL
7 INVESTMENT, OF COURSE, STAFF WILL SEEK YOUR APPROVAL FOR
8 SUCH AN ENDEAVOR. STAFF WILL CONTINUE TO PROVIDE UPDATES
9 TO THE COMMISSION. BUT SINCE WE INTEND TO EMBED OUR
10 HOMELESSNESS EFFORTS WITHIN OUR VARIOUS INVESTMENTS, OUR
11 PROGRESS REPORTS TO YOU ALL WILL BE MADE BY THE VARIOUS
12 INVESTMENT LEADS WHERE THAT HOMELESSNESS STRATEGY LIVES.

13 ALL RIGHT. I'M HAPPY TO HOPEFULLY ANSWER SOME
14 QUESTIONS OR IF OTHERS HAVE SOME THOUGHTS, COMMENTS.

15 SUPERVISOR KUEHL: GOOD PRESENTATION. I THINK WE
16 -- LOOKING AROUND, IT LOOKS LIKE EVERYONE UNDERSTOOD IT
17 QUITE WELL. MAY THINK OF QUESTIONS THROUGHOUT THE NEXT
18 WEEK OR SO. BUT REMEMBER THIS IS COMING BACK TO US IN
19 OCTOBER FOR PERHAPS SOME RECOMMENDED ACTIONS, NOT SURE,
20 THAT WE'LL THEN BE CONSIDERING. SO I THINK THIS IS VERY
21 EXCITING. THERE ARE A LOT OF THINGS DEVELOPING FOR THE
22 COUNTY AS WELL IN IT'S HOMELESSNESS ARENA. NOT A LOT OF
23 THOUGHT ABOUT OUR POPULATION OF ZERO TO FIVE KIDS AND
24 THEIR FAMILIES.

25 JOHN, YOU WANTED TO ADD SOMETHING?

1 MR. WAGNER: THANK YOU, MA'AM CHAIR. JUST TO
2 CLARIFY, THIS IS INFORMATIONAL UPDATE AND IT'S -- IT DOES
3 NOT COME BACK FOR BOARD ACTION.

4 SUPERVISOR KUEHL: SORRY. I -- I MADE A WRONG
5 NOTE THEN.

6 MS. BELSHE: WE MAY WELL BE COMING BACK LATER
7 THIS FALL DEPENDING UPON WHERE SOME OF THE EMERGING
8 OPPORTUNITIES, CONVERSATIONS, HOW THEY UNFOLD THAT SHARON
9 TOUCHED ON.

10 SUPERVISOR KUEHL: IT ALSO MAY SIMPLY BE A REPORT
11 TO US FOR FURTHER ALIGNMENT --

12 MS. BELSHE: YUP, THAT'S EXACTLY RIGHT.

13 SUPERVISOR KUEHL: -- WITH OUR WORK AND PERHAPS
14 NOT FOR BOARD ACTION. THANK YOU, JOHN.

15 DUANE.

16 COMMISSIONER DENNIS: SHARON, IT'S PROBABLY
17 IMPORTANT TO MAKE SURE THAT COUNTY OFFICE OF CHILD CARE IS
18 ENGAGED AND INVOLVED AS, YOU KNOW, THEY, YOU KNOW, HAVE
19 RESPONSIBILITY IN, YOU KNOW, THE ECE ARENA AND REPRESENT
20 COUNTY GOVERNMENT. AND, YOU KNOW, I RECENTLY DID SOME
21 WORK WITH THEM. SO YOU MAY -- YOU MAY WANT TO CONNECT
22 WITH THE CEO'S OFFICE BECAUSE THIS OBVIOUSLY IS SOMETHING
23 THAT SHOULD BE COORDINATED WITH THEM AS WELL.

24 MS. MURPHY: THANK YOU. GREAT.

25 COMMISSIONER BOECKMANN: I'D JUST LIKE TO SAY

1 SOMETHING BECAUSE WE HAVE A TREMENDOUS HOMELESS SITUATION
2 IN OUR COMPANY. AND WE TRY AND TRY TO HELP THE PEOPLE.
3 WE TRY TO FIND HOMES FOR THEM. AND OUR EXPERIENCE HAS
4 BEEN THAT THEY DON'T WANT HELP. THEY DON'T WANT TO GO TO
5 A PLACE WHERE THEY HAVE THREE MEALS A DAY AND A BED. THEY
6 WANT TO STAY WHERE THEY'RE FREE TO DO DRUGS AND LIVE THAT
7 KIND OF LIFESTYLE. AND I DON'T KNOW HOW -- HOW TO HANDLE
8 THAT.

9 SUPERVISOR KUEHL: WELL, I THINK THE COUNTY IS
10 ACTUALLY STEPPING UP IN A NEW WAY. WE'RE PIVOTING AS
11 WELL. I WANT TO GIVE, EVERY TIME I TALK ABOUT IT, GREAT
12 CREDIT TO MOLLY LAURIE WHO JUST PASSED AWAY WHO'S
13 UNDERSTANDING OF THE HOMELESS POPULATION AND EMPATHY AND
14 SYMPATHY WENT TO FIGURING OUT HOW IT IS YOU HELP PEOPLE
15 DECIDE TO DO BETTER FOR THEMSELVES WHEN THEY DON'T THINK
16 MUCH OF THEMSELVES. SOME OF WHAT WE THOUGHT WAS SIMPLY
17 INTRACTABILITY. TURNED OUT TO BE THINGS LIKE, OH, BUT YOU
18 CAN'T BRING YOUR DOING. WELL, MY DOG IS MY BEST FRIEND,
19 SO, OF COURSE, I DON'T WANT TO DO THAT. OR WE'VE GOT A
20 GREAT PLACE FOR YOU, JUST GET IN THE VAN. WELL, I DON'T
21 TRUST ANYBODY, WHY WOULD I TRUST YOU. MOLLY WOULD GO BACK
22 TIME AFTER TIME AFTER TIME. MOSTLY ON SKID ROW, BUT NOT
23 ONLY, TALKING OVER AND OVER AGAIN UNTIL SOMEONE BEGAN TO
24 UNDERSTAND THAT THIS WAS WORTH A RISK FOR THEM.

25 WE'RE ALSO PIVOTING A LOT OF THE SERVICES FROM

1 RULE-BASED, YOU CAN'T BE HERE IF YOU'RE ADDICTED TO
2 ANYTHING OR HIGH OR WHATEVER TO WHAT WE'RE -- I THINK
3 WE'RE CALLING HARM REDUCTION CENTERS WHERE YOU -- YOU'RE
4 WELCOME TO HAVE HOUSING HERE, ESPECIALLY OUR TRANSITION
5 AGED YOUTH. WE WEREN'T GETTING ANY OF THEM IN BECAUSE WE
6 WERE SAYING, YOU CAN'T SMOKE OR WHATEVER, YOU KNOW.

7 SO THAT THE WHOLE POINT IS HOUSING FIRST, THEN
8 TRYING TO FIGURE OUR WAY THROUGH -- PUBLIC HEALTH IS
9 DEEPLY ENGAGED IN A LOT OF THIS. SO I THINK THERE'S BEEN
10 A REAL SHIFT. AND FIRST 5 LA HAS BEEN THINKING THIS WAY
11 FOR QUITE A LONG TIME, AND THAT IS -- ESPECIALLY, WHEN
12 WE'RE LOOKING AT THE DIFFERENT PROGRAMS THAT WE'RE
13 INVESTING IN NOW, WHAT IS IT YOU ACTUALLY NEED IN ORDER
14 FOR US TO BE THERE FOR YOU?

15 AND I -- ALL OF OUR DEPARTMENTS, MANY HAVE BEEN
16 THERE FOR A LONG TIME. BUT WE'RE ALL SAYING, YOU KNOW,
17 DO THIS MORE AND MORE AND MORE. CLIENT CENTERED, CHILD
18 CENTERED, FAMILY CENTERED, HELP US HELP YOU KIND OF THING.

19 SO I THINK LOOKING AT THIS POPULATION, WE'RE
20 TRYING TO LEARN AS WELL AND MAKE CERTAIN THAT THEY GET
21 SOME HELP.

22 NANCY.

23 COMMISSIONER AU: TO FOLLOW UP, I THINK WHAT I'M
24 ALSO HEARING FROM JANE IS THAT JANE REPRESENTS A BUSINESS
25 ENTITY. AND THEY -- I THINK WE NEED TO RETHINK PERHAPS

1 THAT WE NEED TO VIEW THEM AS POTENTIAL PARTNERS.

2 SUPERVISOR KUEHL: SURE.

3 COMMISSIONER AU: BECAUSE THEY ARE ALMOST THE
4 ONES WHO EXPERIENCE THE -- THE IMPACT OF HOMELESSNESS ON
5 THEIR FRONT DOOR --

6 COMMISSIONER BOECKMANN: AND IN OUR BATHROOMS
7 AND --

8 COMMISSIONER AU: -- AND ALL THAT COMES WITH.
9 AND I THINK IT'S TERRIBLY CHALLENGING FOR THEM. SO I
10 WONDER IF THERE'S A WAY -- AND I'M LOOKING AT CINDY
11 BECAUSE THIS IS A PUBLIC HEALTH -- IT COULD BE A PUBLIC
12 HEALTH ISSUE AS WELL -- THAT THERE'S A WAY FOR US TO, WHEN
13 WE TALK ABOUT CONNECTING, TO BE ABLE TO COMMUNICATE TO
14 BUSINESS ENTITIES THAT THERE IS AN AVENUE FOR THEM TO
15 REACH OUT FOR SOME RESOURCES, SOME ASSISTANCE SO THAT THEY
16 HAVE A WAY TO RELATE TO THESE INDIVIDUALS IN A WAY THAT IS
17 GOING TO BE HELPFUL, BOTH FOR THEM AS WELL AS FOR THE
18 PERSON EXPERIENCING HOMELESSNESS AND ADDITIONAL CHALLENGES
19 AS WELL.

20 SUPERVISOR KUEHL: IT'S A VERY GOOD POINT. IN
21 HOLLYWOOD, IN PACIFIC PALISADES, AND IN MALIBU -- THESE
22 ARE PLACES IN MY DISTRICT -- IT'S HAPPENING IN OTHER
23 PLACES, THE RESIDENTS HAVE GOTTEN TOGETHER. THEY -- THEY
24 PARTICIPATED IN THE HOMELESS COUNT. THEY SAID, WE KNOW
25 OUR HOMELESS. WE'VE GOT 216 HOMELESS IN THIS AREA. WE

1 KNOW THEM AND -- AS BUSINESSES ACTUALLY COME TO KNOW THEM.
2 AND THEY HAVE CONTRACTED WITH, FOR EXAMPLE, THE OCEAN PARK
3 COMMUNITY CENTER TO DO OUTREACH TEAMS BECAUSE THAT'S WHAT
4 THEY DO. AND SO THEY'RE GOING TO AREAS OUTSIDE OF THEIR
5 OWN SERVICE AREA UNDER CONTRACT WITH THESE RESIDENCES,
6 BUSINESS -- YOU KNOW, BIDS ARE DOING IT. SO I THINK WHAT
7 WE'RE LOOKING AT IS JUST INNOVATION, INNOVATION,
8 INNOVATION TRYING TO UNDERSTAND AND WORK TOGETHER. POINTS
9 ARE WELL TAKEN.

10 YES, TRISH.

11 COMMISSIONER CURRY: I THINK THAT ONE POPULATION
12 THAT RELATES TO FIRST 5 LA IS THE PREGNANT AND PARENTING
13 TEENS IN FOSTER CARE SYSTEM. AND SINCE AB-12 EVERY YEAR
14 THE NUMBER OF YOUTH WHO ARE FOSTER KIDS WHO HAVE CHILDREN
15 IS GROWING. AND THE NUMBER OF KIDS WHO ARE KIDS OF KIDS
16 IN THE FOSTER CARE SYSTEM IS GROWING. AND THAT -- SO
17 THEY'RE -- WHEN THEY'RE LEAVING THE SYSTEM, THEY HAVE
18 CHILDREN WITHIN THAT ZERO TO FIVE AREA THAT WE ARE
19 PARTICULARLY FOCUSED ON. AND THEY ARE ALSO THE SAME
20 POPULATION THAT, WHEN THE HILTON FOUNDATION DID THEIR
21 GREAT REPORT ON PREGNANCY AND PARENTING TEENS IN THE
22 FOSTER CARE SYSTEM, TALKED ABOUT -- THEY DID IT -- IT WAS
23 I THINK A 2013 REPORT. BUT IT TALKED ABOUT HOW THOUGH THE
24 CHILDREN OF FOSTER CHILDREN ARE THE MOST LIKELY TO
25 RE-ENTER THE SYSTEM.

1 SO FOR A NUMBER OF REASONS, I THINK WE NEED TO
2 FOCUS IN ON THAT POPULATION. ONE OF THEM IS BECAUSE IT IS
3 YOUNG FAMILIES. THE OTHER IS BECAUSE THEY HAVE A HIGH --
4 SUSCEPTIBILITY TO COMING INTO THE FOSTER CARE SYSTEM.
5 WE'RE GOING TO SPEND THE MONEY ON THEM EITHER THERE OR ON
6 THE FRONT END TRYING TO HELP THEM.

7 SO IT'S JUST ONE I THINK THAT I -- WE NEED TO
8 CONTINUE TO FOCUS ON AND FIND SOLUTIONS FOR.

9 SUPERVISOR KUEHL: THANK YOU.

10 CINDY.

11 COMMISSIONER HARDING: I JUST WANT TO ADD IN BACK
12 TO THE ORIGINAL PRESENTATION, SHARON, WHAT I REALLY LIKE
13 ABOUT WHAT YOU PRESENTED TODAY IS THAT, INSTEAD OF US
14 HAVING AN INVESTMENT JUST ON HOMELESSNESS, WHICH WE HAD IN
15 THE PAST, TO HAVE AN INVESTMENT WHERE WE'RE USING OUR
16 EXISTING INVESTMENTS IN COMMUNITIES AND FAMILIES IN
17 LEARNING AND MAKING SURE THAT THOSE INVESTMENTS ARE
18 ADDRESSING THIS IMPORTANT POPULATION. SO I THINK WE'RE
19 GOING TO LEARN A LOT FROM DOING THAT. AND IT'S PROBABLY
20 GOING TO MEAN YOU'RE GOING TO COME BACK AND SAY THERE ARE
21 ADDITIONAL THINGS THAT WE NEED TO INVEST IN BECAUSE WE
22 DIDN'T THINK ABOUT IT RIGHT WHEN WE WERE THINKING ABOUT IT
23 THE FIRST TIME. BUT AS WE BROADEN THAT VISION AND LOOK
24 AT, WHAT DO WE NEED TO DO IN WELCOME BABY FOR HOMELESS
25 FAMILIES THAT MAY BE VERY DIFFERENT THAN WHAT WE DESIGNED

1 IT FOR INITIALLY.

2 BUT I THINK THAT'S THE BETTER APPROACH SO THAT
3 WE'RE EMBRACING THE POPULATION IN A -- IN A DIFFERENT WAY.
4 AND I THINK IT'S A -- I THINK IT'S A SMART MOVE FOR OUR
5 ORGANIZATION TO DO THAT. SO THANK YOU.

6 SUPERVISOR KUEHL: I THINK IT'S ALSO IMPORTANT,
7 TOO, BECAUSE FIRST 5 -- THE COUNTY IS VERY HAPPY TO BE
8 ABLE TO USE FIRST 5 TO SERVE OUR GOALS. I THINK IT'S
9 REALLY IMPORTANT FOR FIRST 5 TO FIGURE OUT HOW THEY WANT
10 TO LEVERAGE THE COUNTY TO SERVE OUR GOALS AT FIRST 5. SO
11 ALWAYS -- I SHOULDN'T SAY THAT. BUT OKAY. ALWAYS KEEP
12 THAT IN MIND.

13 THANK YOU VERY MUCH.

14 JUDY.

15 COMMISSIONER ABDO: I JUST WANTED TO SAY THAT
16 WHAT WE'RE NOT TALKING ABOUT AT ALL IS THAT MUCH OF THE
17 REASON THAT WE HAVE HOMELESS PEOPLE ON THE STREET AND IN
18 OUR BUSINESSES AND ALL OVER OUR COUNTY IS THAT WE DON'T
19 HAVE ENOUGH HOMES FOR THEM. AND WE NEED TO, AS PEOPLE IN
20 OUR COMMUNITIES, TO ADVOCATE FOR MORE HOUSING SO THAT
21 THERE WILL BE CHOICES. RIGHT NOW, THERE AREN'T A LOT OF
22 CHOICES FOR A LOT OF HOMELESS FAMILIES OR HOMELESS
23 INDIVIDUALS. AND WE NEED TO HELP WHEREVER WE CAN TO LOOK
24 AT ZONING POLICIES, TO LOOK AT LAW ENFORCEMENT POLICIES,
25 AND TO WORK WITH COMMUNITIES TO FIND WAYS TO HAVE HOUSING

1 FOR PEOPLE.

2 SUPERVISOR KUEHL: IN WELCOME BABY WE ALSO HAVE
3 NOT YET PAID ATTENTION TO THE -- TWO OF THE POINTS IN THE
4 FAMILY'S PLAN -- IN THE COUNTY'S PLANS, THE LARGER AREAS,
5 ARE PREVENTION AND INCOME AUGMENTATION. WE'RE TRYING TO
6 FIGURE OUT WHAT TO DO EXACTLY SO THAT PEOPLE GET THEIR
7 EARNED INCOME TAX CREDIT. YOU KNOW, WE'RE DOING SORT OF A
8 LOT OF FINANCIAL STUFF.

9 BUT I'M THINKING, SINCE WE WILL HAVE CONTACT WITH
10 THE FAMILIES, MAYBE ONE OF THE THINGS WE WANT TO LOOK AT
11 OVER THE NEXT YEAR IS PART OF THE PREVENTION MODEL; HOW
12 ARE WE HELPING OUR FAMILIES THAT ARE ALREADY IN OUR
13 PROGRAM THAT MAY BE AT RISK OF HOMELESSNESS BUT ARE NOT
14 HOMELESS YET. AND YOU'RE NOT ALIGNING WITH OUR GOALS.
15 WE'RE GOING TO ALIGN WITH FIRST 5'S GOALS. SO I THINK
16 THAT COULD BE HELPFUL AS WELL.

17 SHARON.

18 MS. MURPHY: SO IF I CAN JUST OFFER -- WE'VE BEEN
19 SERVING ON -- ONE OF THE MANY STRATEGIES IN THE COUNTY'S
20 PLAN IS HOMELESS PREVENTION FOR FAMILIES, IS ONE OF THE
21 STRATEGIES. AND THAT'S A WORK GROUP THAT WE'RE
22 PARTICIPATING WITH. AND WELCOME BABY IS REALLY OUR
23 LEADING WAY OF PARTICIPATING WITH THAT WORK GROUP BECAUSE
24 I THINK WE CAN COULD HAVE A REALLY NICE RECIPROCAL
25 RELATIONSHIP WITH THE COUNTY WITH WELCOME BABY WHERE

1 PERHAPS WE'RE SORT OF CROSS-REFERRING FAMILIES.

2 SUPERVISOR KUEHL: GREAT. THANK YOU VERY MUCH
3 FOR THE REPORT. WE'LL MOVE ON TO THE NEXT ITEM AND WE
4 LOOK FORWARD TO HEARING FROM YOU AGAIN SOMETIME IN THE
5 FALL. IF NOT THE OCTOBER MEETING, THEN NOVEMBER OR OTHER.
6 BUT IT'S GREAT. AND I THINK VERY, VERY EXCITING.

7 LET'S MOVE TO ITEM NUMBER 7, OUR LEGACY
8 INVESTMENTS UPDATE. TARA'S GOING TO REPORT TO US. OFF
9 YOU GO.

10 MS. FICEK: WELL, GOOD AFTERNOON, COMMISSIONERS.
11 TODAY'S STAFF IS GOING TO BE PROVIDING AN UPDATE,
12 SHARING IMPORTANT PROGRAMMATIC DEVELOPMENTS FOR THREE OUR
13 FIRST 5 LA LEGACY INVESTMENTS. THEY ARE PARENT-CHILD
14 INTERACTION THERAPY, ALSO KNOWN AS PCIT; ORAL HEALTH AND
15 NUTRITION - DENTAL HOME, WHICH INCLUDES THE CONTRACT WITH
16 UCLA; AND THEN FINALLY LA CARE CURRENTLY ADMINISTERS OUR
17 HEALTHY KIDS INSURANCE PROGRAM.

18 SO AS YOU MAY RECALL, LEGACY INVESTMENTS DO
19 REPRESENT ONGOING WORK OF THE COMMISSION THAT WERE
20 APPROVED THROUGH PRIOR STRATEGIC PLANS. OUR PRESENTATION
21 TODAY THOUGH IS MEANT TO SERVE AS A BRIEF INTRODUCTION OR
22 A REMINDER TO THE BOARD ON EACH OF THESE INVESTMENTS WITH
23 A MUCH DEEPER DISCUSSION, INCLUDING STAFF ANALYSIS AND
24 RECOMMENDATIONS TAKING PLACE AT COMMITTEE MEETINGS LATER
25 THIS MONTH. AND THE PRESENTATION WILL THEN CLOSE WITH

1 SUMMARIZING THE UPCOMING BOARD MEETINGS WHERE WE ARE GOING
2 TO DIG IN DEEPER INTO EACH THESE INVESTMENTS.

3 SO WHAT WE'RE DOING TODAY IS WE'RE NOT COMING
4 BACK TO REVISIT EXPIRING INITIATIVES. I KNOW MANY OF YOU
5 SEE ME AND YOU THINK, GREAT, HERE WE GO EXPIRING
6 INITIATIVES. THAT'S NOT HAPPENING TODAY. THESE THREE
7 INVESTMENTS ARE BEING BROUGHT BACK TO THE BOARD TODAY
8 BECAUSE LATER THIS MONTH THEY HAVE -- THEY DO HAVE VERY
9 SPECIFIC AND UNIQUE ISSUES THAT NEED BOARD INPUT OR
10 SUPPORT IN ORDER TO MOVE FORWARD.

11 SO WE'RE GOING TO START WITH PCIT. THIS
12 INVESTMENT IS FOCUSED ON TRAINING MENTAL HEALTH WORKERS
13 THROUGHOUT LA COUNTY TO GROW THE WORKFORCE WITH NECESSARY
14 SKILLS TO SERVE CHILDREN AGE TWO TO FIVE USING THE
15 EVIDENCE-BASED PCIT INTERVENTION. THIS PROJECT DOES
16 INCLUDE CONTRACTS WITH LA COUNTY DEPARTMENT OF MENTAL
17 HEALTH AND ALSO WITH UC DAVIS AS THE TECHNICAL ASSISTANCE
18 PROVIDER. IT'S SCHEDULED TO END NEXT SEPTEMBER 2017. AND
19 THIS WAS A BOARD APPROVED ALLOCATION OF 20 MILLION BACK IN
20 2012.

21 YOU MAY RECALL PCIT DID GO THROUGH EXPIRING
22 INITIATIVE REVIEW EARLIER THIS YEAR AND ITS POTENTIAL
23 ALIGNMENT WITH YOUR 2015-2020 STRATEGIC PLAN WAS NOT YET
24 CLEAR. SO WE DID REPORT THAT BACK IN MARCH OF THIS YEAR
25 THAT WE WOULD, PENDING FURTHER DEVELOPMENT OF OUR TRAUMA

1 INFORMED CARE STRATEGY, THAT NEEDED TO TAKE PLACE BEFORE
2 ALIGNMENT COULD BE DETERMINED.

3 SO WE DID SHARE THAT WE WOULD BE COMING BACK WITH
4 PCIT NEXT YEAR IN THE SPRING WHEN WE DO EXPIRING
5 INITIATIVES. HOWEVER, SINCE THEN PROGRAMMATIC DELAYS HAVE
6 BECOME MORE CLEAR.

7 SO REGARDING INITIATIVE -- KIND OF CURRENT
8 INITIATIVE STATUS, IF THE PCIT INVESTMENT WERE TO MAINTAIN
9 ITS CURRENT SEPTEMBER 2017 END DATE, BOTH DMH AND UC DAVIS
10 WOULD NOT BE ABLE TO MEET KEY MILESTONES AND OUTCOMES.
11 BOTH OF THEM -- 51 SITES HAVE BEEN LAUNCHED AND UP TO 20
12 SITES MAY STILL BE IN TRAINING BY THE SCHEDULED END DATE,
13 AGAIN, OF SEPTEMBER OF NEXT YEAR. FIRST 5 STAFF HAS
14 IDENTIFIED THAT ADDITIONAL TIME IS THEREFORE NEEDED TO
15 COMPLETE THE TRAINING OF ALL THE SITES AND ALSO COMPLETE
16 OTHER PROGRAMMATIC OBJECTIVES. SO AS FOR THE FINANCIAL
17 STATUS, THERE IS ALSO AN APPROXIMATELY EIGHT MILLION LEFT
18 IN UNSPENT FUNDS.

19 SO STAFF HAS BEEN CONSIDERING A NO-COST EXTENSION
20 TO FINISH THE WORK. AND THIS POTENTIAL EXTENSION ALSO
21 REQUIRES THE MOVEMENT OF FUNDS FROM DEPARTMENT OF MENTAL
22 HEALTH TO UC DAVIS FOR THEM TO MAINTAIN THE ROLE AS THE TA
23 PROVIDER. AND FUTURE BOARD PRESENTATIONS, AGAIN, THAT
24 WILL DIG INTO THIS INVESTMENT FURTHER WILL INCLUDE THE
25 SEPTEMBER BUDGET AND FINANCE COMMITTEE MEETING AS WELL AS

1 THE SEPTEMBER PROGRAM AND PLANNING COMMITTEE MEETING.
2 BOTH BUDGET AND FINANCE AND PPC WILL GO INTO THE DETAILS
3 AND EXPLAIN WHY THE SIGNIFICANT AMOUNT OF UNSPENT FUNDS
4 FOR THIS INVESTMENT.

5 MOVING ON TO ORAL HEALTH AND NUTRITION - DENTAL
6 HOME, THIS IS GOING TO BE COMING BACK TO THE BOARD FOR
7 REVIEW AND APPROVAL. THIS INVESTMENT DID FOCUS ON
8 SUPPORTING THE DEVELOPMENT OF DENTAL HOMES IN FEDERALLY
9 QUALIFIED HEALTH CENTERS THROUGHOUT THE COUNTY. AND IT IS
10 -- AND IN PARTICULAR GROWING THEIR CAPACITY TO INCREASE
11 AND STRENGTHEN ORAL HEALTH SERVICES TO CHILDREN AGE
12 PRENATAL TO FIVE. THIS INVESTMENT DOES INCLUDE ONE
13 CONTRACTOR. IT'S WITH UCLA SCHOOL OF DENTISTRY. IT IS
14 SCHEDULED TO END IN DECEMBER OF THIS YEAR. IT WAS
15 APPROVED BACK IN 2012 WHEN THE FUNDS WERE ADVANCED TO
16 UCLA. AND THROUGH THE EXPIRING INITIATIVES REVIEW
17 PROCESS, IT WAS DETERMINED THAT ORAL HEALTH WAS NOT
18 SPECIFICALLY PROVIDED FOR IN OUR 2015-2020 STRATEGIC PLAN.
19 AND, THEREFORE, PER GOVERNANCE GUIDELINE NUMBER 7
20 INVESTMENTS AND BASED ON THEIR CONTRACT END DATE, OUR
21 BOARD APPROVED ALLOCATION END DATE.

22 AS FOR INITIATIVE STATUS, AS OF JUNE, THE PROJECT
23 IS FULLY IMPLEMENTING ALL THEIR KEY INFRASTRUCTURE AND
24 CAPACITY BUILDING IMPROVEMENTS ACROSS ALL 12 FEDERALLY
25 QUALIFIED HEALTH CENTER SITES. SO, FOR EXAMPLE, SOME OF

1 THESE IMPROVEMENTS INCLUDE PROVIDER TRAINING, SOME IT
2 ENHANCEMENTS SUCH AS ELECTRONIC HEALTH RECORDS, PHYSICAL
3 IMPROVEMENTS TO THE CLINICS, STAFFING ENHANCEMENT SUCH AS
4 HAVING A PEDIATRIC DENTIST ON SITE AND OTHER PROVIDERS
5 TRAINED IN SERVING YOUNG CHILDREN. AND THEN ULTIMATELY,
6 THE PLAN IS TO STRENGTHEN THE INTEGRATION BETWEEN THE
7 MEDICAL AND THE DENTAL SIDE OF THE CLINIC TO BETTER SERVE
8 YOUNG KIDS.

9 WHEN THIS INVESTMENT WAS CONTRACTED, A SPECIAL
10 REVENUE FUND WAS SET UP THAT REQUIRED UCLA TO HOLD THE
11 INTEREST THAT WAS DRAWN DOWN ON OUR ADVANCED FUNDS. SO A
12 REQUIREMENT OF THAT SPECIAL REVENUE FUND INCLUDED BRINGING
13 A REQUEST BACK TO THE BOARD ON USE OF THOSE ACCRUED FUNDS.
14 SO THE TOTAL AMOUNT IS APPROXIMATELY 380,000. AND STAFF
15 HAS BEEN WORKING CLOSELY WITH UCLA TO IDENTIFY BEST USE OF
16 THOSE FUNDS, AND THAT -- AGAIN, AT OUR PROGRAM PLANNING
17 COMMITTEE MEETING LATER THIS MONTH, WE ARE GOING TO
18 REQUEST TO ALLOW UCLA TO RETAIN THE ACCRUED FUNDS THROUGH
19 JUNE OF NEXT YEAR FOR THEM TO DO ADDITIONAL CAPACITY
20 BUILDING WORK AND ALSO ADDRESS PROGRAMMATIC
21 SUSTAINABILITY.

22 AND THEN, FINALLY, WE ARE MOVING ON TO LA CARE.
23 AS MANY OF YOU -- I MEAN, YOU WILL RECALL DUE TO PAST
24 BOARD PRESENTATIONS AS WELL, WE CURRENTLY CONTRACT WITH LA
25 CARE TO ADMINISTER OUR HEALTHY KIDS INVESTMENT WHICH DOES

1 PROVIDE HEALTH INSURANCE TO CHILDREN WHO DO NOT QUALIFY
2 FOR MEDI-CAL OR OTHER COVERAGE. THIS INVESTMENT WILL END
3 IN DECEMBER. AND IT WAS A BOARD APPROVED ADVANCE IN THE
4 AMOUNT OF 12.9. THIS WAS BACK IN 2012 AS WELL. AND AS A
5 RESULT OF EXPIRING INITIATIVES REVIEW PROCESS, THE BOARD
6 DID APPROVE AN EXTENSION OF THIS CONTRACT DUE TO A
7 SUSTAINABILITY OPPORTUNITY, AND THAT WAS A RESULT OF THE
8 MEDI-CAL EXPANSION WHICH HAS -- WHICH BEGAN A FEW MONTHS
9 AGO.

10 SO FOR -- REGARDING THE INITIATIVE STATUS,
11 HEALTHY KIDS CURRENTLY INCLUDING 481 MEMBERS. LA CARE IS
12 WORKING CLOSELY WITH THESE FAMILIES AND COMMUNICATING
13 MEDI-CAL ELIGIBILITY. SCREENING EFFORTS ARE UNDERWAY
14 THROUGHOUT THIS MONTH IN THE TRANSITION PROCESS FOR THESE
15 CHILDREN MOVING THEM FROM HEALTHY KIDS OVER TO MEDI-CAL IS
16 TAKING PLACE. ADDITIONAL DETAILS INCLUDING THE NUMBER OF
17 KIDS THAT HAVE TRANSITIONED SUCCESSFULLY WILL BE AVAILABLE
18 TOWARDS THE END OF THIS MONTH. AND WE ANTICIPATE SHARING
19 THAT WITH THE BOARD VERY SOON.

20 AND OUT OF THAT 12.9 MILLION THAT WAS ADVANCED,
21 THERE IS APPROXIMATELY AN EIGHT MILLION IN UNSPENT FUNDS.
22 SO FOR BOARD CONSIDERATION, AS YOU'LL RECALL OVER THE PAST
23 YEAR, STAFF HAS PROVIDED UPDATES TO THE BOARD ON
24 OPPORTUNITIES TO CONTINUE PARTNERING WITH LA CARE. OF
25 COURSE, THIS NEW PARTNERSHIP WOULD BE ALIGNED TO WORK IN

1 OUR NEW STRATEGIC PLAN, SPECIFICALLY HELP ME GROW. LA
2 CARE IS AN IMPORTANT PLATFORM THAT OFFERS BROAD POPULATION
3 LEVEL IMPACT. THEY CURRENTLY DO SERVE 38 PERCENT OF THE
4 ZERO TO FIVE POPULATION IN LA COUNTY. AND IN ADDITION TO
5 SERVING THAT LARGE NUMBER OF CHILDREN, THEY ALSO HAVE AN
6 EXTENSIVE HEALTH PROVIDER NETWORK THAT COULD BE TAPPED TO
7 ADDRESS THE VARIOUS CHALLENGES RELATED TO COMPLETING
8 DEVELOPMENTAL SCREENINGS FOR THE ZERO TO FIVE MEDICAL
9 POPULATION.

10 LATER THIS MONTH AT OUR PROGRAM AND PLANNING
11 COMMITTEE MEETING, WE WILL BE SHARING MORE INFORMATION ON
12 CONTINUED DISCUSSIONS STAFF IS HAVING FROM LA CARE AND ASK
13 THE BOARD TO ALLOW LA CARE TO RETAIN THAT REMAINING
14 BALANCE WHILE WE WORK THROUGH THE POTENTIAL USE OF THOSE
15 FUNDS FOR A PILOT PROJECT THAT IS RELATED TO HELP ME GROW.
16 AND THEN ONCE THE DETAILS AND THE TOTAL COST OF THAT PILOT
17 PROJECT IS DETERMINED, LA CARE THEN WOULD BE RETURNING THE
18 REMAINING FUNDS BACK TO FIRST 5.

19 ALL RIGHT. SO FOR NEXT STEPS. YOU ARE GOING TO
20 BE HEARING QUITE A BIT MORE ON THIS. TODAY'S
21 PRESENTATION, AGAIN, WAS TO SERVE AS THAT PREVIEW TO
22 MULTIPLE UPCOMING DEEPER DISCUSSIONS WHERE STAFF IS REALLY
23 GOING TO DIG IN AND OFFER MORE SPECIFICS ON EACH OF THESE
24 LEGACY INVESTMENTS BEGINNING WITH A PRESENTATION ON PCIT
25 AT OUR SEPTEMBER BUDGET AND FINANCE COMMITTEE MEETING.

1 AND THEN THE NEXT DAY WE'RE GOING TO PRESENT AGAIN AT
2 PROGRAM AND PLANNING COMMITTEE MEETING WHERE THERE WILL BE
3 PCIT, ORAL HEALTH, AND LA CARE AGAIN SERVING AS
4 INFORMATION. WE'LL THEN BE COMING BACK TO THE BOARD FOR
5 ACTION AT OUR OCTOBER FULL COMMISSION MEETING FOR ORAL
6 HEALTH AND LA CARE. AS FOR PCIT, IF BOARD ACTION IS
7 REQUIRED, IT WILL MOST LIKELY TAKE PLACE NEXT YEAR AS PART
8 OF THE CONSENT CALENDAR PROCESS WHEN THE BOARD APPROVES
9 FINAL BUDGETS AND SCOPES OF WORK FOR BOTH DMH AND UC
10 DAVIS.

11 AND THAT IS ABOUT IT.

12 SUPERVISOR KUEHL: ALL RIGHT. THANK YOU VERY
13 MUCH. ANY COMMENTS OR QUESTIONS FROM THE BOARD?

14 DUANE.

15 COMMISSIONER DENNIS: TARA, ON PCIT, YOU WERE
16 SAYING THAT THE PLAN IS TO MOVE, I THINK IT WAS, \$8
17 MILLION FROM DMH TO UC DAVIS.

18 MS. FICEK: IT'S NOT THE ENTIRE EIGHT -- THE
19 EIGHT MILLION IS THE UNSPENT -- OR THE BALANCE WE SEE AT
20 THIS POINT. WE DO NOT -- WE DON'T HAVE AN EXACT AMOUNT
21 YET. WE WILL HAVE THAT SOON, BUT IT IS NOT -- WE KNOW
22 THAT UC DAVIS WILL SPEND ALL OF THEIR MONEY. SO SOME OF
23 THE DMH MONEY NEEDS TO BE TRANSFERRED OVER TO UC DAVIS.
24 THAT EXACT AMOUNT IS NOT EIGHT MILLION. WE'LL BE COMING
25 BACK THOUGH WITH THE --

1 COMMISSIONER DENNIS: SO IT WILL BE A LESSER
2 AMOUNT?

3 MS. FICEK: YES. THE EIGHT MILLION IS TO
4 CONTINUE THE WORK -- EXTEND THE WORK BEYOND FOR BOTH
5 CONTRACTORS. HOW MUCH OF IT WILL GO TO UC DAVIS AND HOW
6 MUCH TO DMH WE WILL COME BACK TO YOU.

7 COMMISSIONER DENNIS: THAT WAS MY CONCERN BECAUSE
8 I REMEMBER THIS SOMEWHAT IN THAT THE DMH DEVELOPED
9 INFRASTRUCTURE FOR PCIT, SO WE, THEREFORE, CONTRACTED WITH
10 UC DAVIS. SO, BASICALLY, WE'RE SAYING NOW WE WANT UC
11 DAVIS TO PROVIDE A LOT MORE OF THEIR THERAPY SERVICES AND
12 THE MONIES THAT THEY HAD BEEN ALLOTTED WASN'T SUFFICIENT.
13 IS THAT THE GIST?

14 MS. FICEK: I'M GOING TO TRY, BUT I'M GOING TO
15 ASK THE PROGRAM STAFF TO COME UP WHO WORKS DIRECTLY ON
16 THIS INVESTMENT. UC DAVIS HAS SPENT -- IS FULLY SPENDING
17 THEIR BUDGET AMOUNT. DMH IS NOT. SO THAT'S WHY WE'RE IN
18 A SITUATION WHERE FUNDS WOULD NEED TO BE TRANSFERRED OVER.
19 THEY CONTINUE TO MAINTAIN THEIR SAME ROLES AS UC DAVIS AS
20 THE TA PROVIDER, DMH AS BEING THE LARGER ORGANIZING
21 ENTITY.

22 MS. BELSHE: THEY HAVE DIFFERENT ROLES?

23 MR. FICEK: YES.

24 COMMISSIONER DENNIS: YEAH, I KNOW THAT. I WAS
25 JUST WONDERING WHAT WAS THE DYNAMIC. WAS IT THAT WE

1 DIDN'T NEED AS MUCH CAPACITY WITHIN DMH AND WE NEEDED MORE
2 CAPACITY WITH UC DAVIS. I UNDERSTAND THAT THEIR ROLE
3 IS --

4 MS. BELSHE: WE'LL BE GETTING INTO MORE OF THE
5 DETAILS IN BUDGET AND FINANCE AND PPC. I THINK THE SHORT
6 ANSWER IS, WE LEARN BY DOING, AND THE INITIAL BUDGET
7 ESTIMATES UNDERESTIMATED THE COST THAT UC DAVIS WAS GOING
8 TO INCUR IN THE TECHNICAL ASSISTANCE ROLE.

9 COMMISSIONER DENNIS: SO MY ONLY CONCERN WOULD BE
10 THAT WE HAVE SUFFICIENT FUNDING FOR DMH TO MAINTAIN THE
11 INFRASTRUCTURE.

12 MS. DUBRANSKI: WE ABSOLUTELY DO.

13 COMMISSIONER DENNIS: OKAY. THAT'S ALL.

14 SUPERVISOR KUEHL: ANY OTHER COMMENTS?

15 YES, TRISH.

16 COMMISSIONER CURRY: I WAS JUST WONDERING, WE'VE
17 BEEN DOING PCIT TRAINING SINCE 2012; IS THAT RIGHT? WHEN
18 DID IT ACTUALLY GET STARTED?

19 MS. DUBRANSKI: THE FIRST YEAR IN 2012, THERE WAS
20 ADDITIONAL TRAINING TO PROVIDERS THAT ALREADY EXISTED IN
21 THE DMH SYSTEM. STARTING IN 2013, WE'VE HAD MULTIPLE
22 COHORTS OF NEW TRAINEES ACROSS THE SYSTEM THAT WERE -- GOT
23 THEIR BASIC TRAINING THROUGH THIS INITIATIVE.

24 COMMISSIONER CURRY: SO IT SEEMS TO ME -- DO WE
25 HAVE ANY NUMBERS? WE'VE TRAINED ALL THESE PEOPLE. WE'VE

1 SPENT MILLIONS OF DOLLARS OVER THE LAST FEW YEARS TRAINING
2 THEM. DO WE KNOW HOW MANY CHILDREN AND FAMILIES ARE
3 GETTING THE SERVICES AND IS THERE A SIGNIFICANT INCREASE?

4 MS. DUBRANSKI: YES, DEFINITELY. SO THE WAY IT
5 WORKS IS, IN ORDER TO RECEIVE AND COMPLETE YOUR TRAINING,
6 YOU HAVE TO SUCCESSFULLY COMPLETE PROVIDING THE SERVICE TO
7 -- FOR FAMILIES. SO FOR EVERY TRAINEE THAT IS TRAINED FOR
8 THIS INITIATIVE -- I'M SORRY. TWO. I'LL EXPLAIN THE REST
9 OF THAT LATER.

10 SO THEY HAVE TO COMPLETE TWO CASES. SO THERE'S A
11 NUMBER OF FAMILIES THAT WE HAVE THAT WE KNOW HAVE RECEIVED
12 TRAINING -- OR FAMILIES WHO HAVE RECEIVED THE SERVICE AS
13 THEIR PROVIDER WAS BEING TRAINED. WE ALSO KNOW THAT, ONCE
14 THOSE PROVIDERS ARE TRAINED, THEY ARE NOW SEEING CLIENTS.
15 THIS IS ONE OF THE MULTIPLE EVIDENCE BASED PROGRAMS THAT
16 THEY USE WITH THEIR CLIENTS. SO OVER THE COUNTY, FOR
17 EXAMPLE, IN THE LAST YEAR, OVER 1,500 FAMILIES HAVE
18 RECEIVED PCIT SERVICES. WE KNOW THAT A CHUNK OF THOSE
19 WERE FROM THE FAMILY BEING TREATED THROUGH THE TRAINING,
20 AS WELL AS PREVIOUS PARTICIPANTS IN THE TRAINING
21 CONTINUING THE SERVICE GOING FORWARD. SO AS I SAID, OVER
22 1,500 FAMILIES IN THE LAST YEAR. WE KNOW THAT AT LEAST A
23 QUARTER OF THOSE FAMILIES RECEIVING THOSE SERVICES ARE
24 FROM THE TRAINEES AND ANOTHER PORTION FROM PAST TRAINEES.

25 SO WE ARE MAKING A BIG IMPACT ON THE NUMBER OF

1 FAMILIES THAT HAVE ACCESS TO PCIT THROUGH THIS INITIATIVE.

2 SUPERVISOR KUEHL: OKAY. NANCY.

3 COMMISSIONER AU: OKAY. THIS MAY NOT BE THE
4 FORUM TO -- BUT SOMETHING TO PRESENT PROBABLY AT PROGRAM
5 AND PLANNING COMMITTEE AS WE GET MORE INTO THE DETAILS.
6 BUT I THINK I WOULD ALSO WOULD LIKE TO HAVE A REPORT ON
7 WHAT DMH'S PLAN IS TO SUSTAIN BECAUSE, ONCE OUR FUNDING
8 ENDS BECAUSE IT IS PRIMARILY FOR CAPACITY BUILDING, IS
9 WHAT DMH IS GOING TO BE DO BE ABLE TO THEN CONTINUE
10 PROVIDING THIS SERVICE.

11 MS. DUBRANSKI: THE TRAINING IS A MEDI-CAL
12 BILLABLE SERVICE, SO THEY ARE ALREADY SUSTAINING SERVICE.
13 THE TRAINEES THAT HAVE COMPLETED THEIR TRAINING ARE
14 ALREADY PROVIDING SERVICES SUSTAINED THROUGH MEDI-CAL
15 REIMBURSEMENT.

16 COMMISSIONER AU: BACK UP AGAIN, BARBARA. I
17 THINK JUST TO CLARIFY AGAIN. DID YOU SAY THAT THE
18 TRAINING IS BEING COVERED BY MEDI-CAL?

19 MS. DUBRANSKI: SO THE TRAINING OF THE PROVIDERS
20 -- I'M SORRY IF I MISSPOKE. THE TRAINING OF THE PROVIDERS
21 IS COVERED BY US. WHEN THEY PROVIDE SERVICES -- I THINK I
22 USED THE WRONG WORD, DIDN'T I?

23 WHEN A PROVIDER PROVIDES SERVICES, THAT IS
24 MEDI-CAL REIMBURSABLE SO IT'S ALREADY BEING SUSTAINED EVEN
25 AS THE INITIATIVE IS STILL IN PLAY.

1 COMMISSIONER AU: THAT'S A VERY IMPORTANT
2 CLARIFICATION. THANK YOU.

3 SUPERVISOR KUEHL: THANK YOU VERY MUCH. I THINK
4 THAT TAKES CARE OF THAT PARTICULAR ITEM FOR THE AGENDA.

5 WE WILL NOW TAKE A BREAK. AND HOW LONG A BREAK
6 DO WE NEED?

7 MS. BELSHE: ABOUT EIGHT MINUTES.

8 SUPERVISOR KUEHL: EIGHT MINUTES. WE'LL RETURN
9 AT 3:15 FOR THE FINAL ITEM ON THE AGENDA.

10 (A BRIEF BREAK.)

11 SUPERVISOR KUEHL: FINAL PIECE ON OUR AGENDA
12 TODAY, ITEM NUMBER 9. CAN YOU HEAR ME? IF YOU CAN HEAR
13 ME, RAISE YOUR HAND. I GUESS IF THE BOARD CAN HEAR ME.

14 MS. BELSHE: AUDIO PROBLEMS TODAY. SO THANK YOU
15 FOR YOUR PATIENCE, COMMISSIONERS.

16 SUPERVISOR KUEHL: I'M NOT PATIENT.

17 MS. BELSHE: MY EYEBROWS ARE UP.

18 SUPERVISOR KUEHL: WE'LL START ANYWAY. IT'S
19 KIM'S FAULT.

20 MS. BELSHE: I'M CONFIDENT LINDA VO IS HAVING A
21 CONVERSATION RIGHT NOW.

22 SUPERVISOR KUEHL: THERE YOU GO. SO ITEM NUMBER
23 9 REALLY HAS TO DO WITH THE CONVERSATION THAT STARTED AT
24 THE COMMISSION MEETING IN JULY ABOUT OUR STRATEGIC PLAN
25 IMPLEMENTATION. WE MET IN A NUMBER OF GROUPS AROUND THE

1 VARIOUS AREAS AND REALLY HAVE ENOUGH TIME FOR THE KIND OF
2 REPORT BACK AND DISCUSSION THAT WE WOULD NORMALLY ENGAGE
3 IN AS A BOARD. SO WE'RE GOING TO KIND OF FINISH THAT JOB
4 NOW.

5 SO PERHAPS CHRISTINA WOULD GIVE US A BRIEF -- AND
6 KIM KEEPS PROMISING BRIEF. SO THAT'S GOOD. I JUST WANT
7 TO REMIND YOU -- OVERVIEW FROM THE JULY SESSION. AND THEN
8 WE'LL START WITH LINDA TALKING ABOUT THE FAMILIES
9 BREAKOUT.

10 MS. ALTMAYER: GOOD AFTERNOON, COMMISSIONERS.
11 THANK YOU.

12 VERY BRIEFLY, WE ARE JUST KIND OF CONTINUING THE
13 CONVERSATION IF WE CAN GET BACK IN TIME AND SPACE TO JULY.
14 AS YOU MAY RECALL, THERE WAS A PRESENTATION ON THE
15 STRATEGIC PLAN AND THEN THE BREAKOUT SESSIONS. THE FINAL
16 PIECE OF AGENDA -- IS THAT BETTER? THE FINANCIAL PIECE OF
17 AGENDA, WHICH WAS THE REPORT ON THE DISCUSSION, WE DID NOT
18 HAVE TIME FOR AS SUPERVISOR KUEHL JUST INDICATED.

19 SO JUST TO HELP US GET BACK IN THAT TIME, WE
20 TALKED ABOUT HOW THE STRATEGIC PLAN IS WORKING TO IMPACT
21 CHILDREN AND FAMILIES THROUGHOUT LA COUNTY. WE WENT
22 THROUGH AN OVERVIEW OF EACH OF THE FOUR OUTCOME AREAS AND
23 HIGHLIGHTED THE PROGRESS THAT WE HAVE MADE IN YEAR ONE
24 AND PREVIEWED THE PLANS FOR YEAR TWO. AND THE THIRD
25 LEARNING GOAL FOR THAT DAY WE DID NOT HAVE THE OPPORTUNITY

1 TO FULLY DISCUSS, WHICH IS REALLY HOW WE NEED TO CONTINUE
2 TO IMPROVE OUR STRATEGIC PLAN IMPLEMENTATION EFFORTS AND
3 SOME OF THE LEARNINGS THAT WE'VE HAD FROM OUR FIRST YEAR
4 IMPLEMENTATION.

5 SO TODAY WE WANT TO PROVIDE AN OPPORTUNITY FOR
6 THE COMMISSIONERS TO HAVE SOME DISCUSSION AROUND WHAT WERE
7 THE LEARNINGS WITHIN THE FOUR BREAKOUT AREAS. AND WE WANT
8 TO THANK COMMISSIONERS FOR BEING SO ACTIVELY ENGAGED IN
9 THE BREAKOUT DISCUSSIONS IN JULY. I KNOW I SPEAK FOR ALL
10 THE STAFF. WE FOUND IT INCREDIBLE HELPFUL AS WE THINK
11 ABOUT OUR WORK GOING FORWARD AND REALLY APPRECIATE THE
12 GUIDANCE AND INPUT THAT WAS RECEIVED.

13 SO WHAT WE LEARNED AND WHAT WE HEARD WAS REALLY
14 IN THREE MAIN AREAS ABOUT HOW WE NEED TO PROVIDE UPDATES
15 TO YOU GOING FORWARD ON THE STRATEGIC PLAN. WE ALSO HEARD
16 SOME COMMENTS AND SUGGESTIONS AROUND FUTURE BOARD SESSIONS
17 THAT WE'D LIKE TO BOTH HAVE YOU CONFIRM OR VALIDATE AS WE
18 MOVE FORWARD. AND THEN THIRD, WE HEARD SOME SPECIFIC
19 DIRECTION IN EACH OF THE STRATEGIC PLAN OUTCOME AREAS THAT
20 WE HOPE TODAY WE CAN GET SOME CONSENSUS AROUND.

21 SO IN TERMS OF WHAT WE LEARNED ABOUT IMPROVING
22 THE QUALITY AND THE CONTENT OF FUTURE STRATEGIC PLAN
23 UPDATES, WE HEARD THE NEED TO PROVIDE CONSISTENT BUT PLAIN
24 SPEAK LANGUAGE AND THAT, AS WE ARE PRESENTING OUR
25 STRATEGIC PLAN GOALS, TO PUT THAT IN A CONTEXT OF WHAT WAS

1 OUR TARGET, SO HOW CLOSE ARE WE TO ACHIEVING OUR GOAL AND
2 THE TARGET THAT WAS INTENDED FOR THIS OUTCOME. AND THEN,
3 AGAIN, AS WE TALKED TODAY TO CONTINUE IDENTIFY HOW AND
4 WHEN AND WHERE WE ARE LEVERAGING PARTNERSHIPS,
5 PARTICULARLY AS WE THINK ABOUT OUR WORK IN LIGHT OF THE
6 COUNTY RELATIONSHIPS THAT WE HAVE STRENGTHENED AND BUILT.

7 FOR POTENTIAL FUTURE LEARNING SESSIONS, WE HEARD
8 TWO. AND THIS IS REALLY OUR EXTRACTION OF COMMON THEMES
9 THAT WERE DISCUSSED IN THE BREAKOUT AREAS. A COMMON
10 QUESTION IS REALLY HOW IS FIRST 5 LA INTEGRATING OUR WORK
11 ACROSS THE FOUR OUTCOMES. WE HEARD THE NEED FOR
12 POTENTIALLY FOR AN INTEGRATED THEORY OF CHANGE,
13 RECOGNIZING THAT THE WORK WE DO WITH FAMILIES IS CONNECTED
14 TO THE WORK WE'RE DOING IN COMMUNITIES, CONNECTING TO OUR
15 POLICY AND ADVOCACY WORK. SO I THINK YOU CHALLENGED US TO
16 THINK ABOUT HOW WE CAN PRESENT THAT IN A MORE INTEGRATED
17 WAY, SIMILAR TO HOW WE JUST PRESENTED THE HOMELESS
18 PRESENTATION. THAT WAS A GOOD EXAMPLE.

19 AND THEN SECONDLY A CONSISTENT THEME THAT WE
20 HEARD WAS THE NEED TO PROVIDE REGULAR UPDATES ON OUR
21 ADVOCACY EFFORTS AND OUR SUCCESSES. I KNOW THERE WERE
22 SEVERAL SUGGESTIONS AROUND HOW WE PRESENT THOSE UPDATES
23 AND ENSURE THAT WE'RE PROVIDING OPPORTUNITIES FOR
24 COMMISSIONERS TO GET ENGAGED AS APPROPRIATE.

25 SO THAT'S WHAT WE HEARD IN TERMS OF HOW WE CAN

1 IMPROVE OUR WORK AND OUR COMMUNICATIONS GOING FORWARD.

2 NOW, I'D LIKE TO JUST ASK EACH OF THE OUTCOME
3 AREA REPRESENTATIVES OF THE COMMISSIONERS TO TALK ABOUT
4 THEIR OBSERVATIONS. I WILL REFERENCE TO YOU -- REFERENCE
5 YOU TO THE ATTACHMENT THAT WAS IN THE BOARD MEMO WHERE WE
6 SUMMARIZED THE BREAKOUT DISCUSSIONS FOR EACH OF THE FOUR
7 OUTCOME AREAS IN DETAIL THAT YOU MAY WANT TO REFERENCE AS
8 COMMISSIONERS MAKE SOME COMMENTS.

9 SO I HOPE THAT WAS FAST ENOUGH.

10 SUPERVISOR KUEHL: EXCELLENT. THANK YOU VERY
11 MUCH. I THINK -- TAKE A DEEP BREATH, TRY TO GET BACK INTO
12 THE WAY WE WERE IN TALKING ABOUT THESE THINGS BECAUSE IT'S
13 VERY DIFFERENT FROM KIND OF A BOARD MEETING. THIS IS A
14 REALLY SORT OF A TALKING TO EACH OTHER, THINKING TOGETHER
15 ABOUT OUR FOUR OUTCOME AREAS AS A BOARD OF COMMISSIONERS,
16 WHERE IT WAS ABOUT OUR RELATIONSHIP IN A SENSE TO THE
17 OUTCOME AREAS AND OUR THINKING, WHAT WE HAVE TO GIVE BUT
18 ALSO WHAT MORE WE WANT TO KNOW, HOW WE WANT TO KNOW IT,
19 HOW WE WANT TO WORK TOGETHER ON THESE THINGS.

20 SO I THINK WE'RE GOING TO START WITH LINDA
21 TALKING ABOUT THE FAMILIES.

22 COMMISSIONER ARAGON: SO AS HIGHLIGHTED IN THE
23 PACKET, TWO STRATEGIES WERE DISCUSSED DURING THE BREAKOUT
24 SESSION. FOR STRATEGY ONE, WHICH IS TO LEAD THE TESTING
25 MODIFICATION AND SCALING OF EVIDENCE-BASED PRACTICES ON

1 PROGRAMS THAT WORK DIRECTLY WITH PARENTS, CAREGIVERS TO
2 INCREASE PROTECTIVE FACTORS. BUT THE PRIMARY FOCUS ON
3 WELCOME BABY -- THAT WAS A LONG STRATEGY, A BIG STRATEGY.
4 THERE WAS SOME DIALOGUE ABOUT THE IMPORTANCE OF ENGAGING
5 THE COMMISSION IN IN-DEPTH CONVERSATION AND DISCUSSION ON
6 THE OUTCOMES OF THE WELCOME BABY PROGRAM. SPECIFICALLY
7 SOME OF THE THINGS THAT STOOD OUT FOR ME IN THE DISCUSSION
8 WERE -- AND SOME RECOMMENDATIONS AS TO HEAR MORE ABOUT HOW
9 WELCOME BABY EVALUATION WILL ACCOUNT FOR QUALIFICATION,
10 CHARACTERISTICS, AND CULTURAL SENSITIVITIES OF HOME
11 VISITORS AND THE LONG-TERM APPROACH TO DEVELOPING
12 APPROPRIATE WORKFORCE FOR WELCOME BABY BASED ON LESSONS
13 LEARNED FROM EXISTING MODELS.

14 ANOTHER OUTCOME -- ANOTHER RECOMMENDATION IS TO
15 LEARN MORE ABOUT AT WHAT AGE IN A CHILD'S LIFE WILL WE
16 EXPECT TO SEE THE DESIRED OUTCOMES AS WE MOVE FORWARD WITH
17 HOME VISITATION, AND ALSO JUST A DISCUSSION ON ANY
18 POTENTIAL UNINTENDED RESULTS OF THESE PROGRAMS.

19 IN ADDITION TO THAT OVERSEEING -- REALLY KIND OF
20 FOCUSING ON WELCOME BABY, WE TALKED ABOUT THE LARGER ROLE
21 OF FIRST 5 IN HOME VISITATION ACROSS LA COUNTY AND THE
22 OPPORTUNITY FOR FIRST 5 TO REALLY PROVIDE AND CONTINUE TO
23 PROVIDE THE STRONG LEADERSHIP AND CONTINUED SUPPORT IN
24 BUILDING HOME VISITING -- A TRUE HOME VISITING SYSTEM OF
25 CARE IN LOS ANGELES COUNTY. WE KNOW THAT IN RECENT YEARS,

1 PARTICULAR ATTENTION HAS BEEN PAID TO HOME VISITATION AT
2 THE LOCAL, STATE, AND FEDERAL LEVEL. AND BOTH GOVERNMENT
3 AND PRIVATE ENTITIES ARE REALLY RECOGNIZING THE INCREDIBLY
4 POSITIVE IMPACT THAT HOME VISITATION CAN HAVE ON CHILD
5 DEVELOPMENT, HEALTH OUTCOMES, PARENTING, SAFETY, AND
6 LONG-TERM COMMUNITY WELL-BEING. AND FIRST 5 LA
7 GENEROUSLY, YOU KNOW, SUPPORTS THE WORK OF THE LA COUNTY
8 PERINATAL AND EARLY CHILDHOOD VISITATION CONSORTIUM, AND
9 THEY'RE DOING SOME REALLY AMAZING WORK IN TERMS OF
10 BRINGING TOGETHER HOME VISITATION PROGRAMS, MATERNAL CHILD
11 ADOLESCENT HEALTH ORGANIZATIONS, ADVOCACY GROUPS,
12 STAKEHOLDERS, AND OTHERS WORKING TOGETHER TO REALLY
13 COORDINATE HOME VISITATION IN LA.

14 AND AS WE DISCUSSED IN THE BREAKOUT SESSION THAT
15 FIRST 5 HAS A LEADERSHIP ROLE IN REALLY BUILDING THIS
16 SYSTEM OF CARE THAT WILL STRENGTHEN FAMILIES SO THAT
17 CHILDREN OF LOS ANGELES COUNTY ARE HEALTHY, SAFE, AND
18 READY TO LEARN. AND SOME OF THE SPECIFIC SUGGESTIONS THAT
19 WERE TALKED ABOUT IS REALLY ABOUT HOW WE CAN EDUCATE
20 POLICYMAKERS OF FIRST 5 LA'S RELATIONSHIP AND CONTRIBUTION
21 TO HOME VISITING CONSORTIUM, INCLUDING WELCOME BABY AND
22 THE OTHER HOME VISITATION PROGRAMS.

23 WE ALSO WANT TO HIGHLIGHT THE NEED TO EDUCATE
24 POLICYMAKERS ON THE STATUS OF OTHER HOME VISITING PROGRAMS
25 IN THE COUNTY AND HOW THE DIFFERENT MODELS ARE WORKING

1 TOGETHER, INCLUDING NURSE FAMILY PARTNERSHIP, EARLY HEAD
2 START, HEALTHY FAMILIES AMERICA, PARENTS AS TEACHERS, AND
3 PPP, AND ALSO TO REALLY FOR FIRST 5 TO EXPLORE AND REPORT
4 BACK ON WAYS THE HOME VISITING PROGRAMS TO COORDINATE
5 SERVICES AND ENSURE FAMILIES HAVE ACCESS TO THE PROGRAMS
6 THAT ARE BEST MEETING THEIR NEEDS.

7 AND I THINK THAT THE -- FOR THE CONSORTIUM -- YOU
8 KNOW, WE TALK ABOUT CONSORTIUM. THEY'RE ALREADY DEVELOPED
9 THIS REALLY GREAT REFERRAL PATHWAY FOR COMMUNITY AGENCIES
10 AND SERVICE AND MEDICAL PROVIDERS TO HELP IDENTIFY
11 APPROPRIATE HOME VISITATION PROGRAMS BEST SUITED FOR THE
12 NEEDS OF THEIR CLIENTS. AND IN THE GROUP, WE TALKED ABOUT
13 WOULDN'T IT BE GREAT IF THERE'S A CENTRAL INTAKE HUB
14 SIMILAR TO LIKE A 211 TO CONNECT FAMILIES TO THE
15 APPROPRIATE HOME VISITATION PROGRAMS BASED ON THEIR NEEDS
16 AND HAVE THIS SYSTEM BE FULLY INTEGRATED INTO A LARGER
17 COORDINATED REFERRAL AND CARE SYSTEM. THE HUB WOULD NOT
18 ONLY SERVE AS A REFERRAL PATHWAY, BUT ALSO A TRACKING
19 SYSTEM TO MONITOR AND EVALUATE SCREENING, REFERRAL, AND
20 ENROLLMENT PROCESS, COMPLETION OF THE PROGRAMS, AND
21 SYSTEMIC BARRIERS AND OUTCOMES FOR FAMILIES AND CLIENTS.

22 SO WE HAVE THIS OPPORTUNITY TO HAVE THIS SYSTEM
23 THAT NOT ONLY PROVIDES THE -- THE REFERRALS, BUT ALSO THE
24 EVALUATION AND THE MONITORING AND THE MEASUREMENT OF THE
25 SUCCESS OF THESE PROGRAMS AND AS WE BRING THESE PROGRAMS

1 FORWARD TO POLICYMAKERS TO REALLY HAVE A TRUE SENSE OF HOW
2 THIS SYSTEM IS WORKING IN LA COUNTY AND HOW IT'S
3 INTEGRATED TO OTHER REFERRAL AND CARE SERVICES. SO THAT
4 WAS STRATEGY ONE.

5 REALLY QUICKLY, STRATEGY TWO WAS CONVEENE AND
6 STRENGTHEN THE CAPACITY OF ECE HEALTH-RELATED
7 ORGANIZATIONS AND INSTITUTIONS TO IMPROVE SERVICES AND
8 SUPPORTS WITHIN THE BEST START COMMUNITIES. AND THERE ARE
9 WERE SEVERAL RECOMMENDATIONS REGARDING PROJECT DULCE AND
10 ABRIENDO PUERTAS PROJECTS. I THINK FOR ME, JUST SOME OF
11 THE THINGS THAT REALLY KIND OF STOOD OUT IS, FOR PROJECT
12 DULCE TO REALLY -- WHEN WE'RE GIVING PRESENTATIONS AND TO
13 REALLY INCLUDE THE CLIENTS' STORIES, TO REALLY HIGHLIGHT
14 THAT AND BRING THAT FORTH, INCLUDE UPDATES -- INCLUDE IN
15 AN UPDATE THE ROLE PARENTS WILL PLAY IN THE DESIGN OF THE
16 PROJECT DULCE REPLICATION AND PROGRESS TOWARDS ENGAGING
17 PARENTS. I THINK IT KIND OF GOES BACK TO WHERE WE'RE
18 TALKING ABOUT HOW THE FAMILIES -- THERE'S JUST THIS
19 CONNECTION ACROSS THE DIFFERENT STRATEGIES THAT -- TO SHOW
20 THAT CONNECTION AND THAT WEAVING TOGETHER OF THEM. AND
21 ALSO HIGHLIGHTING THE QUALIFICATION ROLES AND REQUIRED
22 TRAINING FOR PROJECT DULCE FAMILY SPECIALIST I THINK WAS
23 SOMETHING THAT CAME OUT.

24 AND THEN ALSO WE TALKED ABOUT SOME OTHER FAMILY
25 OUTCOME AREA INVESTMENTS AND SOME OF THE RECOMMENDATIONS

1 THAT STOOD OUT IS REALLY PROVIDING UPDATES ON THE
2 PROTECTIVE FACTOR DATA DEVELOPMENT PROJECT, INCLUDING THE
3 PARTNERS, EXPLAINING HOW THE STRATEGIES WITH FAMILIES
4 OUTCOME AREAS ARE INTEGRATED AND ARE CONNECTED WITH EACH
5 OTHER AND OTHER PROJECTS ACROSS THE STRATEGIC PLAN, AGAIN,
6 KIND OF CONFIRM WHAT WE TALKED ABOUT FROM STRATEGY ONE.

7 AND, FINALLY, INCLUDE INFORMATION ABOUT HOW
8 STAKEHOLDERS AND BENEFICIARIES OF FIRST 5 LA STRATEGIES
9 LEARN ABOUT FIRST 5 LA FUNDED RESOURCES THAT ARE AVAILABLE
10 TO THEM INCLUDING VULNERABLE POPULATIONS; FOR EXAMPLE,
11 EXPECTING AND PARENTING YOUTH AND CHILDREN SERVED BY DCFS.

12 SO THOSE ARE KIND OF JUST SOME OF THE
13 RECOMMENDATIONS THAT WE TALKED ABOUT, TALKED THROUGH.
14 AGAIN, I THINK ONE OF THE THINGS THAT WAS A REAL BIG AND
15 SIGNIFICANT DISCUSSION IS ABOUT JUST FIRST 5 LA REALLY
16 BEING THAT LEADER AND DEVELOPING THIS TRUE HOME VISITATION
17 PROGRAM SYSTEM OF CARE IN LOS ANGELES. AND I THINK THAT,
18 AS WE MOVE FORWARD, TO REALLY KIND OF FOCUS ON THAT WOULD
19 BE REALLY MEETING THE GOAL WITH THIS STRATEGIC PRIORITY.

20 THANK YOU.

21 SUPERVISOR KUEHL: GREAT THANK YOU VERY MUCH.

22 HOW MANY OF YOU PARTICIPATED IN THIS BREAKOUT
23 SESSION? OKAY. SO NOW IS THE OPPORTUNITY FOR EVERYBODY
24 ELSE.

25 ANY FEEDBACK ABOUT THIS? ANY THOUGHTS THAT YOU

1 WANT TO ADD FOR KIM AND LINDA TO SORT OF DOODLE NEXT TO
2 THEIR NOTES? BECAUSE WE ALL HAVE THESE NOTES BUT I WANT
3 TO -- AS YOU LISTEN, IF YOU HAVE THOUGHTS ABOUT YOUR OWN
4 KIND OF FEEDBACK ON THIS, THAT'S REALLY WHAT THIS IS
5 ABOUT.

6 NANCY.

7 COMMISSIONER AU: UNFORTUNATELY, I WASN'T ABLE TO
8 PARTICIPATE. I WAS LANGUISHING IN HAWAII AT THAT TIME.

9 SUPERVISOR KUEHL: I CAN GET BEHIND THAT.

10 COMMISSIONER AU: BUT I REALLY APPRECIATE THE
11 REPORT. AND WHAT I WOULD LIKE IS A COPY OF IT BECAUSE
12 LISTENING TO ORAL REPORTING OUT FOR SOMEONE THAT WAS NOT
13 THERE, I THINK TO HAVE IT IN WRITING FOR ME TO AGAIN READ
14 IT MORE IN DEPTH WOULD BE HELPFUL.

15 MS. BELSHE: ABSOLUTELY. AND, NANCY, BECAUSE YOU
16 WERE ALOHA-ING --

17 SUPERVISOR KUEHL: AND PROBABLY STILL HAVE ALOHA
18 BRAIN IF YOU'RE ANYTHING LIKE ME.

19 MS. BELSHE: IT'S IN YOUR ELECTRONIC VERSION OR
20 PAPER. THERE ARE TWO PAGE OVERVIEWS OF EACH OF THE
21 BREAKOUT SESSIONS.

22 COMMISSIONER AU: OKAY.

23 MS. BELSHE: THAT'S REALLY HELPFUL AS OUR
24 COMMISSIONERS DO A REPORT OUT, PEOPLE CAN TURN TO THAT
25 PAGE. IT'S A HELPFUL WAY OF KIND -- WE ENDEAVOR TO

1 CAPTURE WHAT WE HEARD. AND THAT'S THE BASIS FOR A NUMBER
2 OF THE COMMENTS THAT OUR COMMISSIONERS ARE MAKING. SO IF
3 YOU NEED HELP FINDING IT, LET US KNOW. YOU HAVE IT.

4 COMMISSIONER AU: AND JUST BY RECALLING WHAT WAS
5 RECORDED OUT, I REALLY THOUGHT THAT IT WAS A VERY
6 THOUGHTFUL CONVERSATION. AND THE HIGH POINT OF IT IS THE
7 INTEGRATIVE APPROACH AS WELL AS TAKING A LOOK AT ALL THE
8 VARIOUS IN-HOME VISITATION PROGRAMS THAT ARE BEING
9 PROVIDED AT THE MOMENT AND SEEING WHAT WE CAN DO TO -- TO
10 ENHANCE AND EVEN PARTNER AND COORDINATE IT EVEN MORE
11 EFFECTIVELY. SO I THINK THOSE ARE VERY GOOD COMPONENTS OF
12 YOUR REPORT.

13 SUPERVISOR KUEHL: I THINK THAT'S ONE OF THE
14 THINGS THAT WE'VE TAKEN AWAY FROM THIS DISCUSSION BUT ALSO
15 THERE ARE A NUMBER OF GROUPS THAT PROVIDE HOME VISITATION
16 PROGRAMS AND THEY'RE ALL DIFFERENT FROM EACH OTHER. AND
17 THE FURTHER PROBLEM I THINK THAT'S CREATED IS THAT EACH OF
18 THEM HAS A VERY SPECIFIC POPULATION ON WHICH THEY'RE
19 CONCENTRATING, INCLUDING US, BECAUSE WE'RE KIND OF LOOKING
20 AT OUR --

21 MS. BELSHE: WE'RE ACTUALLY -- I THINK THAT ONE
22 OF THE -- IT'S A REALLY IMPORTANT POINT THAT DISTINGUISHES
23 FIRST 5 LA'S INVESTMENT, WHICH IS, IT'S A UNIVERSAL
24 VOLUNTARY HOME VISITING PROGRAM.

25 SUPERVISOR KUEHL: BUT IN OUR OWN AREAS.

1 MS. BELSHE: IT'S --

2 SUPERVISOR KUEHL: WE'RE NOT COVERING EVERY
3 HOSPITAL IN THE COUNTY.

4 MS. BELSHE: IT'S NOT UNIVERSAL COUNTYWIDE. IT'S
5 UNIVERSAL WITHIN THOSE 14 PARTNERING AREAS.

6 SUPERVISOR KUEHL: RIGHT. AND I THINK THAT SETS
7 A VERY, VERY GOOD EXAMPLE FOR OTHER PROGRAMS, BUT -- AND
8 THEY DO MEET EVERY SO OFTEN OR OFTEN AND HAVE THIS
9 DISCUSSION. SO WE WERE TALKING ABOUT SORT OF A MODERATED
10 APPROACH WHERE MAYBE THE FIRST STEP MIGHT BE THAT AT LEAST
11 THEY WOULD ALL KNOW ABOUT EACH OTHER'S POPULATIONS AND
12 SAY, OUR PROGRAM DOESN'T TAKE YOUR FAMILY BUT THIS PROGRAM
13 DOES. AND EVEN DOING A WARM HANDOFF. AND THEN MOVING
14 FROM THAT INTO A MORE SORT OF UNIVERSAL HOME VISITATION
15 MODEL. PUBLIC HEALTH IS INTERESTED. CERTAINLY FIRST 5 IS
16 DEEPLY, DEEPLY ENGAGE AND I THINK LEADING THE WAY. SO
17 THAT'S A VERY INTERESTING PART.

18 MS. BELSHE: AND IF I MAY, THAT MIGHT BE A GOOD
19 TAKEAWAY FOR US RELATIVE TO THE CONSORTIUM. I DON'T
20 BELIEVE WE'VE EVER HAD A PRESENTATION -- I'M LOOKING AT
21 YOU, BARB AND PETER -- TALKING ABOUT THE CONSORTIUM AND
22 THE EFFORTS THAT WE'VE BEEN INVOLVED WITH ALONG WITH THE
23 DEPARTMENT OF PUBLIC HEALTH AND SO MANY OTHERS TO TRY TO
24 CREATE THOSE REFERRAL PATHWAYS AND THIS IDEA OF A KIND OF
25 CENTRALIZED INTAKE IS AN INTERESTING IDEA.

1 BUT I REALLY WANT TO COMMEND BARB AND OUR POLICY
2 DEPARTMENT AND PETER FOR THEIR LEADERSHIP IN KIND OF
3 HELPING MOVE THAT CONSORTIUM ALONG WITH MANY, MANY OTHERS.
4 SO MAYBE THAT'S A TAKEAWAY FOR US IN TERMS OF COMING BACK
5 WITH PRESENTATION ABOUT HOW WE ARE WORKING WITH OTHERS TO
6 TRY TO ADVANCE A MORE INTEGRATED SYSTEM OF CARE.

7 SUPERVISOR KUEHL: I THINK THAT WOULD BE VERY
8 HELPFUL. HOMELESSNESS, FOR INSTANCES, HAS STARTED A
9 COORDINATED ENTRY SYSTEM SO THAT, I DON'T HAVE ANYTHING
10 FOR YOU TODAY, BUT SOMEBODY ELSE DOES AND MAYBE THEY CAN
11 FIND A HOME; OR YOU'RE A YOUNG PERSON, YOU SHOULDN'T BE
12 GOING TO AN ADULT SHELTER, BUT COVENANT HOUSE WILL TAKE
13 YOU TONIGHT, ET CETERA. MAYBE WE MIGHT LOOK DOWN THE
14 LINE. I'M NOT SAYING IN THE NEXT MONTH, BUT --

15 MS. BELSHE: THAT'S POSSIBLE.

16 SUPERVISOR KUEHL: -- IN TERMS OF HOME
17 VISITATION.

18 CINDY.

19 COMMISSIONER HARDING: JUST TO ADD TO THAT, THERE
20 ARE SOME STATES THAT HAVE SET UP MODELS. IT'S KIND OF
21 EASIER FOR THEM. THEY'RE SMALLER THAN US. MANY OF THOSE
22 STATES THAN -- LA COUNTY'S LARGER THAN A LOT OF THEM. AND
23 THEY'RE SORT OF IN CHARGE OF ALL THE FUNDING, SO THEY SAY,
24 IT WILL BE DONE THIS WAY. AND WHAT WE'RE DOING WITH THE
25 CONSORTIUM, WHICH I THINK IS EXTREMELY CHALLENGING BUT

1 ALSO VERY REWARDING, IS EVERYBODY COMES TO THE TABLE
2 VOLUNTARILY AND IS WORKING TOGETHER ON THIS SYSTEM. SO
3 IT'S DIFFERENT. I THINK WE HAVE A LOT TO LEARN FROM IT
4 AND I THINK WE'VE GOT A LONG WAY TO GO, BUT THERE -- MAYBE
5 WHEN WE BRING THIS BACK, WE ALSO BRING IN SOME OF THE
6 MODELS FROM THE OTHER STATES SO WE HAVE A CHANCE TO SEE
7 HOW OTHERS ARE DOING THIS AS WELL.

8 SUPERVISOR KUEHL: GREAT. ANYTHING ELSE ON THE
9 FAMILIES BREAKOUT?

10 ALL RIGHT. KARLA, I THINK WE'LL GO TO YOU
11 LOOKING AT OUR COMMUNITIES BREAKOUT.

12 COMMISSIONER PLEITEZ HOWELL: AND, YOU KNOW,
13 CHAIR I'LL UNDERSCORE THE IMPORTANCE OF WHAT YOU ASKED AT
14 THE BEGINNING IS WHAT WE AS COMMISSIONERS CAN DO. WE GAVE
15 A LOT OF WHAT STAFF CAN DO, SO HOW DO WE ELEVATE THAT.
16 AND I THINK ONE OF THE IMPORTANT THINGS TO LOOK AT IS, WE
17 ARE HERE TO GIVE DIRECTION ON QUALITY OF THE
18 IMPLEMENTATION OF THE STRATEGIC PLAN. SO WITH THAT SORT
19 OF FOCUS, HERE ARE SOME THEMES THAT CAME OUT UNDER
20 COMMUNITY.

21 SO YOU ALL HAVE THE WORKSHEET THAT STAFF PUT
22 TOGETHER. AND I THINK THAT ANOTHER WAY TO LOOK AT IT, WE
23 HAVE THE STRATEGIES AND WE HAVE THE OVERARCHING GOAL. FOR
24 THOSE THAT DON'T HAVE THE PAPER IN FRONT OF YOU, THE
25 OVERARCHING GOAL IS TO INCREASE COMMUNITY CAPACITY, DOT,

1 DOT, DOT. BUT THAT'S THE MAIN THEME. AND THREE
2 STRATEGIES WITHIN THAT IS: ONE, CREATING OPPORTUNITIES
3 FOR COLLABORATION. TWO IS LOOKING AT CAPACITY BUILDING
4 BETWEEN ECE AND HEALTH AND MAKING SURE WE'RE CONNECTING
5 THOSE TWO. AND THEN THE LAST IS CAPACITY OF EXISTING
6 ADVOCACY GROUPS ON THE GROUND. SO AS WE LOOK AT THOSE
7 STRATEGIES, WE ALL PROPOSE DIFFERENT IDEAS AND SUGGESTIONS
8 WITHIN THIS.

9 BUT THERE ARE THREE OTHER WAYS TO LOOK AT. IT IN
10 TERMS OF INTERNAL, WHAT ARE WE NEEDING OR WANTING FROM
11 FIRST 5 LA INTERNALLY TO MEET THIS GOAL OR TO MEET THIS
12 OUTCOME. THE SECOND IS EXTERNAL. WHAT ARE WE DOING
13 INTERNALLY AND WHAT ARE WE DOING RIGHT AND WHAT ARE SOME
14 THINGS THAT WE CAN IMPROVE ON.

15 AND THERE WERE SOME SPECIFIC BOARD ASKS. FIRST,
16 IN TERMS OF INTERNAL -- AND ACTUALLY BEFORE I DIVE IN,
17 COMMISSIONER ABDO AND I CONNECTED BEFOREHAND SO WE WILL BE
18 BOUNCING IDEAS OFF OF EACH OTHER. AFTER WE SHARE SOME OF
19 THIS, THE QUESTION FOR ALL OF YOU THAT WE THOUGHT WOULD BE
20 REALLY HELPFUL IS, WHAT IS STILL OF MISSING IN TERMS OF
21 GUIDANCE FOR STAFF OR WHAT ISSUES WOULD YOU ACTUALLY
22 ELEVATE IN TERMS OF FOCUS AREAS BECAUSE WE GAVE A LOT OF
23 SUGGESTIONS.

24 FIRST, IN TERMS OF INTERNAL, THE OVERARCHING
25 THEME OF CONNECTING POLICY AND COMMUNITY WORK. AND THIS

1 HAS ACTUALLY BEEN BROUGHT UP OVER AND OVER AGAIN AT THIS
2 TABLE AND IN THE COMMUNITY GROUP DISCUSSIONS. SO HOW DO
3 WE MAKE SURE WE'RE CONNECTING COMMUNITY AND THE POLICY
4 WORK THAT WE'RE DOING.

5 THE SECOND WAS PROMOTION OF LEARNING BETWEEN
6 FIRST 5 LA PARTNERS AND COMMUNITY. THERE IS A SENSE OF
7 HUMILITY THAT WE HAVE TO BRING INTO COMMUNITY WHEN WE SHOW
8 UP. SO WE'RE LEARNING FROM THEM AND THEY ARE LEARNING
9 SOME THINGS FROM FIRST 5 LA AND OTHER PARTNERS THAT ARE
10 PRESENT.

11 AND THE THIRD ONE IS LINKING COMMUNITIES, HEALTH,
12 AND ECE AREAS. WE STILL HAVEN'T NECESSARILY FIGURED THAT
13 OUT AND WE'RE STRUGGLING WITH THAT. SO THOSE ARE INTERNAL
14 CONVERSATIONS THAT WE THOUGHT WERE IMPORTANT.

15 AND, COMMISSIONER ABDO, WOULD YOU ADD SOMETHING
16 ELSE TO INTERNAL?

17 COMMISSIONER ABDO: YES. I THINK THAT INTERNALLY
18 WE NEED TO BE LOOKING BEYOND WHAT WE'RE DOING RIGHT NOW OR
19 WHAT WE'RE DOING THIS YEAR, BUT LOOKING AT WHERE DO WE
20 WANT TO GO IN THESE REALMS IN THE NEXT TWO YEARS OR THREE
21 YEARS FOR THE LENGTH AT LEAST OF OUR STRATEGIC PLAN AND
22 NOT -- NOT ALLOW OURSELVES TO BE IMMERSED IN JUST WHAT
23 WE'RE DOING RIGHT NOW BUT LOOKING AHEAD AT WHAT THE GOALS
24 ARE AND HOW WE'RE MOVING INTERNALLY TO PROVIDE THE
25 CAPACITY EXTERNALLY.

1 COMMISSIONER PLEITEZ HOWELL: THANK YOU. AND
2 THEN THAT TRANSITIONS US TO THE EXTERNAL THEMES THAT CAME
3 UP DURING OUR DISCUSSIONS. ONE -- AND THIS IS ACTUALLY
4 WORKING REALLY WELL AND WE'RE MOVING IN THAT TRAJECTORY,
5 IS THE COUNTY COMMUNITY PARTNERSHIPS AND THE CONSTANT
6 COLLABORATION WITH COUNTY AND HOW DO WE CONTINUE TO
7 ELEVATE THAT. SO FIRST 5 LA IS WORKING WITH DIFFERENT
8 COUNTY OFFICES. AND HOW DO WE MAKE SURE THAT PARTNERSHIPS
9 ARE INCLUDED WITHIN THAT, WITHIN OUR BEST START
10 COMMUNITIES. SO COUNTY WAS ELEVATED.

11 THE SECOND PART THAT WAS ELEVATED IN TERMS OF
12 EXTERNAL, THERE IS A FOCUS ON PARTNERSHIPS, BRINGING
13 PEOPLE TOGETHER. HOW DO WE CONTINUE TO DISCUSS CAPACITY
14 BUILDING, WHICH WAS ONE OF THE KEY EMPHASES OF CREATING
15 THIS FOCUS ON OUTCOMES. AND ONE SUGGESTION WAS DATA FOR
16 STRATEGIC THINKING, BUT ACTUALLY THINKING ABOUT CAPACITY
17 BUILDING ON THE GROUND.

18 AND THE THIRD, WHICH COMMISSIONER ABDO HAS
19 BROUGHT UP SEVERAL TIMES IS AROUND LEADERSHIP DEVELOPMENT.

20 DO YOU WANT TO ADDRESS SOME OF THOSE?

21 COMMISSIONER ABDO: YES. I THINK WHAT -- THAT
22 PART OF LOOKING AHEAD IS, WHAT ARE WE REALLY EXPECTING TO
23 HAPPEN IN THE BEST START COMMUNITIES AS THEY BECOME MORE
24 MATURE AS ORGANIZATIONS? AND I THINK THAT ONE OF THE
25 THINGS THAT WE TALKED ABOUT WAS LOOKING AT THE LEADERSHIP

1 THAT'S BEING DEVELOPED IN EACH OF THE COMMUNITIES AND
2 HELPING THEM TO BE STRATEGIC IN THEIR THINKING ABOUT WHERE
3 THEY WANT TO MAKE A CONTRIBUTION TO THE COUNTY OR TO THEIR
4 OWN NEIGHBORHOOD OR AREAS. AND THE WAY I LOOK AT IT IS,
5 WE'RE LOOKING AT THE FUTURE LEADERS WITHIN THE COUNTY.
6 AND WE -- WE WANT TO BROADEN THE POOL OF PEOPLE THAT ARE
7 CONSIDERED FUTURE LEADERS AS -- AS WE MOVE FORWARD. HERE
8 ARE AT LEAST 14 COMMUNITIES THAT ARE TRAINING LEADERS AND
9 HELPING LEADERS TO UNDERSTAND THEIR ROLES IN A MUCH BIGGER
10 PLACE THAN JUST THEIR OWN GEOGRAPHICAL AREA.

11 SO THAT'S -- THAT'S KIND OF WHERE I WANT TO SEE
12 THAT STRATEGIC THINKING WITHIN STAFF INTERNALLY BUT THEN
13 ALSO BEGINNING TO WORK EXTERNALLY.

14 COMMISSIONER PLEITEZ HOWELL: AND THAT WAS
15 SOMETHING THAT WAS NOT ON THE DOCUMENT THAT YOU ALL
16 RECEIVED, BUT IT IS SOMETHING THAT HAS BEEN DISCUSSED IN
17 THE PAST. AND IT ADDRESSES SUSTAINABILITY AS WELL IN
18 TERMS OF WHAT WE NEED AND WANT FOR THE BEST START
19 COMMUNITIES.

20 AND, LASTLY, THIS IS ALL IN THE DOCUMENT THAT YOU
21 HAVE, SPECIFIC BOARD REQUESTS. WE REQUESTED ONE ISSUE IS
22 THE ROLE OF FIRST 5 LA, CLARITY ON WHAT WE SEE FIRST 5 LA
23 STEPPING IN AND OUT OF BEST START COMMUNITIES. TWO, IS
24 LESSONS LEARNED. AND THREE -- AND I THINK THIS SHOULD
25 MAKE US PAUSE A LITTLE. WE ASKED FOR THE PHILOSOPHY,

1 PURPOSE, AND VISION OF BEST START. AND IF WE AS
2 COMMISSIONERS ARE ASKING FOR THIS, I THINK WE HAVE TO
3 QUESTION WHAT COMMUNITY IS SEEING AND WHAT THEY'RE
4 RECEIVING. SO I -- I PERSONALLY REALLY UNDERSCORE THAT
5 BECAUSE, IF WE'RE ASKING FOR IT, I THINK IT MEANS THAT WE
6 NEED CLARIFICATION IN COMMUNITY AS WELL.

7 SO WITH THAT, WE RAISE THE QUESTION OF WHAT YOU
8 HEARD, WHAT IS MISSING. AND COMMISSIONER ABDO RAISED TWO
9 THINGS, INCLUDING LEADERSHIP. AND THEN WHAT WOULD YOU
10 LIKE TO SEE ELEVATED IN TERMS OF WHAT WE'RE ASKING FIRST 5
11 LA STAFF IN TERMS OF HOW WE SHOW UP IN THE OUTCOME, AND,
12 AGAIN, WITH THE FOCUS OF WE ARE PROVIDING AND THINKING
13 ABOUT STRATEGIC DIRECTION AND HOW DO WE THINK ABOUT
14 QUALITY IN THIS PARTICULAR OUTCOME.

15 SUPERVISOR KUEHL: ANYTHING TO ADD, JUDY?
16 COMMENTS OR -- DEANNE.

17 COMMISSIONER TILTON: THIS IS EXCELLENT. THANK
18 YOU SO MUCH, BOTH OF YOU.

19 I DO HAVE A QUESTION THAT KIND OF PERMEATES A LOT
20 OF WHAT WE DO WHEN WE TALK ABOUT OUR COUNTY PARTNERS.
21 THERE ARE A LOT OF AGENCIES THAT ARE NOT COUNTY AGENCIES.
22 THERE'S THE LA FIRE DEPARTMENT. THERE'S THE LA UNIFIED
23 SCHOOL DISTRICT. THERE IS INDIVIDUAL POLICE AGENCIES, ON
24 AND ON, COMMUNITY AGENCIES. AND SO SOMETIMES I THINK WE
25 BELIEVE THAT WE'RE SOLVING THE PROBLEM IF WE ENGAGE COUNTY

1 AGENCIES. AND EVEN THOUGH I'M MOST FAMILIAR WITH THE
2 COUNTY SYSTEM, I'VE LEARNED THAT YOU CAN'T JUST STAY
3 THERE, THAT THEY'RE AT BEST A LITTLE BIT OVER HALF OF --
4 OF WHAT GOVERNS THE PEOPLE WHO LIVE IN THIS COUNTY.

5 SO I DON'T KNOW HOW EXACTLY TO PROPOSE
6 INCORPORATING THAT CONCEPT INTO THIS COMMUNITY OUTCOMES
7 DISCUSSION, BUT I DO THINK THAT, INSTEAD OF JUST TALKING
8 ABOUT REACHING OUT TO COUNTY AGENCIES, THAT WE OUGHT TO
9 TALK ABOUT CITY AND STATE, EVEN FEDERAL AGENCIES THAT
10 TOUCH THE LIVES OF CHILDREN AND FAMILIES WITHIN LA COUNTY.

11 SUPERVISOR KUEHL: THAT'S A VERY GOOD POINT. I
12 THINK, WHEN WE WERE INTERVIEWING DEBRA DUARDO, WHO HAD
13 APPLIED TO RUN THE LA COUNTY OFFICE OF EDUCATION AND WAS
14 CHOSEN FOR THE JOB, HER WORK AT LA UNIFIED HAD TO DO WITH
15 A LOT OF DIFFERENT POPULATIONS OF STUDENTS WHO WERE
16 SPECIAL POPULATIONS. AND MANY OF US HAD NOT THOUGHT ABOUT
17 SERVICES PROVIDED TO ONE THAT WOULD TRANSLATE INTO
18 SERVICES PROVIDED, YOU KNOW, FOR THE OTHERS.

19 SO I THINK, AS WE LOOK FORWARD AND LOOK AT
20 PARTNERS, IT'S A REALLY GOOD POINT BECAUSE THERE ARE STILL
21 SOME THAT CAN HELP INFORM OUR WORK.

22 KIM.

23 MS. BELSHE: IT'S A GREAT POINT AND ONE THAT'S
24 REALLY UNDERSCORED BY OUR EXPERIENCE WITH IMPLEMENTATION
25 AND SUPPORT OF BEST START TO DATE. INDEED, ONE OF THE

1 GAPS THAT WE IDENTIFIED THROUGH EARLY IMPLEMENTATION
2 THROUGH THE EXECUTIVE TOUR THAT MANY COMMISSIONERS JOINED
3 ME AND SENIOR MANAGEMENT TEAM MEMBERS IN OVER THE COURSE
4 OF THE PAST SIX MONTHS WAS REALLY CALLING OUT HOW MUCH
5 ACTIVITY IS RELATED TO MUNICIPAL GOVERNMENT, SCHOOL
6 DISTRICTS. AND, YOU KNOW, IT'S NOT ACROSS THE BOARD, BUT
7 WE ABSOLUTELY RECOGNIZE IT'S NOT JUST COUNTY AGENCIES,
8 THOUGH THAT'S AN IMPORTANT RELATIONSHIP.

9 SO IT'S ACTUALLY ONE OF THE CAPABILITY GAPS WE
10 IDENTIFIED OVER THE COURSE OF THE PAST FEW MONTHS THAT
11 HELPED TO INFORM THE CREATION OF THE NEW DIRECTOR OF
12 COMMUNITY RELATIONS ROLE. SO ONE OF THE THREE PRINCIPLE
13 RESPONSIBILITIES OF THIS ROLE THAT RAFAEL GONZALEZ IS
14 SERVING IN IS EXACTLY THAT; IT'S HELPING PLAY A BRIDGING
15 ROLE BETWEEN THE PARTNERSHIPS AND THOSE MUNICIPALITIES
16 WHERE IT IS A MUNICIPAL OR LOCAL GOVERNMENT OR SCHOOL
17 DISTRICT ISSUE THAT THE COMMUNITIES HAVE IDENTIFIED AS
18 BEING WHERE THEY WANT TO FOCUS TO STRENGTHEN FAMILIES AND
19 IMPROVE CHILD OUTCOMES.

20 SO RAFAEL HAS BROAD SHOULDERS WE KNOW. HE ALONE
21 ISN'T GOING TO BE ABLE TO SOLVE ALL THOSE PROBLEMS, BUT WE
22 NEED TO START. WE NEED TO LEARN BY DOING. AND WE THINK
23 RAFAEL'S WELL POSITIONED TO HELP MAKE THOSE CONNECTIONS.

24 SUPERVISOR KUEHL: NANCY.

25 COMMISSIONER AU: AS I'M SITTING HERE AND

1 LISTENING, IT'S REALLY UNFORTUNATE THAT I COULDN'T BRING
2 ALL THE HISTORICAL CONVERSATIONS THAT OCCURRED OVER TIME
3 THAT RESULTED IN TODAY IN TERMS OF OUR FOCUS ON
4 PLACE-BASED WORK AND BEST START BECAUSE IT WAS A
5 REALIZATION THAT FIRST 5 LA, EVEN IF WE HAD UNLIMITED
6 RESOURCES, THAT WE WOULDN'T BE ABLE TO TRULY DO THE -- THE
7 ULTIMATE ENSURING THAT ALL CHILDREN BORN HERE IN LA COUNTY
8 WAS GOING TO HAVE A THRIVING FUTURE FOR THEMSELVES; THAT
9 IT REALLY WOULD TAKE MULTIPLE ENTITIES AND AGENCIES, BUT
10 ESPECIALLY IT WOULD TAKE PARENTS AND FAMILIES AND
11 NEIGHBORHOOD AND COMMUNITY REALLY FOCUS AND INTENTIONAL
12 ABOUT CREATING THAT KIND OF NURTURING ENVIRONMENT FOR THE
13 CHILDREN. AND THAT'S WHY WE CREATED BEST START. AND THE
14 REALIZATION THAT IT'S NOT JUST SERVICES, BUT IT REALLY
15 MEANT ENGAGING FAMILIES IN THE WHOLE CULTURE CHANGE AS
16 THEY LOOK AT THEIR ROLE AS PARENTS AND HOW THEY GO ABOUT
17 ADDRESSING WHAT IT IS THEY NEED TO SUPPORT THEIR FAMILIES
18 SO THAT THEY COULD PROVIDE OPTIMALLY FOR THEIR CHILDREN.

19 SO AS YOU TALK ABOUT SERVICES, WE MAY ALSO WANT
20 TO THINK ABOUT NOT JUST SERVICES, BECAUSE SERVICES IS ONLY
21 SO -- CAN ONLY GO SO FAR. BUT IT'S REALLY ABOUT ENGAGING
22 FAMILIES AS THEY TAKE CONTROL. AND WE TALK ABOUT
23 LEADERSHIP, IT'S REALLY THAT. YOU KNOW, IN FAMILIES
24 PARENTS TAKING LEADERSHIP AND BEING ABLE TO ARTICULATE AND
25 ADVOCATE WHATEVER LEVEL THEY NEED TO BE AT TO SAY, THIS IS

1 WHAT I NEED TO SUPPORT MYSELF AND MY FAMILY.

2 AND SO WE DO HAVE EVIDENCES OF SOME OF THAT
3 OCCURRING. AND -- AND FIRST 5 LA IN SOME OF ITS WORK IN
4 THE BEST START COMMUNITIES HAVE CAPITALIZED ON SOME OF
5 THAT. AND THE I HEART WILIMINGTON IS AN EXAMPLE OF THAT
6 WHERE A COMMUNITY WAS APPALLED AT THE -- AT THE KILLINGS
7 THAT WERE OCCURRING IN WILIMINGTON. AND WE'RE TALKING
8 ABOUT ALMOST TEN YEARS AGO. AND GALVANIZED AND ORGANIZED
9 THE COMMUNITY TO SAY, WE'LL NEED TO TAKE BACK OUR
10 COMMUNITIES SO THAT NO MORE OF OUR CHILDREN ARE GOING TO
11 BE KILLED.

12 THOSE ARE SOME OF THOSE EXAMPLES OF THE INHERENT
13 STRENGTH AND POSSIBILITIES THAT IS EMBEDDED IN WORKING IN
14 PARTNERSHIP WITH FAMILIES AND COMMUNITIES. AND THEY'RE
15 THE ONES THAT THEN APPROACH THE POLICE DEPARTMENT, THE
16 FIRE DEPARTMENT, THE OTHERS, THE SCHOOLS, THE CHILD CARE
17 PROVIDERS THAT SAY, YOU NEED TO COME ON BOARD SO WE CAN
18 TAKE BACK OUR COMMUNITY.

19 SO LEADERSHIP IS VERY IMPORTANT. AND I THINK THE
20 WORK OF BEST START IN ENGAGING ON THAT LEVEL HAS HELPED
21 THAT BECAUSE IT ENCOURAGES FAMILIES TO SAY, YOU DO HAVE A
22 VOICE AND YOU DO HAVE THE WHEREWITHAL TO MAKE A CHANGE.

23 SO I -- I AGREE WITH ALL THAT HAS BEEN SAID AND,
24 ULTIMATELY, WE NEED TO GET THERE. BUT I THINK -- ANYWAY,
25 IT'S EXCITING WORK BUT IT'S ALSO VERY DAUNTING WORK.

1 SUPERVISOR KUEHL: JUDY.

2 COMMISSIONER ABDO: AND I THINK IT NEEDS TO BE
3 INTENTIONAL AS OPPOSED TO ACCIDENTAL WORK.

4 COMMISSIONER AU: YES. YES. AND THAT'S WHERE
5 THE ROLE OF THE FIRST 5 CAN BE.

6 COMMISSIONER ABDO: YES.

7 COMMISSIONER AU: BECAUSE WE CAN BE THE
8 INTENTIONAL ELEMENT. YES.

9 SUPERVISOR KUEHL: I THINK THERE'S ALSO SOME
10 INHERENT TENSION ALWAYS IN THE EMPOWERMENT OF A VARIETY OF
11 COMMUNITIES TO ARTICULATE THEIR OWN NEEDS AND SOLUTIONS
12 AND THE ABILITY TO SUSTAIN, SO IT'S NOT JUST A CHARISMATIC
13 LEADER WHO'S THEN GOING OFF SOMEWHERE.

14 COMMISSIONER AU: EXACTLY.

15 SUPERVISOR KUEHL: THE ABILITY TO SUPPORT. THE
16 DEVELOPMENT OF LEADERSHIP MAY LOOK DIFFERENT, BUT IT
17 SHOULDN'T HAVE TO BE REINVENTED FROM A NEW WHEEL IN MANY
18 WAYS IF WE CAN HELP WITH THAT. PLANNING FOR SUCCESSION,
19 ET CETERA.

20 AND THE INHERENT INTENTION IS REALLY SORT OF A
21 VARIETY OF QUALITY, A SORT OF CHAOTIC FEELING IF 14
22 DIFFERENT AREAS ARE DOING 14 DIFFERENT THINGS, EACH OF
23 WHICH MAY BE APPROPRIATE FOR THEM, BUT DOESN'T LOOK LIKE,
24 YOU KNOW, THE OTHERS. AND WHAT OUR ROLE IS -- AND I'M NOT
25 SAYING I TRULY UNDERSTAND IT IN ANY WAY -- BUT WHAT OUR

1 ROLE IS IN HELPING TO EMPOWER THOSE SOLUTIONS, BUT ALSO TO
2 HELP WITH A FEW LEARNINGS FROM HERE THAT BECOME BEST
3 PRACTICES THAT AT LEAST CAN BE SUGGESTED OR CARRIED OUT
4 WITHOUT CENTRALIZING OR STANDARDIZING, WHICH IS I THINK
5 WHAT WE DECIDED NOT TO DO IN THIS CASE.

6 COMMISSIONER AU: BUT STANDARDIZATION COMES ABOUT
7 WHEN WE'RE ABLE TO IDENTIFY THE LEADERSHIP THAT EMERGES
8 FROM THAT EVENT OR WHATEVER THAT EVENT IS AND TO SAY, HEY,
9 THIS IS WHAT WE NEED TO SUPPORT. AND THAT'S THE
10 INTENTIONALITY I THINK JUDY IS REFERENCING.

11 SUPERVISOR KUEHL: I THINK THE
12 CROSS-POLLENIZATION IS IMPORTANT, TOO. I REMEMBER A
13 NATIONAL GATHERING FROM A LOT OF DIFFERENT COMMUNITIES
14 WHICH BY THEN WE SORT OF MEANT GAY AND STRAIGHT, VARIOUS
15 DIFFERENT SHADES OF RACE, IMPOVERISHED IN DIFFERENT WAYS,
16 NATIVE AMERICAN, ET CETERA. AND IT WAS ABOUT HEALTH. AND
17 EVERY SINGLE COMMUNITY HAD A HEALTH CHALLENGE AND THEY
18 WERE ALL DIFFERENT. THEY WERE DIFFERENT. AND YET
19 SIMILARITY WAS THEY HAD A HEALTH CHALLENGE, THE GOVERNMENT
20 WASN'T PAYING ANY ATTENTION TO IT, WHETHER IT WAS SICKLE
21 CELL OR AIDS OR WHATEVER. AND TO INFORM EACH OTHER ABOUT
22 HOW TO GET THIS ON AN AGENDA WITHOUT SAYING, MY HEALTH
23 ISSUE IS MORE IMPORTANT THAN YOUR HEALTH ISSUE, BUT RATHER
24 TO THINK ABOUT HOW WE BRING IT TOGETHER.

25 AND I THINK FIRST 5 CAN ACTUALLY HELP WITH THAT.

1 I HAVE NO IDEA HOW YET EXACTLY, BUT I THINK THAT'S SORT OF
2 WHAT WE'RE COMMITTED TO IN HAVING THESE DIFFERENT MODELS.

3 SUPERVISOR KUEHL: KIP, I THINK YOU'RE NEXT
4 TALKING ABOUT THE HEALTH BREAKOUT.

5 COMMISSIONER THOMPSON: FIRST, I JUST WANTED TO
6 THANK THE STAFF FOR PUTTING TOGETHER THESE GREAT BULLET
7 POINTS. IT WAS VERY HELPFUL FOR REFRESHING MY MEMORY FROM
8 TWO MONTHS AGO, WHICH IS NOT AS GOOD AS IT WAS TEN YEARS
9 AGO.

10 SO THE -- THE OVERARCHING HEALTH OUTCOME THAT
11 WE'RE LOOKING AT IS, IMPROVED CAPACITY OF HEALTH, MENTAL
12 HEALTH, AND SUBSTANCE ABUSE SERVICES SYSTEMS TO MEET THE
13 NEEDS OF CHILDREN PRENATAL TO AGE FIVE AND THEIR FAMILIES.
14 AND WE KIND OF DEVELOPED TWO OVERARCHING STRATEGIES, AND
15 THE SECOND WAS TALKED ABOUT MORE IN THE OTHER BREAKOUT
16 GROUP. AND I WASN'T IN THAT ONE. SO AT END OF THIS, IF
17 ANYONE HAS ANY INPUT ON THAT, I'D LOVE TO HEAR IT.

18 BUT THE FIRST STRATEGY WAS ADVOCATE FOR POLICY
19 AND PRACTICE CHANGES TO SUPPORT EFFORTS TO IMPROVE
20 COORDINATION AND FUNCTIONING OF DEVELOPMENTAL SCREENING,
21 ASSESSMENT, AND EARLY INTERVENTION PROGRAMS. AND KIND OF
22 THE PRIMARY THING WE FOCUSED ON IN THIS WAS STRATEGIES TO
23 TRAIN AND INCENTIVIZE PHYSICIANS TO CONDUCT DEVELOPMENTAL
24 SCREENINGS AND SURVEILLANCE. AND THERE CAN BE FINANCIAL
25 INCENTIVES. THERE CAN BE CME INCENTIVES. THERE CAN BE

1 MAINTENANCE OF CERTIFICATIONS INCENTIVES FOR
2 PEDIATRICIANS. AND THERE CAN BE A LINK OF COMPENSATION
3 FOR PROVIDING THESE SCREENINGS.

4 AND I THINK ONE OF THE THINGS THAT PERSONALLY
5 RESONATED WITH ME WAS THE IDEA OF GETTING TO PHYSICIANS
6 WHEN THEY'RE EARLIER IN THEIR TRAINING, SO RESIDENCY,
7 FELLOWSHIP, EVEN MEDICAL SCHOOL SO IT BECOMES PART OF
8 THEIR HABITS THAT THEY DO THESE THINGS AND THEY KNOW THE
9 RESOURCES IN THE COMMUNITIES IF THEY END UP IN THAT --
10 PRACTICING IN THAT PARTICULAR COMMUNITY.

11 I REMEMBER MY OWN CHILD PSYCHIATRY FELLOWSHIP AT
12 UCLA. THERE WAS -- WE GOT REALLY ACQUAINTED WITH THE
13 REGIONAL CENTER, SO THAT'S ALWAYS KIND OF SOMETHING WE
14 THINK ABOUT. AND I THINK IF YOU CAN IMPART THAT
15 INFORMATION TO PEDIATRICIANS OR MID-LEVEL PRACTITIONERS IN
16 THEIR TRAINING PROGRAMS, THEY'LL KIND OF REACH FOR THAT
17 FIRST AND KNOW ABOUT THAT RESOURCE.

18 AND THE OTHER WAYS AND THINGS WE TALKED ABOUT IN
19 THAT STRATEGY WAS WAYS TO MAKE IT EASIER FOR THE PHYSICIAN
20 BECAUSE THE LESS TIME I THINK AND THE LESS ONEROUS IT IS
21 FOR THEM, THE MORE LIKELY THEY ARE WILLING TO DO IT. SO
22 SOME OF THOSE THINGS INVOLVE HAVING PARENTS FILL OUT SOME
23 OF THESE SCREENINGS BEFOREHAND AND INCORPORATING
24 STANDARDIZED CONDITIONAL VISITS FOCUSED ON THE RESULTS OF
25 THOSE SCREENINGS AND USING ABBREVIATED TOOLS.

1 AND ANOTHER THING THAT CAME UP WAS ENGAGING
2 MID-LEVEL PRACTITIONERS IN THIS EFFORT, TOO, NURSE
3 PRACTITIONERS, PHYSICIANS ASSISTANTS. AND THE SAME THINGS
4 APPLYING TO THEM, HAVING -- HAVING THEM INTRODUCED TO THE
5 STUFF EARLIER IN THEIR TRAINING AS WELL. AND THEIR ROLE
6 IS EXPANDING IN THE TREATMENT OF ZERO TO FIVE. AND I
7 THINK THEY MAY EVEN BE PROVIDING MORE OF THE CARE TO LOWER
8 SES FOLKS. AND THAT WILL EXPAND THAT PIECE OF THE PIE I
9 THINK.

10 AND THEN WE TALKED ABOUT PHYSICIANS HAVING A
11 CONNECTION WITH COMMUNITY RESOURCES. I TOUCHED ON THAT
12 ALREADY. SO KNOWING ABOUT THE DIFFERENT THINGS THAT ARE
13 AVAILABLE IN THE DIFFERENT COMMUNITIES, HELP ME GROW AND
14 OTHERS.

15 AND THEN PARENT EDUCATION AND ADVOCACY. AND I
16 THINK -- I THINK PHYSICIANS AND OTHER PRACTITIONERS CAN
17 REALLY BE HELPFUL WITH THAT. THEY'RE A TRUSTED SOURCE OF
18 INFORMATION FOR A LOT OF PARENTS. AND I THINK IF YOU CAN
19 GET BUY-IN FROM THE PHYSICIANS, THEY CAN KIND OF IMPART
20 THAT BUY-IN TO THE PARENTS AND STRESS THE IMPORTANCE OF
21 IT.

22 THE OTHER THING THAT WE -- THE OTHER OUTCOME OR
23 THE OTHER STRATEGY THAT WE TALKED ABOUT WAS IDENTIFYING
24 AND PROMOTING BEST PRACTICES AROUND TRAUMA INFORMED CARE
25 THAT IMPROVE SERVICE DELIVERY FOR CHILDREN PRENATAL TO AGE

1 FIVE AND THEIR FAMILIES. AND WE TALKED A LOT ABOUT TRAUMA
2 INFORMED CARE OVER THE YEARS -- LAST SEVERAL YEARS. AND
3 ONE OF THE THINGS THAT -- THAT CAME UP IN MY DISCUSSIONS
4 WITH STAFF WAS TWEAKING THE DEFINITION OF TRAUMATIC EVENT
5 IN SOME WAYS TO BE MORE INCLUSIVE. AND ONE OF THE TWO
6 TERMS THAT ARE KIND OF THROWN ARE ACE, ADVERSE CHILDHOOD
7 EXPERIENCE, AND THEN TRAUMA AS IT'S DEFINED IN DSM-V. AND
8 ACE IS A LITTLE BIT MORE INCLUSIVE AND PROBABLY WILL CATCH
9 MORE KIDS, BUT IT DOESN'T CATCH EVERYTHING. SO WORKING ON
10 TRYING TO FIGURE OUT WHAT DEFINITION WE WANT TO USE TO
11 CAST AS WIDE A NET AS POSSIBLE, IF YOU WILL.

12 IMPROVING DMR SYSTEMS SO THAT PATIENT FILES CAN
13 BE SHARED MORE COMPREHENSIVELY. THAT'S A GOAL THAT
14 EVERYONE HAS AND WE'VE BEEN WORKING ON IN THE COUNTY FOR A
15 WHILE AND CONTINUE TO WORK ON AND CONTINUES TO BE ONE OF
16 OUR CHALLENGES.

17 AND UTILIZING STATE AND NATIONAL EFFORTS, NOT
18 RECREATING THE WHEEL, BUT LEARNING WHAT'S BEEN DONE IN
19 OTHER JURISDICTIONS AND USING THAT FOR LA COUNTY AND FIRST
20 5 LA COUNTY.

21 SO AS FAR AS POINTS OF EMPHASIS, I THINK THE
22 THINGS THAT CAME UP WERE PROVIDER TRAINING, ENGAGEMENT,
23 AND BUY-IN ARE INCREDIBLY IMPORTANT; THINKING MORE BROADLY
24 ABOUT THE MEDICAL PROVIDER COMMUNITY, MPS, PAS; AND THEN
25 EXPANDING THIS -- THIS DEFINITION OF TRAUMATIC EVENT TO

1 TRY TO CAPTURE MORE YOUTH.

2 AND THEN JUST ONE FINAL POINT IS THAT THERE'S
3 THREE BILLS ON THE GOVERNOR'S DESK RIGHT NOW. I'M NOT
4 SURE WHAT'S GOING TO HAPPEN WITH THEM. BUT SOME OF THEM
5 WILL PROBABLY INDIRECTLY IMPACT MENTAL HEALTH CARE FOR THE
6 ZERO TO FIVE GROUP. SO IT'S SB-1174, 253, AND 12 -- NOT
7 AS MUCH 1291. BUT I THINK OUR LEGISLATIVE DEPARTMENT IS
8 DOING A GOOD JOB OF TRACKING MOST OF THOSE THINGS.

9 SO IF ANYONE WAS IN THE SECOND BREAKOUT GROUP AND
10 WANTED TO ADD TO THE SECOND STRATEGY, THAT WOULD BE
11 FANTASTIC.

12 SUPERVISOR KUEHL: NOW, PHILIP WAS GOING TO SAY
13 SOMETHING BUT HAD TO LEAVE FOR A MEETING. SO ANYBODY ELSE
14 THAT WAS IN THE SECOND BREAKOUT GROUP ON HEALTH?

15 DEANNE.

16 COMMISSIONER TILTON: I WAS JUST GOING TO
17 EMPHASIZE THE IMPORTANCE OF PHYSICIANS, PARTICULARLY
18 PEDIATRICIANS TREATING CHILDREN AND FAMILIES NOT BEING
19 ISOLATED. THIS IS A DEFINITE PROBLEM BECAUSE THE PRACTICE
20 TENDS TO FOCUS ON THAT ONE PARTICULAR FAMILY UNLESS IT'S A
21 CLINIC OR A HOSPITAL. SO WE TALKED ABOUT THE NEED FOR
22 PHYSICIANS -- FAMILY PHYSICIANS AND PEDIATRICIANS TO BE
23 PART OF THE COMMUNITY AND NOT JUST HANG UP A SHINGLE AND
24 BE TREATING LITTLE KIDS, IN WHICH CASE THEY ARE GOING TO
25 BE VERY RELUCTANT TO ADDRESS ANY PROBLEMS BECAUSE THEY'RE

1 GOING TO WANT TO PLEASE THE FAMILY, THEY'RE GOING TO WANT
2 TO BE A PART OF THE -- THE JOY OF RAISING THAT CHILD, EVEN
3 IF THAT'S NOT ULTIMATELY JOYFUL.

4 SUPERVISOR KUEHL: DAYTON.

5 COMMISSIONER GILLELAND: THANK YOU. I WAS JUST
6 GOING TO STATE THAT I THINK TIM COVERED IT VERY WELL. THE
7 SECOND GROUP LOOKED AT ALL THE WORK THAT WAS DONE BY THAT
8 FIRST GROUP AND WE GAVE AFFIRMATION FOR REALLY ALL THAT WE
9 SAW.

10 ONE THOUGHT THAT CAME TO ME NOW THOUGH IN HEARING
11 THIS IS THAT WE REALLY DIDN'T TALK ABOUT THE IMPORTANCE OF
12 COMMUNICATING THE SIGNIFICANCE OF CHILDHOOD TRAUMA AND THE
13 NUMBER OF STUDENTS THAT ARE AFFECTED. I WAS THINKING JUST
14 RECENTLY ABOUT HOW MUCH ATTENTION RIGHT NOW WE'RE GIVING
15 TO THE ZIKA VIRUS AND THE MOSQUITO. IN TODAY'S WORLD
16 DAY-TO-DAY THERE'S SO MUCH TRAUMA THAT'S JUST NOT BEING
17 ADDRESSED OR EVEN CONSIDERED.

18 SO I THINK PART OF THIS COULD IN FACT BE
19 CONVEYING THAT MESSAGE SOMEHOW. I DIDN'T SEE THAT
20 REFLECTED. I THINK THAT WORD NEEDS TO BE EXPLICITLY
21 STATED.

22 COMMISSIONER TILTON: THANKS, DAYTON.

23 DEANNE.

24 COMMISSIONER TILTON: I WANTED TO ADD THAT THE
25 ACE STUDY, ONE OF THE MOST SIGNIFICANT FINDINGS OF

1 ASSESSING CHILDHOOD ADVERSE EXPERIENCES, NOT NECESSARILY
2 TRAUMA, ONCE IMPLEMENTED AT KAISER IN SAN DIEGO RESULTED
3 IN A MULTIMILLION DOLLAR SAVINGS TO THE MENTAL HEALTH AND
4 HEALTH SYSTEMS. THE PEOPLE WHO PARTICIPATED IN THAT STUDY
5 AND THEN HAD THEIR ONGOING CARE RESPONSIVE TO THE TRAUMA
6 OR THE ADVERSE EXPERIENCES WERE HEALTHIER, LESS LIVER,
7 HEART, LUNG, EARLY DEATH. AND SO EVEN THOUGH THAT ACE
8 STUDY CAME OUT SOME 15 YEARS AGO, IT STILL STANDS TO BE
9 ONE OF THE MOST INCREDIBLY EFFECTIVE METHODS TO DETERMINE
10 WHAT THE RISK TO CHILDREN AND FAMILIES AND ADULTS MIGHT
11 BE, EVEN THOSE NOT IN THE SYSTEM. AND THESE STUDIES WERE
12 NOT FOCUSED ON PEOPLE WHO WERE VICTIMS OR ABUSERS OR
13 WHATEVER. IT WAS PEOPLE WHO CAME TO KAISER FOR HEALTH
14 ISSUES. SO THIS IS REALLY IMPORTANT. HEALTH IS AN
15 INCREDIBLE IMPORTANT ISSUE.

16 SUPERVISOR KUEHL: THANK YOU. KARLA.

17 COMMISSIONER PLEITEZ HOWELL: ONE THING I WOULD
18 ADD UNDER PARENT EDUCATION ADVOCACY IS MAKING SURE THAT
19 WE'RE BALANCED ABOUT THE WAY WE PRESENT KNOWLEDGE OF
20 PHYSICIANS AND COMMUNITY VOICES. SO IF WE ELEVATE THE
21 PHYSICIAN -- THE PHYSICIAN VOICE A LOT, COMMUNITY VOICE
22 MAY FEEL SILENCED BECAUSE THERE'S A POWER DYNAMIC THAT
23 OCCURS: THIS PERSON KNOWS ALL THE ANSWERS. SO AS I THINK
24 WE PUT OUT OUR MESSAGE AND LOOK AT PARENT EDUCATION, HOW
25 DO WE MAKE SURE WE BALANCE THAT WHERE, YES, THIS IS AN

1 INCREDIBLE RESOURCE BUT SOMETIMES THIS RESOURCE MAY
2 ACTUALLY NOT BE HELPFUL IN A PARTICULAR COMMUNITY.

3 SO IN PARENT EDUCATION, AS WE HIGHLIGHT THAT,
4 MAKING SURE THAT WE ELEVATE THE IMPORTANCE OF THINKING OF
5 DIVERSITY OF POTENTIAL FOLKS THAT WE COULD TURN TO WHEN
6 COMMUNITY MEMBERS ARE LOOKING FOR ANSWERS FOR THEIR
7 CHILDREN.

8 SUPERVISOR KUEHL: NANCY.

9 COMMISSIONER AU: I GUESS AS I WAS LISTENING, I
10 WAS ALSO REFLECTING ON SORT OF THE REALLY IMMEDIATE
11 CHALLENGES GOING TO CONFRONT US WITH -- AFTER NOVEMBER AND
12 ALL THE PREDICTIONS AND PROJECTIONS OF THAT. THE
13 LEGALIZATION OF MARIJUANA IS PROBABLY GOING TO PASS AND
14 THE VOTERS ARE GOING TO SUPPORT IT.

15 NOW, I -- I'VE NOT SEEN ANY DATA OR STUDIES OR
16 ANY COMMUNIQUE ABOUT THE ADVERSE AFFECT THAT MARIJUANA
17 SMOKING WILL HAVE ON OUR CHILDREN, AND I -- I -- I THINK
18 IT'S -- WHEN WE TALK ABOUT HEALTH AND THE IMPACT --
19 POTENTIAL IMPACT ON MENTAL HEALTH AND HEALTH ALL OF THAT
20 ON CHILDREN, I -- I -- THERE'S A SENSE OF REAL TREPIDATION
21 ON MY PART THAT WE'RE NOT READY AND WE HAVE NOT POSITIONED
22 OURSELVES IN A WAY THAT, EVEN THOUGH MARIJUANA MAY BE
23 LEGALIZED, THAT WE MAY NOT HAVE A MESSAGE IN PLACE TO SAY,
24 AS DETRIMENTAL AS SMOKING AND SECONDHAND SMOKING IS TO
25 CHILDREN AND THEIR DEVELOPMENT, LET'S ALSO PAY ATTENTION

1 TO MARIJUANA AND THAT IMPACT AS WELL.

2 I DON'T KNOW. I JUST WENT THERE WHEN I HEARD
3 ABOUT THE HEALTH CONCERNS.

4 COMMISSIONER THOMPSON: THERE IS A FAIR AMOUNT OF
5 DATA ON ADOLESCENTS WHO START SMOKING MARIJUANA YOUNGER
6 AND THEY GET -- THERE'S IMPAIRMENT IN THREE DIFFERENT
7 DOMAINS.

8 COMMISSIONER AU. YEAH, THE STUDIES ARE THERE.
9 THE RESEARCH IS THERE. BUT I DON'T THINK WE HAVE HAD --
10 WE'VE PAID ATTENTION TO ORGANIZING SOME KIND OF
11 COMMUNICATION OR MESSAGING TO THE PUBLIC. AND IT'S NOT TO
12 TAKE SIDES. I MEAN, THERE'S MUCH MORE COMPLEX ISSUES.
13 BUT I DO KNOW THE BOTTOM LINE IS, IT WILL HAVE AN ADVERSE
14 AFFECT ON OUR CHILDREN IF THEY'RE EXPOSED. AND SO THAT'S
15 THE PART THAT I'M CONCERNED ABOUT.

16 SUPERVISOR KUEHL: WE'VE BEEN DISCUSSING THIS
17 ABOUT OUR DEPARTMENT OF PUBLIC HEALTH BECAUSE I'VE
18 EXPRESSED A CONCERN KIND OF BOTH WAYS. ONE IS I DON'T
19 WANT TO JUST HAVE REEFER MADNESS, YOU KNOW, REPEATED FOR
20 ME LIKE IT'S A GATEWAY DRUG AND THEY'RE ON COCAINE THE
21 NEXT DAY AND YOU KNOW THAT. BECAUSE THERE'S NOT
22 NECESSARILY SUFFICIENT DATA ABOUT THAT AS COMPARED TO
23 OTHER KINDS OF STIMULANTS THAT CAN BE A GATEWAY DRUG, ET
24 CETERA. SO I -- YOU KNOW, IT WOULD BE REALLY GOOD TO HAVE
25 SOME NONHYSTERICAL EVALUATION OF WHAT -- WHAT IT ACTUALLY

1 IS.

2 AND I ALSO ASKED IF WE COULD LOOK AT A COMPARISON
3 WITH ALCOHOL IN TERMS OF -- BECAUSE, YOU KNOW, OVER THE
4 YEARS, ONE IS LEGAL, ONE IS NOT LEGAL. THEY'RE BOTH TO ME
5 -- THEY LOOK THE SAME TO ME. AND THEY DO DIFFERENT THINGS
6 IN DIFFERENT WAYS.

7 AND THE THIRD THING IS THE KIDS ARE ALREADY
8 HAVING QUITE A BIT OF ACCESS TO MARIJUANA. AND SO THE
9 QUESTION IS WHETHER REGISTRATION, REGULARIZATION,
10 LICENSING WILL BE HELPFUL OR NOT HELPFUL. WILL WE BE ABLE
11 TO CONTROL THE STRENGTH OF IT, FOR INSTANCE. IN THE OLD
12 DAYS, IT WASN'T VERY STRONG. RIGHT NOW IT'S VERY STRONG,
13 AND EVEN MEDICAL MARIJUANA. SO THERE'S A LOT I THINK THAT
14 WE COULD LEARN.

15 CINDY, I DIDN'T MEAN TO SPEAK FOR YOU. THAT'S
16 OUR WHOLE DEPARTMENT, BUT OF COURSE --

17 COMMISSIONER HARDING: I JUST HAD THE OPPORTUNITY
18 TO GO TO DENVER WITH THE CEO AND SOME OF THE OTHER
19 DEPARTMENT HEADS BECAUSE WE'RE VERY CONCERNED.

20 SUPERVISOR KUEHL: THEY DIDN'T BRING ANY SAMPLES
21 BACK?

22 COMMISSIONER AU: YOU MEAN IT'S NOT IN OUR
23 COOKIES?

24 MS. BELSHE: NO, IT'S NOT IN OUR COOKIES. WE'RE
25 ON THE RECORD.

1 COMMISSIONER HARDING: WE HAD SOME REALLY
2 INTERESTING OPPORTUNITIES TO SPEAK WITH THE OFFICIALS IN
3 DENVER ABOUT WHAT HAPPENED WHEN RECREATIONAL MARIJUANA
4 PASSED THERE AND WHAT WERE THE KIND OF THINGS THEY THOUGHT
5 ABOUT IN PUTTING TOGETHER THE REGULATORY FRAMEWORK. AS
6 YOU BRING UP, NANCY, THERE'S A LOT OF THINGS THAT WE HAVE
7 TO THINK ABOUT.

8 WHAT THEY -- ONE OF THE BIGGEST KIND OF EYE
9 OPENERS AND AWAKENINGS FOR THEM WAS THE IMPACT OF EDIBLE
10 MARIJUANA MORE SO THAN SMOKE AND SECONDHAND SMOKE. BUT
11 THE INCREASE IN THE KIDS THAT WERE IN THE EMERGENCY ROOMS
12 BECAUSE OF INGESTING EDIBLE PRODUCTS THAT LOOKED LIKE
13 GUMMY BEARS OR CANDIES AND -- SO THERE'S A LOT THAT WE
14 NEED TO THINK ABOUT IN TERMS OF PUTTING TOGETHER, IF THIS
15 PASSES, A FRAMEWORK WHICH CAN BE MORE PROTECTIVE TO
16 CHILDREN IN WAYS. I THINK WE'VE GOT THAT OPPORTUNITY TO
17 DO IT.

18 THERE'S GOING TO BE ON SEPTEMBER -- I BELIEVE
19 IT'S 29TH, ASSEMBLYMAN NAZARIAN IS PUTTING TOGETHER A
20 FORUM. I BRING IT UP ONLY -- IT'S ON MARIJUANA AND ON
21 PROP 64. I BRING IT UP BECAUSE THEY'RE BRINGING IN ANDREW
22 FREEDMAN WHO WAS -- WHO CURRENTLY RETURNS THE OFFICE OF
23 MARIJUANA COORDINATION FOR THE STATE OF COLORADO. HE
24 VERY, VERY THOUGHTFUL GENTLEMAN. WE SPENT A LITTLE OVER
25 AN HOUR TALKING WITH HIM ABOUT THE PROS AND CONS ON BOTH

1 SIDES OF THIS. AND HE'S VERY EVEN HANDED, VERY EVEN IN
2 HIS THOUGHT ABOUT THIS. HE'S SOMEBODY, IF IT DOES PASS,
3 WE'D LOVE TO GET HIS CONSULTING HERE BECAUSE THE MAN HAS
4 REALLY THOUGHT THROUGH MANY OF THE RAMIFICATIONS.

5 AND, YOU KNOW, ALL KINDS OF UNINTENDED
6 CONSEQUENCE WITH A GRAY MARKET IN MARIJUANA. WHEN YOU
7 ALLOW PEOPLE TO GROW THEIR OWN FOR MEDICAL NEEDS AND THEN
8 THESE COLLECTIVES GOT FORMED AND ONE PERSON WAS GROWING
9 FOR 30 PATIENTS, ALL LEGITIMATE WITH NAMES ON THE
10 FRAMEWORK. BUT THEN THE CUBAN CARTEL CAME IN AND WAS
11 BUYING UP BASEMENTS AND HOMES IN DENVER AND GROWING FOR
12 THIS LEGITIMATE LIST OF PATIENTS. AND ALL OF A SUDDEN,
13 YOU'VE KIND OF WHAT'S THE GRAY MARKET BECAUSE THEY'RE
14 DOING IT -- YOU CAN, GROW. THAT'S LEGITIMATE. THAT'S
15 LEGAL. BUT SELLING IT ISN'T. AND YET THESE PLANS WERE
16 ENDING UP BECAUSE THEY WEREN'T PART OF THE TRACKED SYSTEM
17 THAT'S PART OF THE RECREATION MARIJUANA SYSTEM WHERE EVERY
18 SINGLE SEED IS TRACKED THROUGH THE ENTIRE PROCESS. AND
19 YOU'RE GETTING STUFF SOLD IN FLORIDA THAT WAS GROWN IN
20 COLORADO.

21 SO I THINK THERE'S LOTS THAT WE CAN LEARN FROM
22 THEIR EXPERIENCE AND APPLY IT HERE TO PUT TOGETHER A
23 RATIONAL FRAMEWORK. AND AS SUPERVISOR, AS YOU SAID,
24 NUMBER -- ALCOHOL IS STILL THE NUMBER ONE DRUG THAT KIDS
25 ARE USING AND MARIJUANA PROBABLY IN OTHER PARTS OF THE

1 COUNTRY. MARIJUANA IS PROBABLY SECOND. BUT ALCOHOL IS
2 WAY UP THERE, AND THAT'S A LEGAL SUBSTANCE.

3 SO WE HAVE TO THINK ABOUT HOW WE REGULATE IT,
4 WHAT THE INDUSTRY IS GOING TO BE LIKE WHEN IT COMES, HOW
5 WE'RE GOING TO PARTNER OR NOT WITH THE INDUSTRY, AND HOW
6 WE'RE GOING TO THINK THROUGH WHAT ARE THE THINGS WE NEED
7 TO DO TO PROTECT HEALTH, AND AS WE PUT IN A REGULATORY
8 FRAMEWORK AND TAXATION STRUCTURE TO MAKE SURE THAT THAT
9 STRUCTURE PAYS FOR WHAT WE NEED IT TO IN TERMS OF
10 PREVENTION AND OTHER THINGS.

11 SUPERVISOR KUEHL: KIM.

12 MS. BELSHE: AND FROM A FIRST 5 LA PERSPECTIVE,
13 WE NEED TO THINK THROUGH WHAT'S OUR ENTRY POINT INTO THIS
14 ISSUE. GOD LOVE THE COUNTY FOR HAVING TO PUT THE --
15 POTENTIALLY PUTTING A REGULATORY STRUCTURE IN PLACE.
16 THAT'S GOING TO BE HEAVY LIFTING AND AT THE STATE LEVEL AS
17 WELL.

18 THE FIRST 5 LEVEL IT'S REALLY THINKING ABOUT
19 MATERNAL AND CHILD HEALTH AND WHAT ARE THE HEALTH
20 IMPLICATIONS TO THE MOTHER, NEWBORN, UNBORN CHILD ALIKE.
21 AND A NUMBER OF THE FIRST 5S HAVE ALREADY STARTED WORKING
22 ON THAT AND INDEED HAVE ALREADY IMPLEMENTED SOME PUBLIC
23 HEALTH EDUCATION MESSAGING, NOT SURPRISINGLY PERHAPS UP IN
24 HUMBOLDT COUNTY WHERE THERE'S A LOT OF ACTION IN
25 MENDOCINO, BUT -- AGAIN, OUR WINDOW IS A FAIRLY NARROW

1 ONE. AND FROM THAT NARROW PERSPECTIVE, I THINK IT DOES
2 GIVE ME PAUSE ABOUT THE MATERNAL AND CHILD HEALTH
3 IMPLICATIONS. BUT VOTERS ARE GOING TO MAKE THAT DECISION
4 AND THEN WE'LL NEED TO STEP BACK AND THINK, IS THERE A
5 PUBLIC EDUCATION OR INFORMATION MESSAGING CONTRIBUTION WE
6 CAN BE MAKING.

7 SUPERVISOR KUEHL: ON THE LARGER PICTURE OF
8 HEALTH THOUGH I WAS THINKING WHEN YOU WERE REPORTING ABOUT
9 HOW THIS ISSUE CROSSES OVER INTO THE -- ALL THE OTHER
10 OUTCOME AREAS, CERTAINLY THE ONES THAT HAVE BEEN REPORTED
11 ON BECAUSE, AS KARLA INDICATED, IT'S AN ISSUE ABOUT -- TO
12 PUT IT THIS WAY, BUT WHAT CAN PARENTS DO ABOUT HEALTH. SO
13 THIS GOES TO FAMILIES.

14 I MEAN, HOME VISITATION IS NOT ONLY ABOUT HEALTH,
15 BUT PRIMARILY REALLY ABOUT SAYING TO FAMILIES, HERE ARE
16 SOME VERY SIMPLE THINGS YOU CAN DO TO PROTECT THE CHILDREN
17 AND YOURSELF TO HELP THEM THRIVE. AND IT'S REALLY THE
18 SAME IN COMMUNITIES WHERE WE'RE TALKING ABOUT NOT
19 NECESSARILY ONLY RELYING ON, OH, YOU DON'T KNOW ANYTHING,
20 GO TO A DOCTOR, WHICH IN A LOT OF COMMUNITIES THEY'RE
21 SAYING, NO, I KNOW A LOT ACTUALLY, AND WE'VE GOT ALL KINDS
22 OF WAYS TO DEAL WITH IT. SO I THINK THERE'S A REAL
23 CROSS-OVER ISSUES.

24 AND SPEAKING OF WHICH, THIS IS SOMETHING I WANTED
25 TO ASK. IN TERMS OF OUR HEALTH SCREENING, ARE DENTISTS A

1 PART OF THAT?

2 MS. BELSHE: FOR DEVELOPMENTAL SCREENING?

3 SUPERVISOR KUEHL: I JUST -- IT'S ONE OF THE
4 THINGS THAT I THINK HAS ALWAYS BEEN A PROBLEM FOR US IN
5 PROVIDING SORT OF HEALTH AND EVEN IN OUR ELECTRONIC HEALTH
6 RECORDS STUFF AND EVERYTHING, IS THAT YOUR DENTIST IS
7 OFTEN VERY AWARE OF THINGS THAT ARE GOING WRONG WITH YOUR
8 BODY. THEY CAN SEE. THEY NEVER TALK TO YOUR DOCTOR.
9 THERE'S NO SHARING OF RECORDS. WE DON'T HAVE ANY OF THAT
10 STUFF. SO I JUST WASN'T SURE -- BECAUSE WE HAVE A SMALL
11 DENTAL PROGRAM REALLY -- IF THERE'S A WAY -- AGAIN, AS
12 JUDY SAID, LOOKING FORWARD, IF THERE'S A WAY TO SORT OF
13 COMMUNICATE. THEY DON'T DO THE SCREENING, BUT IF WE ARE
14 GETTING OUR KIDS TO SEE DENTISTS, WHETHER THERE'S SOME WAY
15 TO START A CONVERSATION WHICH IS NEEDED IN A MUCH LARGER
16 ARENA, NOT JUST ZERO TO FIVE, ABOUT THIS. SO THAT'S WHAT
17 I WAS THINKING WHEN YOU WERE REPORTING.

18 ANYTHING ELSE ON THIS? SHALL WE MOVE TO OUR LAST
19 OUTCOME AREA?

20 LET'S LOOK AT EARLY CHILDHOOD EDUCATION,
21 MR. DENNIS.

22 COMMISSIONER DENNIS: GOOD AFTERNOON. I HAD THE
23 OPPORTUNITY TO TALK TO KATIE YESTERDAY AND SHE DIRECTED ME
24 AS TO WHAT I WAS TO SAY AND HOW LONG I AM TO SAY IT AND
25 WHAT I SHOULD SAY. AND SO THIS --

1 MS. BELSHE: NOT TRUE.

2 COMMISSIONER DENNIS: SO THIS IS FAIRLY EASY FOR
3 ME WHEN STAFF, YOU KNOW, GIVES YOU COMPLETELY CLEAR
4 DIRECTION.

5 SUPERVISOR KUEHL: YEAH, DUANE DENNIS TAKES THE
6 DIRECTION.

7 COMMISSIONER DENNIS: SO A COUPLE OF THINGS. YOU
8 ALL HAVE THE SHEET BEFORE YOU WITH ECE OUTCOME BEING
9 INCREASED ACCESS TO HIGH QUALITY EARLY CARE AND EDUCATION.
10 AND I WON'T GO OVER ALL THE INGREDIENTS IN THE BULLET
11 POINTS, YOU KNOW. HOWEVER, I'M GOING TO DO LIKE A BRIEF
12 BACKGROUND WITH REGARDS TO EARLY CHILDHOOD EDUCATION AND
13 HOW THE DISCUSSIONS HAVE GONE OVER THE LAST 20 YEARS AND
14 HOW THAT INFORMATION CAN BE HELPFUL IN -- TO THE STRATEGIC
15 DIRECTIONS GOING FORWARD.

16 SO WHEN YOU LOOK AT EARLY CHILDHOOD EDUCATION,
17 THERE ARE THREE MAIN AREAS THAT HAVE BEEN CALLED LIKE THE
18 ECE CHILD TRILEMMA, THE FIRST OF WHICH IS ACCESS, THE
19 SECOND OF WHICH HAS BEEN QUALITY, AND THE THIRD IS
20 AFFORDABILITY. SO WHEN YOU LOOK AT THE DISCUSSIONS IN
21 EARLY CHILDHOOD EDUCATION, THESE BUTT UP AGAINST EACH
22 OTHER IN THE DISCUSSIONS. IF WE WERE HAVING THIS
23 DISCUSSION 20 YEARS AGO, IT WOULD BE ABOUT SPACES; THERE'S
24 NOT ENOUGH SPACES, WE DON'T HAVE ENOUGH SPACES FOR FOLKS,
25 AND THAT DEALS WITH THE ACCESS ISSUE.

1 NOW THE DISCUSSIONS ALL ABOUT QUALITY. YOU CAN'T
2 HAVE -- YOU CAN'T JUST HAVE A SPACE; YOU HAVE TO HAVE A
3 HIGH QUALITY SPACE. SO THAT'S WHERE WE FIND OURSELVES
4 TODAY, YOU KNOW, IN THE DISCUSSION. AND THAT'S WHERE WE
5 SEE A LOT OF THE THOUGHT BEING DELIVERED NOT ONLY ON THE
6 FEDERAL LEVEL BUT ON THE STATE LEVEL AND, YOU KNOW, THE
7 ISSUES THAT WE'RE DEALING WITH HERE, YOU KNOW, IN LA
8 COUNTY.

9 AND SO WHEN THINKING ABOUT THE -- THE RICH
10 DISCUSSION THAT WE HAD DURING THE ECE, YOU KNOW,
11 DISCUSSION GROUP, THERE WERE A COUPLE THINGS THAT I WANTED
12 TO DRAW OUT, THE FIRST OF WHICH IS THE ACCESS ISSUE,
13 I MEAN, THAT WE NEED TO INCREASE. AND THAT'S ACTUALLY IN
14 YOUR PIECE. WE NEED TO INCREASE AND ADVOCATE FOR MORE
15 HIGH-QUALITY INFANT AND TODDLER AND PRESCHOOL SPACES.
16 THERE'S JUST NOT ENOUGH SPACES. AND THE ROLE FIRST 5 CAN
17 TAKE IS BEING A GREATER ADVOCATE, MAKING SURE THAT, YOU
18 KNOW, THE KIDS IN THIS COUNTY AS WELL AS THE KIDS
19 THROUGHOUT THE STATE ARE RECEIVING THOSE SPACES, SO THAT
20 DEALS WITH THE ACCESS ISSUE.

21 WITH THE OTHER THING I THINK WE'VE, YOU KNOW,
22 KIND OF LAID A LOT OF ENERGY AROUND AND A LOT OF INTENTION
23 TOWARDS IS THE WORKFORCE. AND WE PUT A LOT OF OUR
24 EMPHASIS ON MAKING SURE THAT THE WORKFORCE IS AS HIGHLY
25 QUALITATIVE AS IT COULD POSSIBLY BE. AND WE SEE OUR ROLE

1 IN THE -- IN A COUPLE OF DIFFERENT, YOU KNOW, SPACES AS WE
2 LOOK AT WORKFORCE. WE ARE LOOKING AT THE UNIVERSAL
3 QUALITY RATING SYSTEM THAT THAT'S BEEN SOMETHING THAT WE
4 HAVE BEEN SOMEWHAT CATALYTIC AROUND IN MAKING SURE THAT
5 THERE'S MORE EMPHASIS ON ENSURING THAT THERE IS A -- A
6 HIGH QUALITY UNIVERSAL QUALITY RATING SYSTEM IN THE COUNTY
7 THAT EVERYBODY USES. AND THAT'S PRETTY I IMPORTANT.

8 AND INTEGRATED IN THAT IS, YOU KNOW, HEIGHTENING
9 THE COMPETENCE OF CHILD CARE PROVIDERS; THAT YOU CAN'T
10 JUST HAVE INCREASE SPACES, YOU CAN'T LOOK ACCESS
11 INDEPENDENT OF HIGH QUALITY; THAT YOU HAVE TO BUILD A
12 COMPETENCE WORKFORCE. AND SO -- AND IN THAT, YOU KNOW,
13 WE'VE -- YOU KNOW, WE -- WE'VE TALKED AROUND AND TALKED
14 ABOUT LICENSE EXEMPT CARE. WE PROBABLY NEED TO DO SOME
15 MORE EXPLORATION, THOUGHT, AND CONSIDERATION OF THOSE
16 INITIATIVES NOT ONLY IN THIS STATE BUT THROUGHOUT THIS
17 COUNTRY AS IT RELATES TO LICENSING EXEMPT CARE. WHEN YOU
18 THINK THAT THE VAST MAJORITY OF POOR CHILDREN WHO ARE
19 BEING SERVED BY THE DEPARTMENT OF PUBLIC SOCIAL SERVICES
20 IN LA COUNTY ARE IN THE LICENSE EXEMPT SYSTEM, WE NEED TO
21 PAY SOME ATTENTION TO TOWARDS THAT.

22 AND THEN, YOU KNOW, I WANTED TO ALSO TALK ABOUT
23 THIS ROLE THAT WE'VE KIND OF TAKEN NOT ONLY ON THE STATE
24 LEVEL, BUT THE LOCAL LEVEL AROUND FACILITATION AND
25 COORDINATION. WE'VE DONE THAT WITH THE ARCHITECTS GROUP

1 IN LOOKING AT THE QUALITY RATING AND IMPROVEMENT SYSTEM
2 AND WE'VE ALSO LOOKED AT THAT, YOU KNOW, CATALYTIC ROLE IN
3 SACRAMENTO AS WE BRING, YOU KNOW, STAKEHOLDERS TO THE
4 TABLE BE THERE -- BE THEY PRACTITIONERS OR PEOPLE, YOU
5 KNOW, IN -- IN THE POLICY ARENA.

6 SO THAT ROLE, I THINK IS -- IS NOT AN OPPORTUNITY
7 FOR US TO THAT WE NEED TO DO MORE OF AND PERFECT BETTER.
8 AND TO DO THAT, I THINK WE NEED TO, YOU KNOW, PERHAPS
9 INCREASE OUR FACILITATION SKILLS, UNDERSTANDING THAT THAT
10 IS A SCIENCE, THAT IS NOT ARBITRARY. AND THEN IN
11 ADDITION, WE NEED TO INCREASE OUR COMPETENCE -- COMPETENCY
12 SKILLS. WE NEED TO KNOW THE ISSUES. WE HAVE TO BE THE
13 EXPERTS IN THE -- IN THESE VARIED ARENAS SO WE CAN
14 FACILITATE IN -- IN A GOOD AND SOUND WAY.

15 SO THAT IS THE PRESENTATION. THANK YOU ALL VERY;
16 MUCH. AND THANK YOU, KATIE.

17 SUPERVISOR KUEHL: DAYTON, DO YOU WANT TO ADD
18 ANYTHING FROM THIS GROUP?

19 COMMISSIONER GILLELAND: SURE. THANK YOU.
20 THANKS, DUANE.

21 I WAS VERY ENGAGED IN THE CONVERSATION WITH THE
22 GROUP AND VERY EXCITED ABOUT THE DISCUSSION WAS HAD. THE
23 QRIS MODEL OF ARCHITECTS IN THE PROCESS IS SOMETHING THAT
24 WE'VE REQUESTED TO BRING BACK TO THE COMMISSIONERS FOR AN
25 UPDATE ON WHERE WE ARE WITH THAT. I THINK IT'S A

1 THREE-YEAR PROCESS I THINK THAT WE'RE LOOKING AT FOR THE
2 COMPLETION OF THE CAPACITY SIDE. I THINK THAT'S HELP US
3 IN SO MANY WAYS.

4 AND, DUANE, YOU TALKED A LITTLE BIT ABOUT JUST
5 THE FUNDING COMPLICATIONS IN EARLY CHILDHOOD ED. THERE
6 ARE SO MANY DIFFERENT STREAMS. I DON'T THINK OUR FAMILIES
7 ARE REALLY AWARE OF WHERE THEY'RE ELIGIBILITY MAY FALL AND
8 WHAT OPPORTUNITIES WE HAVE AVAILABLE FOR THEM. BUT EVEN
9 BEYOND THAT, WE NEED I THINK LOOK TO SEAMLESS MECHANISMS
10 TO MAKE SURE THAT THE PROGRAM QUALITY IS CONSISTENT ACROSS
11 THE BOARD. THAT'S THE BIG ISSUE.

12 SO I GUESS I'M IN ESSENCE REAFFIRMING WHAT I
13 HEARD SAID, BUT I THINK THIS IS REALLY AN OPPORTUNITY FOR
14 US TO REACH OUT AND MAKE SURE THAT WE HAVE GREATER
15 CONTINUITY IN OUR EARLY CHILDHOOD EFFORTS.

16 SUPERVISOR KUEHL: THANK YOU. OTHER
17 COMMISSIONERS?

18 NANCE.

19 COMMISSIONER AU: I JUST APPRECIATED, DUANE, THE
20 WAY YOU SORT OF STRUCTURED YOUR PRESENTATION AND
21 REFERENCED THE TRILEMMA.

22 COMMISSIONER DENNIS: I TOLD YOU IT WAS KATIE.

23 COMMISSIONER AU: WELL, THANK YOU, KATIE.

24 COMMISSIONER DENNIS: SHE TOLD ME WHAT TO SAY,
25 HOW TO DO IT AND WHAT TO SAY. SO IT WAS EASY.

1 COMMISSIONER AU: THAT WAS GREAT.

2 BUT, DUANE, YOU FAILED TO TALK ABOUT
3 AFFORDABILITY.

4 COMMISSIONER DENNIS: I DID?

5 COMMISSIONER AU: YOU DID. HOW?

6 COMMISSIONER DENNIS: I SAID IT. THE TRILEMMA IS
7 QUALITY, ACCESSIBILITY, AND AFFORDABILITY. THOSE ARE THE
8 THREE THINGS THAT OVER THE YEARS HAVE BUTTED UP AGAINST
9 EACH OTHER --

10 MS. BELSHE: IS THERE SOMETHING WE CAN BE DOING
11 ON AFFORDABILITY?

12 COMMISSIONER AU: IS THERE SOMETHING?

13 COMMISSIONER DENNIS: I THINK THERE IS. I MEAN,
14 WE DIDN'T DEAL WITH THEM. AFFORDABILITY HAS BECOME MORE
15 OF A MIDDLE CLASS ISSUE THAN ANY OTHER ISSUE. AND IT'S
16 REALLY IMPORTANT BECAUSE MIDDLE CLASS PARENTS ARE DEALING
17 WITH AFFORDABILITY MORE SO THAN ANY OTHER ENTITY. IF
18 YOU'RE VERY RICH, YOU HAVE NANNIES. IF YOU'RE VERY POOR,
19 YOU HAVE SUBSIDY AND YOU -- AND YOU HAVE HEAD START.

20 AND SO THE WHOLE AFFORDABILITY ISSUE IS REALLY A
21 MIDDLE CLASS ISSUE WHERE MIDDLE CLASS PARENTS ARE MAKING
22 HARD DECISIONS: DO THEY GO TO WORK OR DO THEY SEND THEIR
23 SECOND CHILD TO CHILD CARE. I MEAN, THESE ARE SOME OF THE
24 REALLY TOUGH ISSUES THAT MIDDLE CLASS FAMILIES HAVE TO
25 DEAL WITH. AND THAT MAY BE SOMETHING THAT WE WANT TO, YOU

1 KNOW, GET ENGAGED WITH, YOU KNOW, THE WHOLE ISSUE AROUND
2 AFFORDABILITY AND -- BECAUSE IT IS A BIG ISSUE FOR MIDDLE
3 CLASS PARENTS. AND SO YOU HAVE, YOU KNOW, TAX CREDITS AND
4 ALL OF THAT. DO YOU ADVOCATE FOR THOSE TAX CREDITS FOR
5 MIDDLE CLASS FAMILIES TO OFFSET THE COST OF CHILD CARE.

6 AND THOSE ARE THINGS THAT WE HAVEN'T DONE IN THE
7 PAST AND -- HOWEVER, WE MAY WANT TO CONSIDER IN THE
8 FUTURE. THAT WOULD MAKE OUR PLATFORM A LOT MORE UNIVERSAL
9 BECAUSE OUR PLATFORM HAS BEEN SKEWED TOWARDS SUBSIDY AND
10 ALSO TOWARDS, YOU KNOW -- YOU KNOW, PROVIDERS AND QUALITY.
11 BUT THAT WOULD CHANGE THE PLATFORM TO SOME DEGREE, AND
12 THAT MAY GIVE US A LITTLE MORE JUICE FOR LACK OF A BETTER
13 TERM IF WE LOOKED AT THIS WHOLE AFFORDABILITY ISSUE IN
14 DEALING WITH -- DEALING WITH IT FROM A MIDDLE CLASS LENS.

15 SUPERVISOR KUEHL: NANCY, GO AHEAD.

16 COMMISSIONER AU: I THINK REALLY THINK THAT WE
17 NEED DO THAT. AND THERE'S ANOTHER PIECE TO IT. I DO KNOW
18 THAT LARGER CORPORATIONS PROVIDE WHAT THEY CALL FLEXIBLE
19 DOLLARS, WHICH IS PRETAXED DOLLARS THAT EMPLOYEES SET
20 ASIDE -- COVERED CHILD CARE.

21 COMMISSIONER DENNIS: YEAH.

22 COMMISSIONER AU: AND PERHAPS THE ROLE OF FIRST 5
23 LA IS TAKE A LOOK AT ALL OF THOSE POSSIBLE WAYS OF
24 SUPPORTING MIDDLE CLASS FAMILIES TO AFFORD QUALITY CHILD
25 CARE BECAUSE THAT'S THE PIECE. IT'S THE QUALITY PIECE

1 THAT OFTENTIMES IS THE -- THE PIECE THAT RAISES THE COST
2 OF CHILD CARE WHICH IS UNDERSTANDABLE. THAT'S MY
3 THINKING, BUT -- UNLESS SOMEONE ELSE HAS ADDITIONAL
4 INFORMATION, BUT I THINK WE NEED TO --

5 COMMISSIONER DENNIS: THIS IS A BIG STRETCH. AND
6 I WOULD SUGGEST THAT BEFORE WE MAKE A DECISION TODAY WE
7 REALLY THINK ABOUT THAT. THAT IS A BIG STRETCH. I ONLY
8 -- I MEAN, I ONLY AM RESPONDING TO OUR ESTEEMED EXECUTIVE
9 DIRECTOR WHEN SHE ASKED ME ABOUT AFFORDABILITY. SO THE
10 AFFORDABILITY ISSUE IS REALLY A MAJOR ISSUE. IT IS A REAL
11 BIG ISSUE, YOU KNOW, IN THIS COUNTRY.

12 WHETHER OR NOT THIS COMMISSION CHOOSES TO DO
13 SOMETHING AROUND IT IS A -- THERE WOULD NEED TO BE A LOT
14 OF THOUGHT AND A LOT OF CONSIDERATION BECAUSE THAT'S A
15 WHOLE ANOTHER LINE OF WORK THAT WE HAVEN'T ENGAGED IN IN
16 THE PAST. BUT NOT IMPOSSIBLE.

17 COMMISSIONER AU: I GUESS I THINK WE NEED TO
18 BECAUSE, AS I SAID, I REALLY APPRECIATE THAT TRILEMMA
19 BECAUSE IN SOME WAYS YOU CAN'T SEPARATE ONE FROM THE
20 OTHER. AND WHEN YOU TALK ABOUT ADDITIONAL ACCESS IN TERMS
21 OF MORE SLOTS FOR CHILDREN AND THEN YOU TALK ABOUT
22 QUALITY, ALL OF THAT RESTS UPON AFFORDABILITY. YOU KNOW,
23 IT TAKES DOLLARS IN ORDER TO HAVE MORE SPACES AND MORE
24 SLOTS AND QUALITY AS WELL. SO I DON'T KNOW HOW YOU CAN
25 SEPARATE IT OUT.

1 SUPERVISOR KUEHL: I THINK IT'S ALSO -- I'M
2 SORRY.

3 COMMISSIONER DENNIS: AGAIN, I JUST WANT TO
4 REMIND YOU, I WAS JUST RESPONDING TO KIM. I DON'T WANT
5 THIS TO BE A WHOLE BODY OF WORK THAT STAFF HAS TO DEAL
6 WITH.

7 SUPERVISOR KUEHL: BUT THINK FOR A MINUTE. I
8 THINK IT'S ERRONEOUS TO THINK OF THOSE WHO ARE NOT
9 SUBSIDIZED AS MIDDLE CLASS. THEY ARE NOT MIDDLE CLASS.
10 THEY ARE WORKING CLASS. AND AT A CERTAIN POINT -- AND YOU
11 WOULD BE PERHAPS NOT AMAZED TO THINK OF HOW LOW YOUR
12 INCOME MUST BE IN ORDER TO GET SUBSIDIZED AND JUST A
13 LITTLE ABOVE IT.

14 THE COUNTY AND THE STATE AND THE CITIES, SOME OF
15 THEM ARE EXACERBATING THIS PROBLEM BY RAISING THE MINIMUM
16 WAGE WHEN POVERTY LEVEL DEFINITIONS ARE NOT CHANGING. SO
17 WE ARE ON -- THIS IS SOMETHING WE'RE REALLY STARTING TO
18 THINK ABOUT BECAUSE WE ARE KICKING OFF OUR FINANCIAL
19 EMPOWERMENT CENTER IN THE COUNTY SPECIFICALLY FOR THOSE
20 WHO ARE RAISED OUT OF OUR BENEFITS BY OUR OWN GOOD WORK
21 AT, YOU KNOW, RAISING THE MINIMUM WAGE. AND I THINK THERE
22 ARE A LOT OF WORKING CLASS FAMILIES FOR WHOM THE
23 AFFORDABILITY ISSUE IS ALSO -- AN EXTREME. I'M JUST
24 SAYING BECAUSE WE USE THE TERM MIDDLE CLASS. I'M NOT
25 SAYING ANYBODY'S WRONG, BUT I JUST I THINK IT'S IMPORTANT

1 AS WE LOOK AT OUR COMMUNITIES, BECAUSE THE COMMUNITIES
2 THEMSELVES ARE GOING TO BE THINKING ABOUT HOW DO THEY
3 ACCESS EARLY CHILDHOOD EDUCATION.

4 COMMISSIONER DENNIS: SUPERVISOR, AS SOMEONE WHO
5 USED TO RUN A SUBSIDY AGENCIES, WE HAD CLIENTS WHO CLEARLY
6 DENIED RAISES SO THEY COULD MAINTAIN THEIR SUBSIDIES. SO
7 THAT'S A REAL ISSUE. SO THEY WOULD NOT GET THAT RAISE,
8 THEY WOULD NOT GET THAT INCREASE, THEY WOULD NOT GET THAT,
9 YOU KNOW, BONUS BECAUSE, IF THEY DID, THAT WOULD MAKE THEM
10 INELIGIBLE FOR THE SUBSIDY. SO THE AFFORDABILITY ISSUE IS
11 A BIG ISSUE. AGAIN, IT'S COMPLICATED. IT'S A LOT OF WORK
12 AND IT'S SOMETHING THAT WE AS A COMMISSION HAVEN'T JUST
13 GOTTEN OUR HANDS WET AROUND AND, YOU KNOW -- WHEN YOU GET
14 WET, YOU COULD DROWN IN THAT KIND OF STUFF. SO I WOULD
15 CAUTION US THAT WE MOVE FORWARD IN THAT REALM TO BE VERY
16 THOUGHTFUL AND DIRECTIONAL AND FOCUSED BECAUSE IT COULD --
17 CAN BECOME OVERWHELMING.

18 MS. BELSHE: THIS MAY BE AN AREA WHERE WE STEP
19 BACK AND THINK CAREFULLY ABOUT WHAT IS A VERY COMPLEX SET
20 OF ISSUES. AND AFFORDABILITY LOOKS AND FEELS DIFFERENTLY
21 ACCORDING TO WHERE YOU LIVE, THE TYPE OF JOB YOU HAVE,
22 YOUR INCOME, ET CETERA. THIS MAY ALSO BE AN EXAMPLE OF AN
23 AREA WHERE WE COULD DO SOME GOOD LISTENING AND LEARNING
24 FROM THE BEST START PARTNERSHIPS.

25 SO, FOR EXAMPLE, FOUR OF OUR 14 PARTNERSHIPS HAVE

1 IDENTIFIED EARLY CARE AND EDUCATION AS A PRIORITY. AND
2 WE'RE REALLY EXCITED TO BE SUPPORTING THEM IN TERMS OF
3 LEADERSHIP DEVELOPMENT AND ADVOCACY TRAINING AND
4 SUPPORTING THEIR DEPLOYMENT, IF YOU WILL, AS AGENTS OF
5 CHANGE IN THEIR COMMUNITIES, AT THE LOCAL LEVEL,
6 STATEWIDE, ET CETERA.

7 IN THE COMMUNITY OF PALMDALE -- PALMDALE WAS THE
8 ONE -- IS THAT -- YES. THEY WERE SOMEWHAT UNIQUE. THEY
9 WERE BASICALLY SAYING, OUR PROBLEM IS THAT WE ARE WORKING
10 CLASS PEOPLE AND WE'RE NOT ELIGIBLE FOR ANY OF THE
11 SUBSIDIZED -- AND THEY WEREN'T QUITE THAT BLACK AND WHITE.
12 BUT THEY WERE LIFTING UP A MORE COMPLEX ASPECT OF THE
13 PROBLEM OF ECE ACCESS THAN WE GENERALLY HAVE BEEN DEALING
14 WITH BECAUSE THEY'RE SAYING, WE'RE NOT ELIGIBLE. AND THE
15 MINIMUM WAGE WAS CITED AS AN ISSUE.

16 AND SO WE'VE BEEN WRESTLING WITH, HOW MIGHT WE
17 SUPPORT THEM WHICH IS A VERY DIFFERENT SET OF POLICY
18 SOLUTIONS THAN ADVOCATING FOR, YOU KNOW, BROAD STATE
19 FUNDING OF EARLY CARE AND EDUCATION SLOTS.

20 LET US -- YOU ALL HAVE COMPLICATED OUR THINKING
21 ON A NUMBER OF ISSUES. THAT'S ALWAYS A GOOD THING. BUT
22 LET US THINK OUR DEEP THOUGHTS AND --

23 SUPERVISOR KUEHL: DAYTON.

24 COMMISSIONER GILLELAND: THANK YOU. I'D JUST
25 LIKE TO COMPLICATED IT ON ONE HIGHER LEVEL, AND THAT'S

1 REALLY WITH THE FEDERAL GOVERNMENT, THE OFFICE OF HEAD
2 START'S POVERTY LINE IS DIFFERENT THAN OUR POVERTY ISSUES
3 HERE IN SOUTHERN CALIFORNIA. SO WE HAVE STUDENTS OR
4 FAMILIES THAT DO NOT QUALIFY FOR HEAD START THAT ARE IN
5 FACT LIVING IN POVERTY. AND I THINK THAT THAT'S SOMETHING
6 THAT NEEDS TO BE ADDRESSED AT A FEDERAL LEVEL.

7 SUPERVISOR KUEHL: I'LL TELL CONGRESS RIGHT AWAY.

8 COMMISSIONER GILLELAND: THANK YOU.

9 SUPERVISOR KUEHL: THEY'RE LISTEN TO ME. YOU
10 KNOW THEY ARE.

11 KARLA.

12 COMMISSIONER PLEITEZ HOWELL: ONE THING AS WE
13 LOOK AT THE INFANT/TODDLER AGENDA, WE HAVE A TENDENCY, AS
14 DUANE POINTED OUT, TO LOOK AT ECE AS THIS THREE-LEGGED
15 STOOL. BUT LOOKING AN INFANT/TODDLER, IT'S MORE MUCH MORE
16 COMPLEX THAN THAT FOR REALLY, REALLY YOUNG CHILDREN. SO
17 IF WE CAN DO AN ASSESSMENT OF SORT OF FAMILY LEAVE LAWS
18 THAT EXIST, THERE IS OPPORTUNITY THERE TO ACTUALLY LOOK AT
19 WHERE PARENTS, WORKING FAMILIES MAY HAVE SOME
20 OPPORTUNITIES. YOU WORK IN CERTAIN ORGANIZATIONS AND
21 THERE ARE -- YOU WORK AT FIRST 5 LA AND THERE ARE BETTER
22 FAMILY LEAVE OPPORTUNITIES. BUT FOR OUR WORKING FAMILIES,
23 OFTEN PEOPLE HAVE TO GO BACK VERY QUICKLY AFTER THEIR
24 CHILD IS BORN. AND IF WE'RE LOOKING AT AN INFANT/TODDLER
25 AGENDA, MAYBE IF WE DON'T GET STUCK IN OUR SORT OF

1 THREE-LEGGED STOOL BUT ACTUALLY SEE WHAT THE FAMILIES THAT
2 WE ARE LOOKING TO SERVE ARE NEEDING AND WANTING. AND ONE
3 AREA MIGHT BE FAMILY LEAVE AND EXPLORING SOME OF THOSE
4 OPPORTUNITIES.

5 SUPERVISOR KUEHL: YEAH. WE FOUND THAT, ALTHOUGH
6 TWO MILLION FAMILIES TOOK ADVANTAGE OF THE PAID FAMILY
7 LEAVE LAW IN CALIFORNIA, YOU KNOW, 50 MILLION KNEW NOTHING
8 ABOUT IT, AND -- NOT THAT MANY BECAUSE WE DON'T HAVE THAT
9 MANY IN THE STATE, BUT ALMOST. AND IT'S, YOU KNOW -- IT'S
10 SIX WEEKS OF PAID FAMILY LEAVE IF YOU'RE A PART OF THE --
11 IF IT SAYS SDI ON YOUR PAYCHECK ANYWHERE, YOU'RE PAYING
12 INTO IT AND IT CAN TAKE IT. IT'S NOT ENOUGH SOMETIMES.
13 IT'S BEEN VERY GOOD FOR FATHERS TO BE ABLE TO BOND AS
14 WELL, PEOPLE WHO'VE ADOPTED. BUT, YOU KNOW, YOU'RE RIGHT.
15 THERE NEED TO BE SOME MORE EXTENSIONS. AND THOSE BILLS
16 ARE ALSO AT THE GOVERNOR'S DESK.

17 THIS HAS BEEN A VERY ROBUST DISCUSSION. I'M
18 REALLY HAPPY THAT WE ALL GOT TO PARTICIPATE IN IT AND
19 REALLY JUST SORT OF RETURN FOR A LITTLE BIT OF THE
20 AFTERNOON TO THAT PARTICIPATORY FEELING THAT WE GOT IN
21 GOING THROUGH THESE -- I WON'T CALL IT AN EXERCISE, BUT
22 PRIVILEGED EXERCISE.

23 THANKS VERY MUCH TO THE STAFF. CHRISTINA, I
24 DON'T KNOW IF YOU HAD A CLOSING ANYTHING THAT YOU WANTED
25 TO SAY TO US.

1 MS. ALTMAYER: THANK THE COMMISSIONERS. I THINK
2 WE'VE GOTTEN SOME GREAT DIRECTION AND REALLY EXCITED TO
3 COME BACK WITH SOME OF THESE ISSUES AND DIG DEEPER INTO
4 THEM. SO THANK YOU.

5 SUPERVISOR KUEHL: NANCY.

6 COMMISSIONER AU: ONE MORE REQUEST. COULD YOU
7 POST THE NEW STAFFING ON OUR NEWSLETTER OR SOMEWHERE SO
8 THAT THE COMMUNITY WOULD KNOW WHO THE NEW FOLKS ARE AND
9 THE NEW POSITIONS?

10 SUPERVISOR KUEHL: SOMEONE SAID, HMMM. I'M NOT
11 SURE WHAT THAT MEANS.

12 MS. BELSHE: WE HAVE -- WE'VE POSTED A PRESS
13 RELEASE WITH THE ANNOUNCEMENT. I DON'T THINK WE FORMALLY
14 POSTED AN ORG CHART. LET US TAKE THAT BACK AS ONE OF THE
15 NUMBER OF WAYS THAT WE CAN GET THE WORD OUT. THAT'S THE
16 LARGER POINT YOU'RE MAKING WHICH IS REALLY IMPORTANT.
17 THANK YOU.

18 SUPERVISOR KUEHL: THANKS TO ALL. DO WE HAVE ANY
19 REQUESTS FOR PUBLIC COMMENTS TODAY?

20 NO PUBLIC COMMENTS REQUESTS.

21 ALL RIGHT. THEN I BELIEVE WE MAY HAVE COME TO
22 THE END OF OUR AGENDA. ANYBODY HAVE ANY FINAL THOUGHTS
23 ABOUT ANY OF THE THINGS WE DISCUSSED TODAY AMONG THE
24 COMMISSIONERS ALREADY.

25 ALL RIGHT. THEN I ASSUME SOMEBODY MOVED AND

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

SECOND SOMEBODY SECONDED THAT WE ADJOURN. I DID HEAR THAT.

SEEING NO OBJECTION, WE ARE ADJOURNED.
(AT 4:33 PM THE MEETING WAS ADJOURNED.)

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

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 20TH DAY OF SEPTEMBER, 2016.

CERTIFIED SHORTHAND REPORTER
FOR THE STATE OF CALIFORNIA

FIRST 5 LA

SUBJECT:
Monthly Financial Reports

RECOMMENDATION:
Approval of the monthly financial statements for the month ending August 31, 2016.

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

DISCUSSION:

This report includes detailed financial information for the month ending August 31, 2016. The financial statements are unaudited and reported as a "soft close." We are currently in the process of closing the books and audited financial statements will be presented to the Commission in October 2016. For the FY 2015-16 year-end closing purposes, we converted from a cash basis to modified accrual basis and accounted for all assets and liabilities as of June 30, 2016. Beginning July 1, 2016, these statements revert to a cash basis and account for reversals of any accruals for either revenues or expenditures.

Similarly, by presenting the monthly financial statements on a cash basis, payments for activities are recorded in the accounting period in which the payment occurs, resulting in a timing delay between activities taking place and actual payment since First 5 LA operates primarily on a reimbursement model. This delay results in fewer payments for FY 2016-17 activities being recorded in the financial statements for the early part of the fiscal year.

First 5 LA began the month with a cash balance of \$460.8 million. During the month, we received \$370,860 in revenues. We had \$1.6 million in operating expenditures, \$777,672 in program expenditures, and \$207,330 in pass-through expenditures. As a result, First 5 LA ended the month with a cash balance of \$458.6 million.

All materials in this packet and check registers are available online. Statements in this report include the following:

- Revenue and Expense Statement: Summarizes financial statements to highlight the starting cash balance, revenues received, program and operating expenses, and the ending cash balance for the month.
- Balance Sheet: Provides a "snapshot" view of the Commission's assets, liabilities and fund balance as of August 31, 2016.
- Detailed operating and program expenditures: Shows expenses against the FY 2016-17 Budget approved on June 9, 2016, concluding with a report of expenditures related to programs functioning as pass-through agreements.

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

	REVENUES AND EXPENDITURES	
Cash Balance as of July 31, 2016	\$ 460,788,985	
Revenue		
Monthly State Allotments	\$ -	(1)
State Commission Matching Grant - Cares Program	-	
Medi-Cal Administrative Activities (MAA)	93,885	
State Commission - Other Program Funds	-	
Interest Income - Unreserved	267,547	
Investment Income - Other	-	
Rental Revenue - La Petite	9,428	
Partnerships for Families (PFF) - LA County Dept. of Children and Family Services (DCFS)	-	
ECE-LA County IMPACT	-	
Total Revenue	\$ 370,860	
Expenses		
Program Budget (Attachment A)		
2015-2020 Strategic Plan: Focusing For The Future	\$ 500,978	
Legacy Investments	174,742	
Research and Evaluation	101,952	
Total Initiative/Program Expenses	\$ 777,672	
Pass-Through (Attachment B)		
Medi-Cal Administrative Activities (MAA)	\$ -	
Partnerships for Families (PFF) - LA County Dept. of Children and Family Services (DCFS)	207,330	
Total Pass-Through Expenses	\$ 207,330	
Operation and Administration (Attachment C)		
Personnel	\$ 1,273,627	
General Operating	168,573	
Professional Services	20,488	
Consultant Services	72,317	
Travel & Meetings	28,037	
Capital Improvements	-	
Total Operation and Administration	\$ 1,563,042	
Total Expenses	\$ 2,548,045	
Variance (Revenue - Expenses)	\$ (2,177,185)	
Cash Balance as of August 31, 2016	\$ 458,611,800	(2)

NOTE:

- 1) Received June 2016 Tobacco Tax Revenue in August 2016. Revenue was booked as a FY 2015-16 receivable.
- 2) Cash Balance excludes fixed assets and liabilities.

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

INITIATIVE/PROGRAM	FY 2016-17 BUDGET*	AUGUST EXPENDITURES	FISCAL YTD EXPENDITURES	BALANCE REMAINING
2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE				
Strategic Plan Priority Outcome Areas				
Families	38,081,000	182,239	182,239	37,898,761
Communities	18,883,000	202,969	206,534	18,676,466
Early Care & Education Systems	24,199,000	85,761	86,273	24,112,727
Health-Related Systems	2,421,000	1,035	71,035	2,349,965
Strategic Plan Investment Areas & Support Costs				
Policy Agenda/Advocacy	2,442,000	-	-	2,442,000
Communications & Marketing	5,345,000	28,974	28,974	5,316,026
Communications - Conference Funding	300,000	-	-	300,000
Subtotal 2015-2020 Strategic Plan	91,671,000	500,978	575,055	91,095,945
LEGACY INVESTMENTS				
At-Risk Fathers Investment	299,000	-	-	299,000
Baby Friendly Hospitals	918,000	-	-	918,000
Black Infant Health	2,203,000	-	-	2,203,000
Children's Dental Care	8,908,000	-	-	8,908,000
Children's Vision Care	1,333,000	10,660	10,660	1,322,340
Early Identification and Intervention - Autism and other Developmental Delays	908,000	12,597	12,597	895,403
Healthy Food Access	1,174,000	-	-	1,174,000
Healthy Kids	373,000	56,341	115,543	257,457
Information Resource and Referral	1,260,000	-	-	1,260,000
Little by Little/One Step Ahead	3,312,000	-	-	3,312,000
Oral Health & Nutrition - Dental Home	890,000	-	-	890,000
Parent Child Interaction Therapy	3,590,000	-	-	3,590,000
Policy Advocacy Fund	1,263,000	-	-	1,263,000
Reducing Childhood Obesity	5,133,000	-	-	5,133,000
Resource Mobilization - ECE	800,000	-	-	800,000
Resource Mobilization - Funder Partnership	75,000	-	-	75,000
Resource Mobilization - Health	326,000	7,924	7,924	318,076
Resource Mobilization - Organizational Capacity Building	125,000	-	-	125,000
Resource Mobilization - Project Development	250,000	-	-	250,000
Universal Assessment of Newborns	8,451,000	87,221	87,221	8,363,779
Workforce Development	555,000	-	-	555,000
Subtotal Legacy Investments	42,146,000	174,742	233,944	41,912,056
RESEARCH AND EVALUATION				
Data Development and Integration	861,000	55,274	55,274	805,726
Data Partnership with Funders	900,000	-	-	900,000
Program Evaluation	4,707,000	46,678	46,678	4,660,322
Subtotal Research and Evaluation	6,468,000	101,952	101,952	6,366,048
TOTAL	140,285,000	777,672	910,951	139,374,049

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

NOTES -PROGRAM EXPENDITURES BY FY 2016-17 BUDGET:

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

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

Attachment B

INITIATIVE/PROGRAM - PASS-THROUGH	AUGUST EXPENDITURES	YEAR TO DATE EXPENDITURES
Medi-Cal Administrative Activities (MAA) - LA County Charges	-	-
Medi-Cal Administrative Activities (MAA) - Participation Payment	-	-
Partnerships For Families - LA County Department of Children and Family Services (DCFS)	207,330	207,330
TOTAL	207,330	207,330

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

OPERATION AND ADMINISTRATION EXPENSE	AUGUST ACTUAL	FISCAL YTD ACTUAL	FY 2016-17 BUDGET	FISCAL YTD VARIANCE
Personnel Services				
Salaries & Wages	970,443	1,456,546	13,178,557	11,722,011
Fringe Benefits	303,184	572,312	3,909,538	3,337,226
Total Personnel Services	1,273,627	2,028,858	17,088,095	15,059,237
General Operating Expenses				
ADP Payroll Charges	5,428	5,428	31,000	25,572
Workers Compensation Insurance	76,103	76,103	100,000	23,897
Corporate Insurance	-	-	76,000	76,000
Mileage Expense	4,190	4,503	64,450	59,947
Telephones & Modems	4,937	6,523	35,000	28,477
Printing	1,773	1,773	18,750	16,977
Postage & Delivery	1,100	2,200	13,300	11,100
Office Supplies	6,571	10,157	80,640	70,483
Subscriptions & Publication	60	60	10,060	10,001
Equipment Rental	8,813	15,722	118,200	102,478
Repair & Maintenance - Furniture & Fixtures	17,778	32,261	180,000	147,739
Repair & Maintenance - Equipment	-	-	26,000	26,000
Rents & Lease - Offsite Storage	4,077	10,317	19,700	9,383
Los Angeles County Overhead	11,938	11,938	27,000	15,062
Contingency	-	10,000	75,000	65,000
Facilities & Other Supplies	750	750	12,150	11,400
Utilities	15,257	30,757	165,000	134,243
Educational Supplies	-	-	1,450	1,450
Cell Phones	3,308	7,965	51,240	43,275
Hardware & Software Maintenance	6,490	9,513	220,600	211,087
Total General Operating Expenses	168,573	235,969	1,325,540	1,089,571
Professional Services				
Audit and Accounting Fees	-	-	70,000	70,000
Legal Fees	-	-	175,000	175,000
Membership Dues	9,665	9,665	85,052	75,387
Professional Development	288	5,238	266,000	260,762
Professional Dues First 5 Association	-	-	70,000	70,000
Staff Recruitment	1,040	1,040	25,000	23,960
Commission Stipends	-	750	34,000	33,250
Human Resources Related Costs	9,494	9,494	78,000	68,506
Total Professional Services	20,488	26,188	803,052	776,864
Consultant Services				
Consultant Fees	48,650	48,674	1,208,000	1,159,326
Other Professional Fees	23,667	44,389	276,950	232,561
External Reviewers	-	-	8,000	8,000
Total Consultant Services	72,317	93,063	1,492,950	1,399,887
Travel & Meeting Expenses				
Conferences - Travel & Lodging	6,555	6,555	89,492	82,937
Conference - Registration Fees	11,429	11,429	119,285	107,856
Local Meeting Expenses	3,929	3,929	71,700	67,771
Lodging	5,464	5,464	98,726	93,262
Per Diem	660	3,446	51,318	47,872
Total Travel & Meeting Expenses	28,037	30,823	430,521	399,698
Capital Improvements				
Capital Outlay (Equipment Purchases)	-	-	75,000	75,000
Capital Improvements	-	-	20,000	20,000
Total Capital Improvements	-	-	95,000	95,000
TOTAL OPERATING EXPENSES	1,563,042	2,414,901	21,235,158	18,820,257

NOTES - OPERATING & ADMINISTRATIVE BUDGET UPDATE:

The administrative expenses are within the maximum authorized ~~126~~ per the Board policy.

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

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

Assets

Current Assets:

Cash	\$	4,092,901
Cash- Morlin Mgmt Corp		26,950
Investment:		
Operating and Allocated funds		432,828,082
Operating Fund - SRI		-
Advance - LA Care Health Plan		8,139,047
Advance - LAUP		25,320,585
Advance - UCLA Dental Home Project		704,301
Interest Receivable		-
Other Receivables		1,729,064
Total Current Assets	\$	472,840,930

Fixed Assets:

Land	\$	2,039,000
Building & Improvements		12,076,512
Furniture & Fixtures		627,671
Computer, Software & Accessories		1,779,722
Office Equipment		331,033
Accumulated Depreciation		(5,260,912)
Total Fixed Assets	\$	11,593,026

Total Assets **\$ 484,433,956**

Liabilities and Net Assets

Current liabilities:

Other Liabilities	\$	26,228,952	(1)
Total Current Liabilities	\$	26,228,952	

Net Assets:

Investment in capital assets	\$	11,593,026
Restricted		446,611,978
Total Net Assets	\$	458,205,004

Total Liabilities and Net Assets **\$ 484,433,956**

NOTES:

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

First 5 LA

SUBJECT:

Contracts for approval

RECOMMENDATION:

Approve one new agreement and one amendment and authorize staff to complete final execution of the agreements upon approval from the Board.

BACKGROUND:

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

There is **one new agreement** with Tulsi Consulting to assist First 5 LA with re-engineering Financial Edge NXT, our financial and accounting software. This project will initially focus on rebuilding the Chart of Accounts (COA) and later move to the other modules in the system to allow First 5 LA to operate more efficiently and better service its mission through the strengthening of its fiscal systems and processes. The rebuilding of the Chart of Accounts will enable First 5 LA to expand a coding structure to track and report on financial data in a way that can eventually be integrated with program data and our learning system. During Tulsi's engagement leading First 5 LA's organizational transformation and working closely with the agency's leadership in completing and refining projects critical to strategic plan implementation, First 5 LA discovered a need for additional project support in order to successfully guide the implementation of Financial Reengineering. The timing for this project is critical given the need to rebuild the COA by the start of the new fiscal year so that (1) data is consistent within each year for auditing and internal accounting purposes, and (2) the organization is always working on a single system. Tulsi will also provide strategic and project management counsel on financial and information technology initiatives and projects (e.g. Financial Reengineering FE NXT project) given their in-depth knowledge of First 5 LA. Due to the complexities of this project, First 5 LA requires a unique consultant with a diverse background and expertise in Information Technology, Finance, Project Management and familiarity with our work.

There is **one amendment** with ShareSquared, Inc. for additional expenditures for the design and implementation of First 5 LA's new infrastructure platform and intranet. Using SharePoint, the Contractor enhanced First 5 LA's capabilities in several areas, including document management and sharing, interdepartmental communication and collaboration, workflow automation and intranet. In the second phase of the project, the Contractor designed, developed and implemented the transition of the Records Center to SharePoint. This is a request for retroactive approval of the expenditures resulting from consulting services, training and software licenses related to the transition of the Records Center. This retroactive approval does not require additional funds beyond what the Board has approved in the Operating budget, but adds contract authority to cover these funds. First 5 LA will be implementing additional controls in order to prevent overexpenditures of a contract prior to obtaining required approvals.

DISCUSSION:

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

Attachment A
October 2016

NEW AGREEMENT										
DEPARTMENT	INITIATIVE AND PROGRAM	CONTRACT (PROJECT) INFORMATION	BOARD APPROVAL DATE	PROCUREMENT METHOD	PROJECT LENGTH	ESTIMATED TOTAL PROJECT COST	CONTRACT AMOUNT	ANTICIPATED CONTRACT START DATE	ANTICIPATED CONTRACT END DATE	ANTICIPATED PROJECT END DATE
Finance	F5LA Operational Activities / Administration Division	<p><u>TULSI CONSULTING INC.</u> The Contractor will assist First 5 LA with re-engineering Financial Edge NXT, our financial and accounting software. This project will initially focus on rebuilding the Chart of Accounts (COA) and later move to the other modules in the system to allow First 5 LA to operate more efficiently and better service its mission through the strengthening of its fiscal systems and processes. The rebuilding of the Chart of Accounts will enable First 5 LA to expand a coding structure to track and report on financial data in a way that can eventually be integrated with program data and our learning system. During Tulsi's engagement leading First 5LA's organizational transformation and working closely with the agency's leadership in completing and refining projects critical to strategic plan implementation, First 5 LA discovered a need for additional project support in order to successfully guide the implementation of Financial Reengineering. The timing for this project is critical given the need to rebuild the COA by the start of the new fiscal year so that (1) data is consistent within each year for auditing and internal accounting purposes, and (2) the organization is always working on a single system. Tulsi will also provide strategic and project management counsel on financial and information technology initiatives and projects (e.g. Financial Reengineering FE NXT project) given their in-depth knowledge of First 5 LA. Due to the complexities of this project, First 5 LA requires a unique consultant with a diverse background and expertise in Information Technology, Finance, Project Management and familiarity with our work.</p>	6/9/2016	Procurement Exception	10 months	\$129,480	\$129,480 Estimated FY 16-17 Spending \$115,000 Impact to FY 17-18 Budget \$14,480	10/17/2016	7/31/2017	131 7/31/2017

Attachment A
October 2016

AMENDMENT									
DEPARTMENT	INITIATIVE AND PROGRAM	CONTRACT (PROJECT) INFORMATION	BOARD APPROVAL DATE	PROCUREMENT METHOD	PROJECT LENGTH	CURRENT CONTRACT AMOUNT	AMENDMENT AMOUNT	NEW CONTRACT AMOUNT	*SATISFACTORY PROGRESS ACHIEVED BY CONTRACTOR?
Information Technology	F5LA Operational Activities / Information Technology	<p><u>SHARESQUARED, INC. (#08408)</u> Retroactive amendment for additional expenditures. The Contractor designed and implemented First 5 LA's new infrastructure platform and intranet. Using SharePoint, the Contractor enhanced First 5 LA's capabilities in several areas, including document management and sharing, interdepartmental communication and collaboration, workflow automation and intranet. In the second phase of the project, the Contractor designed, developed and implemented the transition of the Records Center to SharePoint. This is a request for retroactive approval of the expenditures resulting from consulting services, training and software licenses related to the transition of the Records Center. This retroactive approval does not require additional funds beyond what the Board has approved in the Operating budget, but adds contract authority to cover these funds. First 5 LA will be implementing additional controls in order to prevent overexpenditures of a contract prior to obtaining required approvals.</p>	6/11/2015	RFQ	5 years, 3 months	\$430,000	\$118,261 FY 15-16 Spending \$112,040 Impact to FY 16-17 Budget \$6,221	\$548,261	Yes 132

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

FIRST 5 LA

SUBJECT:

2015-2016 First 5 LA Annual Report to First 5 California (State Commission)

RECOMMENDATION:

Approve the 2015-2016 First 5 LA Annual Report to First 5 California (State Commission)

BACKGROUND:

Each year staff prepares a report to the State Commission that provides fiscal and programmatic information in response to a State Commission-designated template. This request was presented as an information item at the October 6, 2016 Executive Committee meeting (per the by-laws) and at the September 29, 2016 Special Meeting of the Board of Commissioners and Program & Planning Committee as an information item.

DISCUSSION:

Staff seeks approval of the First 5 LA Annual Report for Fiscal Year 2015-2016 (July 1, 2015 – June 30, 2016), which is due to First 5 California by October 31, 2016. First 5 LA staff will submit the entire report via the web-based forms provided by the State Commission.

The report consists of the following sections:

- Section 1: Revenue and Expenditure Summary
- Section 2: Demographic Worksheet
- Section 3: Evaluation Summary



**Annual Report Form 1 (AR-1)
County Revenue and Expenditure Summary
For Fiscal Year July 1, 2015 - June 30, 2016**

County: Los Angeles

Friday, September 16, 2016

Revenue Detail	
Tobacco Tax Funds	\$87,942,700
CARES Plus Program Funds, Round 2	\$399,423
CSP, RFA 1 Extension	\$4,996,844
CSP, RFA 3 Extension	\$0
Small County Augmentation Funds	\$0
IMPACT	\$358,134
Other Funds	\$15,982,971
Other Funds Description	Medi-Cal Administrative Activities: \$159,549 Partnership for Families Funds: \$9,001,152 Project Dulce: \$115,000 SMIF: \$41,851 Other revenues (rent, refunds, vending machine); \$119,100 Net increase in FMV of investments: \$1,064,007 GASB 34 Unavailable revenue adjustment: \$5,482,312
Grants	\$0
Grants Description	
Donations	\$0
Revenue From Interest Earned	\$3,759,751
Total Revenue	\$113,439,823

Improved Family Functioning	
Community Resource and Referral	\$1,239,535
Distribution of Kit For New Parents	\$0
Adult and Family Literacy Programs	\$3,179,154
Targeted Intensive Family Support Services	\$23,496,475
General Parenting Education and Family Support Programs	\$1,011,764
Quality Family Functioning Systems Improvement	\$685,564
Total	\$29,612,492



**Annual Report Form 1 (AR-1)
County Revenue and Expenditure Summary
For Fiscal Year July 1, 2015 - June 30, 2016**

Improved Child Development	
Preschool Programs for 3- and 4- Year Olds	\$48,807,026
Infants, Toddlers, and All-Age Early Learning Programs	\$0
Early Education Provider Programs	\$13,994,719
Kindergarten Transition Services	\$0
Quality ECE Investments	\$683,290
Quality ECE Investments Description	These investments funded ECE Quality Rating Improvement Systems, planning for a kindergarten readiness assessment and an ECE environmental scan.
Total	\$63,485,035

Improved Child Health	
Nutrition and Fitness	\$16,349,142
Health Access	\$2,721,134
Maternal and Child Health Care	\$22,516,731
Oral Health	\$11,657,660
Primary and Specialty Medical Services	\$1,332,933
Comprehensive Screening and Assessments	\$828,441
Targeted Intensive Intervention for Identified Special Needs	\$0
Safety Education and Injury Prevention	\$0
Tobacco Education and Outreach	\$0
Quality Health Systems Improvement	\$1,963,652
Quality Health Systems Improvement Description	These investments funded Baby Friendly Hospital, efforts to make LAUSD's Wellness Centers focus on the 0-5 population and planning for trauma-informed care projects.
Total	\$57,369,693

Improved Systems of Care	
Policy and Broad Systems-Change Efforts	\$4,324,602
Organizational Support	\$16,026,792



**Annual Report Form 1 (AR-1)
County Revenue and Expenditure Summary
For Fiscal Year July 1, 2015 - June 30, 2016**

Public Education and Information	\$3,118,524
Total	\$23,469,918

Expenditure Detail	
Program Expenditures	\$173,937,138
Administrative Expenditures	\$8,931,116
Evaluation Expenditures	\$7,123,397
Total Expenditures	\$189,991,651
Excess (Deficiency) of Revenues Over (Under) Expenses	(\$76,551,828)

Other Financing Sources	
Sale(s) of Capital Assets	\$0
Other: Specify Source Below	\$0
Other Description	
Total Other Financing Sources	\$0

Net Change in Fund Balance	
Fund Balance - Beginning July 1	\$536,628,004
Fund Balance - Ending June 30	\$460,076,176
Net Change In Fund Balance	(\$76,551,828)

FY Fund Balance	
Nonspendable	\$34,279,475
Restricted	\$0
Committed	\$249,515,814
Assigned	\$114,665,689
Unassigned	\$61,615,198
Total Fund Balance	\$460,076,176



AR1/AR2 Summary Report
For Fiscal Year July 1, 2015 - June 30, 2016

County: Los Angeles

Friday, September 16, 2016

Result Area	Service	Status	Total Dollars Spent	Total Number of Children Served	Total Number of Parents/Other Family Members/Providers Served
Improved Family Functioning	Community Resource and Referral	In Progress	\$1,239,535	0	87498
Improved Family Functioning	Adult and Family Literacy Programs	In Progress	\$3,179,154	62361	9194
Improved Family Functioning	Targeted Intensive Family Support Services	In Progress	\$23,496,475	4458	6591
Improved Family Functioning	General Parenting Education and Family Support Programs	In Progress	\$1,011,764	0	698
Improved Family Functioning	Quality Family Functioning Systems Improvement	In Progress	\$685,564	0	238
Improved Child Development	Preschool Programs for 3 and 4 Year Olds	In Progress	\$48,807,026	9603	0
Improved Child Development	Early Education Provider Programs	In Progress	\$13,994,719	0	4139
Improved Child Development	Quality ECE Investments	In Progress	\$683,290	0	149
Improved Child Health	Nutrition and Fitness	In Progress	\$16,349,142	6706	14979
Improved Child Health	Health Access	In Progress	\$2,721,134	1667	0
Improved Child Health	Maternal and Child Healthcare	In Progress	\$22,516,731	10610	13778
Improved Child Health	Oral Health	In Progress	\$11,657,660	35181	28965
Improved Child Health	Primary and Specialty Medical Services	In Progress	\$1,332,933	30800	0
Improved Child Health	Comprehensive Screening and Assessments	In Progress	\$828,441	7970	13133
Improved Child Health	Quality Health Systems Improvement	In Progress	\$1,963,652	0	296
Improved Systems of Care	Policy and Broad Systems-Change Efforts	In Progress	\$4,324,602	0	0
Improved Systems of Care	Organizational Support	In Progress	\$16,026,792	0	0
Improved Systems of Care	Public Education and Information	In Progress	\$3,118,524	0	0



**Annual Report Form 3 (AR-3)
County Evaluation Summary
For Fiscal Year July 1, 2015 - June 30, 2016**

County: Los Angeles

Friday, September 16, 2016

Provide a description of the evaluation activities completed during the fiscal year

First 5 Los Angeles completed evaluations on seven areas of focus in FY 15-16:

1. **Best Start Communities:** Through Best Start, First 5 LA focuses on building supportive environments where children and families can thrive in 14 communities across the county. This developmental evaluation is based on evaluative observations, interviews, reflective sessions, and focus groups with First 5 LA staff, contractors, and community members from the 14 Best Start Communities.
2. **Countywide Systems Improvement (CSI):** First 5 LA's CSI projects are cross-cutting strategies of public education, policy, resource mobilization and organizational capacity building that contribute to systems improvement. The CSI evaluation is a retrospective study that draws from the literature and the perspectives of First 5 LA staff and external stakeholders to document the evolution and milestones of these four strategies from 2011 to 2015.
3. **Developmental Screening and Intervention:** LA County's early identification and intervention system plays a central role in identifying developmental delays and providing the necessary interventions and support for young children. This scan, based on broad stakeholder input and research, assesses the various components of the system, specifically developmental surveillance and screening, referrals and linkages to services, and care coordination.
4. **Little by Little (LBL) Early Literacy Program:** LBL is a Women, Infants and Children (WIC) program designed to help parents teach their children to read and to promote school-readiness. During WIC visits parents receive handouts about child development milestones, information on activities parents can do with their children, children's books, and safety items. The implementation evaluation, conducted through staff observations and interviews, as well as participant surveys, examines how LBL is implemented across ten WIC Centers and tracks participant experiences.
5. **Los Angeles Universal Preschool (LAUP):** LAUP is an effort to increase the availability of high quality preschool spaces in L.A. County. The Universal Preschool Child Outcomes Study (UPCOS) includes a data match to look at child outcome once students reached elementary school and an examination of the experiences of dual language learners. The data match study draws on state test score data from five school districts. The DLL study uses survey and administrative data.
6. **Parent-Child Interactive Therapy (PCIT):** PCIT is an evidence-based practice for reducing symptoms in children ages two to seven with emotional and behavioral challenges. First 5 LA invests in countywide PCIT training to establish a workforce with the skills to serve children ages two to five using PCIT interventions. This implementation evaluation uses interviews and focus groups with county stakeholders, participating agencies providing PCIT, mental health therapists in PCIT training, and parents/caregivers who participated in PCIT with their children. This was supplemented with quantitative data on the clients served and the clinicians trained through the project.
7. **Welcome Baby (WB):** Is a light-touch home visiting program, with recruitment in the prenatal period and at the hospital. This evaluation compared Medi-Cal outcome data for WB clients to that of non-enrolled women.
8. **Workforce Development Programs:** The LA County ECE Workforce Consortium includes five

Annual Report Form 3 (AR-3) County Evaluation Summary For Fiscal Year July 1, 2015 - June 30, 2016

professional development programs. This survey of Consortium participants seeks to understand their demographic, employment, and classroom characteristics, as well as their views on professional development and their pursuit of coursework.

Describe the evaluation findings reported during the fiscal year

1. The Best Start Learning Report finds that:
 - a. Structured opportunities to reflect and learn builds capacity and promotes shared vision.
 - b. Effective management of Best Start requires flexibility and a commitment to listen, learn, respond, and adapt.
 - c. Opportunities to strengthen connections and collaboration are critical ingredients for building and sustaining the work of Best Start.
 - d. Leadership development and decision-making guidelines are key ingredients for community ownership.

2. The CSI Evaluation Report finds that:
 - a. First 5 LA's relationship building across various systems led to a shift from an insular focus to a more collaborative organizational culture.
 - b. First 5 LA has supported, co-funded and seeded various funder collaborative and collective efforts to improve systems in the County.
 - c. Capacity building grants have helped strengthen organizations providing services to children prenatal to 5 and their families.
 - d. First 5 LA has increased its influence in the policy arena with a focused agenda and capacity building grants to a range of county organizations to advocate on behalf of young children and families.

3. The Scan of LA County Early Identification and Intervention System finds that:
 - a. Children with developmental delays are not being identified early enough and then frequently face delays before being connected to early intervention services.
 - b. Strained resources, limited time and incomplete knowledge of where to refer children pose barriers to conducting screenings in many suitable settings, such as medical offices, early childhood education programs, and child welfare offices.
 - c. Even after potential developmental delays are identified, providers often struggle to effectively link children to early intervention services and supports.
 - d. LA County has no clear pathway or centralized approach to ensure comprehensive early identification and intervention.

4. See the AR-2 Report on Adult and Family Literacy Programs for the LBL results.

5. See the AR-2 Report on Preschool for Children 3-4 for the LAUP results.

6. The PCIT Implementation Evaluation Mid-Project Report finds:
 - a. Agencies, therapists and parents shared that PCIT involves much more time and commitment than they had initially anticipated. For all interview groups, the benefits of PCIT outweighed the challenges reported.
 - b. Challenges include: delays in training start time due to differences in partner organizations' contracting timelines, lack of referrals, and technical challenges with telehealth equipment.
 - c. 55% of the Cohort 1 agencies had at least one clinician who could train new PCIT clinicians within their agency.
 - d. The average cost to provide PCIT services to clients has consistently been decreasing.

Annual Report Form 3 (AR-3) County Evaluation Summary For Fiscal Year July 1, 2015 - June 30, 2016

7. See the AR-2 Report on Maternal and Child Healthcare programs for the WB results.
8. A Portrait of Early Educators in First 5 LA's Workforce Development Programs: Their Characteristics and Views on Professional Development finds that:
 - a. A majority of participants said they want or need more information: supporting children's language, literacy, and math skills and their socio-emotional development; how to manage their classrooms; how to use curriculum and assessments; and how to make activities appropriate for different levels of development.
 - b. One-third of the participants are not able to get the classes or training they need, and one-quarter cite a lack of math skills as a barrier. One-quarter of FCC staff also said they do not have the English skills they need for participating in professional development.
 - c. More than half of the FCC-based early educators reported that Spanish is their primary language. They tend to have a lower level of education than center-based staff do.
 - d. FCC-based educators tend to work longer hours and make less per hour than center-based educators do. However, FCC educators have also been at their jobs longer and tend to have smaller classes with lower adult/child ratios.

Describe the policy impact of the evaluation results

All of First 5 LA's evaluations become part of the general body of knowledge that informs current and future work. This has been particularly important as First 5 LA makes the transition from direct services to systems change work in our Early Care and Education and Care goal area. Seven years of the Universal Preschool Child Outcomes Study (UPCOS) looking at family engagement, quality child outcomes and more are now being mined for insights into promoting protective factors in families, guiding the development of a uniform quality rating and improvement system (QRIS) and other upcoming initiatives. Here are some of the insights UPCOS has provided to the QRIS project:

1. Teachers are the key to quality, and the qualifications and contributions of all classroom teachers should be taken into account in a QRIS.
2. Classroom quality needs to be better than "good enough." Rather than measuring just the average quality of all classrooms in a program, a QRIS rating should instead (or also) account for the proportion of classrooms in a program that attain a certain level of quality.
3. Children in the same classroom do not always experience or benefit from different aspects of quality in the same way. This suggests that a uniform QRIS for L.A. County would help parents as they make decisions about child care and preschool.
4. Quality ratings appear to be appropriate for programs with different characteristics, so a uniform QRIS is possible.

As a result of the PCIT evaluation, the program added more pre-training support to sites and added a skill-building section around explaining PCIT to parents and colleagues. Similarly, Little by Little program staff used the evaluation to improve program fidelity and add more program monitoring and quality check activities to assess client response.

First 5 LA also uses the Best Start developmental evaluation (DE) to elevate salient, timely, and useful information in ways that support learning and adaptation. Thus, results were not circulated once, but were disseminated in regular organizational rapid feedback memos and briefs, community-specific briefs, and reports to Best Start leadership and staff, contractors and community partnerships. This allows stakeholders to immediately react to observations and recommendations so that mid-course corrections could be made.

FIRST 5 LA

SUBJECT:

2016 Biennial Update to First 5 LA's Local Conflict of Interest Code

RECOMMENDATION:

Approve the 2016 Biennial Update to First 5 LA's Local Conflict of Interest Code; Direct staff to file the updated Code with the County of Los Angeles.

BACKGROUND:

The Commission has adopted a local conflict of interest code as required by California's Political Reform Act ("PRA") and the statutes that implement Proposition 10. Because the Commission is a local public entity, the PRA requires that the Commission have this local code in place to designate which officials and employees are required to file various categories of annual statements of economic interests. The local code also sets forth the basic rules that prohibit public officials and employees from making, participating in making, or using their official positions to influence decisions of the Commission.

Like most local public entities in California, the Commission has for a number of years kept in place the Model Conflict of Interest Code promulgated by the Fair Political Practices Commission ("FPPC"). Every two years, the Commission is required to conduct a biennial review and update of the Code. This year, the review and update must be completed prior to the end of December.

DISCUSSION:

With the approval and implementation of First 5 LA's Strategic Plan 2015-20, First 5 LA has been going through an organizational transformation process to align its internal structure to its work. It should be noted that since the last biennial update in 2014, First 5 LA has been informing LA County on a consistent basis of any positions that were added, deleted, and/or changed that would impact its Conflict of Interest code and therefore, its code is up to date as of July 2016.

In August 2016, First 5 LA confirmed the appointments of directors to its newly created departments. Accordingly, First 5 LA is required to inform LA County that its code will need to be revised to reflect these changes. These updates propose an addition of several new positions, deletion of old positions, and adjustments to current applicable titles/positions of the current code. Additionally, this update also proposes eliminating the titles and positions for LAUP, an organization for which First 5 LA no longer serves as the filing officer, given First 5 LA's contract with LAUP ended on June 30, 2016.

The proposed amendment (see Attachment A) contains a note that explains the reason for these changes and is solely reflective of organizational changes for First 5 LA. There are no reductions proposed in the level of disclosure for any revised or new director and Executive Vice President positions.

Upon adoption of the proposed amendment, staff will file the amended code with the County of Los Angeles as required by the PRA.

Attachment A

Conflict of Interest Code
of the

**LOS ANGELES COUNTY CHILDREN AND FAMILIES FIRST
PROPOSITION 10 COMMISSION
(Aka First 5-LA)**

Incorporation of FPPC Regulation 18730 (2 California Code of Regulations, Section 18730) by
Reference

The Political Reform Act (Government Code Section 81000, *et seq.*) requires state and local government agencies to adopt and promulgate conflict of interest codes. The Fair Political Practices Commission has adopted a regulation (2 Cal. Code of Regs. 18730), which contains the terms of a standard conflict of interest code. After public notice and hearing, it may be amended by the Fair Political Practices Commission to conform to amendments in the Political Reform Act. Therefore, the terms of 2 California Code of Regulations Section 18730, and any amendments to it duly adopted by the Fair Political Practices Commission, are hereby incorporated into the conflict of interest code of this agency by reference. This regulation and the attached Appendices (or Exhibits) designating officials and employees and establishing economic disclosure categories shall constitute the conflict of interest code of this agency.

Place of Filing of Statements of Economic Interests

All officials and employees required to submit a statement of economic interests shall file their statements with the agency head; or his or her designee. The agency shall make and retain a copy of all statements filed by its Board Members, Governing Board Members, Alternate Board Members, as appropriate, and its agency head (Agency/Department Head, Executive Officer or Chief Executive Officer, Superintendent, or Director), and forward the originals of such statement to the Executive Office of the Board of Supervisors of Los Angeles County.

The agency shall retain the originals of statements for all other Designated Positions named in the agency's conflict of interest code. All retained statements, original or copied, shall be available for public inspection and reproduction (Gov. Code Section 81008).

**LOS ANGELES COUNTY CHILDREN AND FAMILIES FIRST –
PROPOSITION 10 COMMISSION
(Aka First 5–LA)**

EXHIBIT “A”

CATEGORY 1

Persons in this category shall disclose all business positions, investments in, or income (including gifts and loans) received from any entities that provide services of the type, which are eligible to receive Proposition 10 funding.

CATEGORY 2

Persons in this category shall disclose all interests in real property within the jurisdiction. Real property shall be deemed to be within the jurisdiction if the property or any part of it is located within or not more than two miles outside the boundaries of the jurisdiction or within two miles of any land owned or used by the agency.

Persons are not required to disclose property used primarily as their residence or for personal recreational purposes.

CATEGORY 3

Persons in this category shall disclose all business positions, investments in, or income (including gifts and loans) received from business entities that manufacture, provide or sell service and/or supplies of a type utilized by the agency and associated with the job assignment of designated position assigned to this disclosure category.

CATEGORY 4

Persons in this category shall disclose all income from any Proposition 10 employee, any representative or association of such employee; and business positions or income from any entity owned or controlled by such employee or his/her spouse or other financial dependent.

CATEGORY 5

Individuals who perform under contract the duties of any designated position shall be required to file Statements of Economic Interests disclosing reportable interests in the categories assigned to that designated position.

In addition, individuals who, under contract, participate in decisions which affect financial interests by providing information, advice, recommendations or counsel to the agency which could affect financial interests shall be required to file Statements of Economic Interests, unless they fall within the Political Reform Act's exceptions to the definition of consultant. The level of disclosure shall be as determined by the executive officer (or head) of the agency.

PROPOSED CHANGE

LOS ANGELES COUNTY CHILDREN AND FAMILIES FIRST – PROPOSITION 10 COMMISSION (Aka First 5-LA)

Designated Position

Assistant Director Best Start Communities

Remove position. The title of this position is not in the new organizational structure. Current duties have been absorbed by other Senior Staff within the Best Start Communities Department.

Assistant Director Public Affairs

Remove position. The title of this position is not in the new organizational structure. Current duties have been absorbed by the Director of Communications and Marketing and other Senior Staff within the Communications and Marketing Department.

Assistant Director of Research & Evaluation

Remove position. The title of this position is not in the new organizational structure. Current duties have been absorbed by other Senior Staff within the Integration and Learning Division.

Board of Commissioners & Alternates

Chief Administrative Officer

Remove position. The title of this position is not in the new organizational structure. Current duties have been absorbed by other Executive Team members as well as the Senior Director of Administration.

Chief Operating Officer

Remove position. The title of this position is not in the new organizational structure. Current duties have been absorbed by the Executive Vice President and Senior Director of Administration.

Chief Programs Officer

Remove position. The title of this position is not in the new organizational structure. Current duties have been absorbed by the Vice President of Programs.

Communications Coordinators

Consultants*/New Positions**

Director of Best Start Communities

Director of Community Investments

Remove position. The title of this position is not in the new organizational structure. Current duties have been absorbed by various Director positions within the Policy and Strategy and Integration and Learning divisions.

Director of Contract Compliance

Director of Finance

Director of Communications & Marketing

**LOS ANGELES COUNTY CHILDREN AND FAMILIES FIRST –
PROPOSITION 10 COMMISSION
(Aka First 5-LA)**

(Cont'd)

Designated Position

Director of Grants Management

Remove position. The title of this position is not in the new organizational structure. Current duties have been absorbed by various Director positions within the Programs division.

Director of Human Resources

Director of Information Technology

Director of Office of Strategic Planning & Integration

Remove position. The title of this position is not in the new organizational structure. Current duties have been absorbed by various Director positions within the Integration and Learning division.

Director of Policy & Intergovernmental Affairs

Director of Program Development

Remove position. The title of this position is not in the new organizational structure. Current duties have been absorbed by various Director positions within the Programs division.

Director of Research & Evaluation

Remove position. The title of this position is not in the new organizational structure. Current duties have been absorbed by various Director positions within the Integration and Learning division

Executive Director

Executive Assistant/Secretary to the Board

Ex-Officio Representatives

Finance Manager

Human Resources Manager

IT Project Manager

Legal Counsel

Senior Director of Administration

Vice President of Integration & Learning

Vice President of Policy and Strategy

Vice President of Programs

**LOS ANGELES COUNTY CHILDREN AND FAMILIES FIRST –
PROPOSITION 10 COMMISSION
(Aka First 5-LA)**

(Cont'd)

New Positions/Titles (Add to Conflict of Interest Code)

Director of Evaluation Center of Excellence

Add new Position. The Director of Center of Excellence (COE) directs a team of people who serve as internal consultants, subject matter experts and ambassadors to the organization on the Department's core capabilities around evaluation. The Director of the Evaluation COE is responsible for advising the VP of Integration & Learning to invest in the most valuable projects and create economies of scale for the COE and in this capacity serves as both a direct report and thought partner to the VP of Integration & Learning. This director has the ability to make binding financial decisions on behalf of First 5 LA with oversight from the VP of Integration and Learning.

Director of Community Relations

Add new Position. This position reports to the Executive Director. The Director of Community Relations is responsible for strengthening and supporting Best Start community relations; building local government and community partnerships; and supporting community leadership development by engaging parent and community members in program, systems and policy planning to benefit children. This director has the ability to make binding financial decisions on behalf of First 5 LA with oversight from the Executive Director.

Director of Early Care and Education

Add new Position. The Director of Early Care and Education has strategic and day-to-day responsibility for the management of the ECE grants and programs portfolio, serves as the First 5 LA thought leader on the ECE landscape, and serves as both a direct report and thought partner to the VP of Programs. This director has the ability to make binding financial decisions on behalf of First 5 LA with oversight from the VP of Programs.

Director of Families

Add new Position. The Director of Families has strategic and day-to-day responsibility for the management of the Families grants and programs portfolio, serves as the First 5 LA thought leader on evidence-based practices and models of home visitation, parent engagement, and related strategies that increase family protective factors, and serves as both a direct report and thought partner to the VP of Programs. This director has the ability to make binding financial decisions on behalf of First 5 LA with oversight from the VP of Programs.

Director of Health

Add new Position. The Director of Health has strategic and day-to-day responsibility for the management of the Health grants and programs portfolio, serves as the First 5 LA thought leader on best practices for trauma-informed care and developmental screening, assessment and early intervention, and related strategies that improve the service delivery system for children 0-5 and their families. S/he serves as both a direct report and thought partner to the VP of Programs. This director has the ability to make binding financial decisions on behalf of First 5 LA with oversight from the VP of Programs.

Director of Integration and Learning

Add new Position. The Director of Integration and Learning has strategic and day-to-day responsibility for facilitating processes that drive integration of programs and grants across Strategic Plan priority areas and serves as both a direct report and thought partner to the VP of Integration & Learning. This Director is responsible for facilitating the cross-functional portfolio review of new grants, initiatives and programs which provides recommendations to the Executive Team, and works with the Programs Division to ensure that learning opportunities are incorporated into early stages of initiative design. This director has the ability to make binding financial decisions on behalf of First 5 LA with oversight from the VP of Integration and Learning.

**LOS ANGELES COUNTY CHILDREN AND FAMILIES FIRST –
PROPOSITION 10 COMMISSION
(Aka First 5-LA)**

(Cont'd)

Director of Strategic Partnerships

Add new Position. The Director of Strategic Partnerships has strategic and day-to-day responsibility for the management of organizational partner relationship processes to ensure clear accountabilities to external partners, and serves as both a direct report and thought partner to the VP of Policy & Strategy. This director has the ability to make binding financial decisions on behalf of First 5 LA with oversight from the VP of Policy and Strategy.

Executive Vice President

Add new Position. This position absorbs many of the duties of the Chief Operating Officer (that is currently being eliminated) in addition being responsible for developing partnerships with Los Angeles County government officials, agencies and departments as part of First 5 LA's new approach to working with the County to create greater impact for young children. This position has the ability to make binding financial decisions on behalf of First 5 LA with little to no oversight from the Executive Director.

LAUP

* A list of the individuals currently required to file disclosure under this category and their respective levels of disclosure is on file in the Commission's Chief Executive Officer's office. This list includes, but is not limited to the following LAUP Organization positions:

Board of Directors

Executive Director

Senior Vice President, Chief Financial & Technology Officer

Senior Vice President of Programs

Senior Vice President of External Affairs

General Counsel

Directors

Eliminate all positions as First 5 LA no longer has an active contract with LAUP so would not be responsible for overseeing its conflict of interest code.

FIRST 5 LA

SUBJECT:

Recommended updates to board approved policies covering the accounting of our fund balance (“Fund Balance Policy”) as well as the preparation, presentation, approval, and implementation of the annual program and operating budget (“Policy on Guidelines for Adoption and Modifications of the Fiscal Year Budget”).

BACKGROUND:

These policies were last updated by the Board in 2012 and require Board consideration and approval to be updated. These changes have been brought before and discussed at both the Executive and Budget and Finance Committees, as well as provided to the full Board as an informational item last month.

DISCUSSION:

These recommended updates to these policies are needed to reflect our current environment: the “Fund Balance Policy” aligns our accounting practice to requirements of the U.S. Government Standards Accounting Board (GASB) which went into effect in 2010. The existing policy uses examples and language from our previous strategic plan, so staff is recommending an update to reflect our current strategic plan. No substantive changes are being made to this policy.

The “Policy on Guidelines for Adoption and Modifications of the Fiscal Year Budget” would consolidate three existing policies into one, as well as reflect current practice in the preparation, approval, and implementation of the programmatic and operating budget for First 5 LA. Over the years, different policies were implemented for the operating budget and as programmatic budgets were introduced for First 5 LA over the past four years, policies emerged that addressed that portion of our budget. In addition, policies were approved by the Board that would move earlier adoption of a budget (moving from adoption by June 30 to April 30) as well as provide a 2-year budget plan. Since adoption of those recommendations by the Board, each year staff have brought forward a waiver of these policies due to complications in their implementation, as well as a change in our environment that original led to these proposals. Staff assessment is that the original reason for these policies no longer exists, so rather than continue to go to the Board to waive these proposals, staff have invested time in reviewing them and coming up with the recommended changes, including:

- Consolidation of 3 separate policies dealing with the budget into one policy;
- Maintaining the current practice of adopting a budget by June 30 (versus April 30);
- Maintaining the current practice of adopting an annual budget (versus 2-year plan);
- Deleting a special one-time reserve fund under the authority of the Executive Director to be funded by “underspending” of the operating budget;
- Continuing the policy of: the development of an annual Long Term Financial Project (LTFP); movement across spending items in the Operating Budget up to \$25,000 without Board approval for management of administrative needs; annual determination of an Administrative Cost Calculation (or “admin cap”); staff compilation of an annual budget calendar that is brought to the Board in January.

Board members recommended staff ensure the communication of these technical policies, admittedly needing to meet auditing and budgeting requirements, be done in a manner that is as accessible to the public as possible.

RECOMMENDATION:

Staff recommends approval of these changes. These were presented to the Budget and Finance Committee on May 24, 2016, Executive committee on September 1, 2016 and to the Board as an informational item on September 8, 2016.

Los Angeles County Children and Families First Proposition 10 Commission

Formatted: Font: (Default) Arial, 18 pt, Bold, Complex Script
Font: Arial

SUBJECT: Fund Balance	Policy Number: 2301x
	Effective Date:
	Supersedes: 03/08/12
Initiating Authority: Finance Department	Page 1 Of 4

I. PURPOSE

The purpose of this policy is to classify fund balance categories in accordance with the reporting requirements of Statement 54 of the Government Accounting Standards Board (GASB) effective June 15, 2010.

II. APPLICATION

The guidelines for adoption are consistent with [both GASB Statement 54 and the First 5 Association of California](#) Financial Management Guide and establish authority for committing or assigning fund balances.

III. POLICY

In compliance with GASB 54, this policy sets forth the following:

The authorization level for committing or assigning [a Fund Balance](#) is established by the Board of Commissioners. Formal action of the Commission will be defined as an action taken at a publicly noticed meeting.

IV. PROCEDURES

Fund balance is essentially the difference between the assets and liabilities reported in a governmental fund. There are five separate components of fund balance, ~~as~~ defined below [in order of the strength of commitment](#). Each separate component is identified by the extent to which First 5 LA is bound to honor the constraints on the specific purposes on which amounts can be spent [as follows:-](#)

- Non-spendable ~~fund balance~~ (inherently unspendable)
- Restricted ~~fund balance~~ (external limitations on use)
- Committed ~~fund balance~~ (self-imposed limitations on use [for a specified purpose](#))
- Assigned ~~fund balance~~ (limitation resulting from [broadly](#) intended use; [specific purpose not yet identified](#))
- Unassigned ~~fund balance~~ (residual net resources-no restrictions)

DEFINITIONS AND REPORTING

A. Non-spendable: That portion of fund balance that includes amounts that cannot be spent because they are either 1) not in a spendable form; or 2) legally or contractually required to be maintained intact.

Example: Cash advances to grantees and contractors ~~such as Los Angeles Universal Preschool and LA Care Health Plan.~~

B. Restricted: That portion of fund balance that reflects constraints placed on the use of resources (other than non-spendable items) that are either 1) externally imposed by creditors, grantors, contributors, or laws or regulations of other governments; or 2) imposed by law through constitutional provisions or enabling legislation. A Resolution approved via formal action by the Board of Commissioners is required to accept the restricted funds, acknowledging receipt ~~for fund balance purposes.~~

Example: Funds advanced by ~~First 5 California external entities~~ under specific agreements for services such as matching funds for specific initiatives.

C. Committed: That portion of fund balance that includes amounts that can only be used for specific purposes pursuant to constraints imposed by formal action of the Board of Commissioners. These constraints remain binding unless removed ~~in the same manner via the same type of formal action and instrument as defined by this policy.~~ A Resolution approved via formal action by the Board of Commissioners is required to commit funds ~~for fund balance purposes.~~

Resources in this category may include:

- 1) Resources committed for a specific purpose and/or future initiatives.
- 2) Funding that has been designated for legally enforceable contracts but not yet spent, including multi-year contracts.
- 3) Resources that have been committed by ~~the~~ Commission for specific agreements that have not yet been executed.
- 4) Resources committed as a local match for State Commission initiatives, programs or projects within the approved long range financial plan, funding recommendations or the strategic plan.

Example: Funds allocated to ~~programs specific initiatives for which the planned use is narrowly defined like Los Angeles Universal Preschool and various Countywide Initiatives, such as Children's Dental Care and Healthy Food Access.~~

D. Assigned: That portion of fund balance that includes amounts constrained by the Commission's intent to be used for ~~specific broadly defined purposes, but that are neither do not rise to the level of restricted nor~~ committed. The purpose of the assignment must be narrower than the fund itself. Assignments can be made via formal motion approved by the Commission; a Resolution is not required to assign funds. The Commission has elected not to designate a separate body, committee or an official who can specify such purposes.

Resources in this category may include:

- 1) Appropriation of a portion of existing fund balance sufficient to eliminate a projected deficit in the subsequent year's budget.
- 2) Resources assigned to a specific program, project or organization for which the

- Commission has approved a plan or budget.
- 3) Resources approved by the Commission for a long range financial plan (where formal approval is not required to modify the amount).

Example: Funds reserved for Commission use consistent with the ~~Fiscal Year 2009-15 current Strategic Plan shall reflect the following parameters—90 percent Program (includes Countywide Strategies and Place-Based Investments), 5 percent Research and Evaluation and 5 percent Administrative.~~

~~The following table is from~~ Because the Committed and Assigned fund balance components are commonly confused, the [First 5 Association of California Financial Management Guide](#) ~~comparing~~ provides the following chart to distinguish between ~~Committed vs. Assigned~~ these two categories:

	Committed	Assigned
<i>A decision to use funds for a specific purpose requires action of governing body</i>	Yes	No
<i>Formal action of governing body is necessary to impose, remove or modify this constraint and formal action has taken place before end of reporting period</i>	Yes	No

- E. Unassigned:** That portion of fund balance that cannot be reported in any other classification but may reflect an internal restriction that requires a footnote to the Financial Statements.

Resources in this category for First 5 LA purposes may include:

- 1) Minimum Fund Balance Reserve: Must include 25 percent of the total ~~Operating and Programmatic~~ fiscal year budget, to be adjusted and approved annually. Reserve funds may be utilized for the following purposes.
 - a) Cash Flow: To mitigate delays in receiving revenues.
 - b) Extreme Events: To restore and continue operations, should an unanticipated event or natural disaster occur.
 - c) Budget Stabilization: To ensure a sufficient level of fund balance to meet the Commission obligations in the event of a revenue shortage.
- 2) Operating funds which includes personnel related cost, services and supplies.

V. RESPONSIBILITIES

~~It is recommended First 5 LA establish a policy for its fund balances.~~ In accordance with GASB 54 [guidelines](#), the elements of the policy are created by the Commission for its own purposes and may, therefore, be revised by the Commission as needed in the future.

The Commission should undergo an annual reaffirmation process prior to fiscal year-end to review all levels of fund balance and determine what action is needed. As part of this reaffirmation process, the Commission should take formal action prior to the fiscal year-end to either modify the existing fund balance levels or maintain them. [This reaffirmation process generally takes place in conjunction with the approval of the fiscal year Budget by the Board of Commissioners.](#)

Los Angeles County Children and Families First Proposition 10 Commission

SUBJECT: Policy and Guidelines for Adoption and Modifications of the Fiscal Year Budget	Policy Number: A-2308x
	Effective Date:
	Supersedes: 6/12/12, 1/12/12
Initiating Authority: Finance Department	Page 1 Of 4

The sections highlighted in this policy, correspond to the information obtained from the original policies that are attached as follows:

[Attachment 2A](#)

[Attachment 2B](#)

[Attachment 2C](#)

I. PURPOSE

The purpose of this policy is:

- To set forth the requirement for development and authorization of the Budget for the Commission.
- To ensure adjustments to the Budget are formally approved by vote of the Board of Commissioners as appropriate.
- To allow for needed flexibility while providing sufficient controls to ensure accountability over the annual fiscal year Budget.

II. APPLICATION

This policy applies to the First 5 LA fiscal year Budget, including both Program and Operating Budgets. This policy does not address multi-year allocations or other fiscal circumstances outside of the organization's fiscal year Budget.

III. POLICY

Development

It is the policy of First 5 LA that the Budget will be developed and adopted annually by June 30 prior to the implementing fiscal year. First 5 LA's fiscal year will be from July 1 through June 30 of the subsequent calendar year. ~~The Program and Operating Budgets will include a rolling two-year plan of anticipated revenues and expenditures.~~ It is the policy of First 5 LA to hold at least one duly-noticed public hearing before adopting the proposed Budget and/or any adjustments per the guidelines below, and to provide copies of the proposed budgets and any revisions thereto to the members of the Commission.

Commented [MN1]: Changed from April 30

Commented [MN2]: Removal of two-year budget

The Budget will reflect the planned expenditures for First 5 LA and establish the anticipated resources and expenditures to implement the adopted Strategic Plan during the next fiscal year. The Budget and supporting process will be developed in accordance with adopted First 5 LA policies and procedures, relevant governmental accounting rules and regulations, and will reflect the best practices of First 5 Commissions throughout the State as detailed in the First 5 Financial Management Guide, as appropriate.

Prior to consideration of the Budget, staff will develop and present to the Board of

Commissioners and the Board of Commissioners will review and approve a Long-Term Financial Plan. The Long-Term Financial Plan will assess the long-term financial implications of current and proposed policies, programs, and funding assumptions. The Plan will provide a minimum of a five-year view of how resources will be spent to attain the objectives in the strategic plan, and should help inform the development of the fiscal year budget.

Modifications to First 5 LA's fiscal year Budget:

The Executive Director has the authority to make budget adjustments between line items in First 5 LA's annual Operating Budget in an amount up to \$25,000 in the fiscal year. Any budget adjustment, including additions or removals of line items, of \$25,000 or more requires formal approval of the Board of Commissioners, and will be accompanied by a narrative detailing the change. Movement of funds between the Programmatic and Operating portions of the fiscal year Budget is not permitted without formal approval of the Board of Commissioners.

Commented [MN3]: Change from the Operations Committee of the Commission

Year-end Reconciliation of the fiscal year Budget:

After the year-end reconciliation of the fiscal year budget, the Executive Director is authorized to use the unspent/uncommitted portion of the previous year's annual Operating Budget or unexpected one-time revenues, to fund one-time costs such as equipment or capital improvement costs. One-time costs funded from these two sources cannot exceed \$100,000 without approval of the full Board of Commissioners.

IV. PROCEDURES

The annual Budget will specifically identify program, operating and administrative costs. The Finance Department will be responsible for submitting to the Board of Commissioners a written budget calendar no later than the January Commission meeting, which will identify the planned dates of key budget events and deadlines. The budget will be prepared on a modified accrual basis of accounting and will be developed and submitted to the Board of Commissioners for approval no later than the June Commission meeting, in advance of the subsequent fiscal year.

Commented [MN4]: Change from April

The annual Budget shall include the following:

- Schedule of planned program expenses detailed by program including a description of the related program assumptions and service levels.
- Schedule of planned operating expenses identifying the assumptions, staffing levels, facility costs, and other costs associated with the regular operation of First 5 LA.
- Administrative cost calculation consistent with the First 5 LA's *Policy and Guidelines for Administrative Costs and Functions*.

Budget narratives and planning documents shall accompany the required schedules to effectively demonstrate the use of planned resources and to provide the assumptions behind the budget estimates, explain significant changes in budget line items, and detail how the resource allocation in the Budget relates to the goals and objectives in the Strategic Plan. The budget document will be used as a guide for expenditures throughout the budget period so that actual expenditures do not exceed the total adopted budget.

Procedures for modifications to First 5 LA's fiscal year Budget should mirror the annual budget process to the greatest extent feasible and will be determined and communicated by the Finance Department.

V. RESPONSIBILITIES

The Board of Commissioners is responsible for considering and approving the annual fiscal year Budget.

The Budget & Finance Committee is responsible for reviewing the Budget prior to consideration by the Board of Commissioners and providing feedback to First 5 LA staff as necessary.

The Executive Director is responsible for ensuring that the funds appropriated through the Budget are used to further the goals and objectives of First 5 LA and are consistent with the Commission's Strategic Plan, priorities and expectations. The Executive Director, in coordination with the Director of Finance may make budgetary adjustments between budget line items in accordance with this policy and First 5 LA's Governance Guidelines.

The Finance Department is responsible for:

- Coordinating the development of the annual fiscal year Budget and for compiling the Budget document and relevant documentation for provision to the Board of Commissioners;
- Submitting to the Board of Commissioners a written budget calendar no later than the January Commission meeting, which will identify the planned dates of key budget events and deadlines;
- Managing the budget development process in accordance with the parameters outlined in this policy;
- Ensuring that approved budget data is properly uploaded into First 5 LA's financial accounting system;
- Determining and communicating relevant timelines and procedures to staff, both for the annual budget process and for modifications to the fiscal year Budget;
- Ensuring that approval of the Budget and any modifications to the approved Budget are conducted in accordance with First 5 LA's Fund Balance Policy; and
- Developing—in coordination with other First 5 LA staff and departments—and presenting to the Board of Commissioners the annual Long-Term Financial Plan.

Other First 5 LA departments are responsible for adhering to requested deadlines related to the budget process, and for updating the Finance Department of budgetary needs or modifications on a timely basis.

VI. REFERENCES/LEGAL AUTHORITY

F5LA Policy and Guidelines for Administrative Costs and Functions
F5LA Fund Balance Policy A-2301
F5LA Governance Guidelines 03/2014
First 5 Association of California Financial Management Guide

VII. APPROVALS

Raoul Ortega, Director of Finance, Initiating Authority

Date

John Wagner, Executive Vice President

Date

Kim Belshé, Executive Director

Date

DRAFT

Los Angeles County Children and Families First Proposition 10 Commission

Board of Commissioners

Policy and Guidelines for Adoption of the Program and Operating Budgets

1. POLICY STATEMENT

Development

It is the policy of the Commission that Program and Operating Budgets will be developed annually that reflect the planned expenditures for the Commission and establish the anticipated resources and expenditures to implement the adopted Strategic Plan during the next and subsequent fiscal year. The Budget and supporting process will be developed in accordance with adopted Commission policies and procedures, relevant governmental accounting rules and regulations, and reflect the best practices of First 5 Commissions throughout the State as detailed in the First 5 Financial Management Guide.

Prior to consideration of the Budget, the Commission will develop and review a Long-Term Financial Plan. The Long-Term Financial Plan will assess the long-term financial implications of current and proposed policies, programs, and funding assumptions. The Plan will provide a minimum of a five year view of how resources will be allocated to attain the objectives in the strategic plan.

It is the policy of the Commission that the Program and Operating Budgets be prepared and adopted annually by April 30 prior to the implementing fiscal year. The Commission's fiscal year will be from July 1 through June 30 of the subsequent calendar year. The Program and Operating Budgets will include a rolling two-year plan of anticipated revenues and expenditures as well as authority to enter into agreements for the delivery of programs and consistent with the Strategic Plan.

The budget shall be balanced where operating revenues are equal to, or exceed, operating expenditures.

It is the policy of the Commission to hold at least one duly-noticed public hearing before adopting the proposed Program and Operating Budgets and/or any adjustments, and provide copies of the proposed budgets and any revisions thereto to the members of the Commission. Any changes to the Approved Budget must be review and approved consistent with the related Board approval policy on "Formal Approval of Additions, Changes, or Deletions to Allocations and the Annual Program Budget"

and/or “Modifications to the Commission’s Annual Operating Budget” (approved January 2012).

2. PURPOSE

The purpose of this policy is to set forth the requirement for development and authorization for budget for the Commission.

3. APPLICATION

This policy applies to the First 5 LA Program and Operating Budgets.

4. RESPONSIBILITIES

The Board of Commissioners is responsible for adopting the Annual Program and Operating Budgets. The Budget & Finance Committee will review the budget prior to consideration by the Commission. The Chief Executive Officer is responsible for using the funds allocated through the Program and Operating Budgets to further the goals and objectives of the Commission.

5. PROCEDURE

The Chief Executive Officer, Director of Finance, and Finance staff will be responsible for preparing and presenting to the Budget & Finance Committee and the Commission a Long-Term Financial Plan prior to the preparation of the Operating Budget. The Long-Term Financial Plan will be developed by the Finance Department, under the guidance of the Budget & Finance Committee, and will include a revenue and expense forecast for a minimum of five years, consistent with the Commission’s adopted Strategic Plan.

The annual budget will include specifically identify program, operating and administrative costs. The Finance Department will be responsible for submitting to the Commission a written budget calendar no later than the January Commission meeting. The budget calendar is a schedule will identify the planned dates of key budget events and deadlines. The calendar will also specify the key budget tasks in the budget process, when they must be completed, and who is responsible for completing each task. The budget will be prepared on a modified accrual basis of accounting and will be developed and submitted to the Commission no later than the April Commission meeting, in advance of the subsequent fiscal year.

The annual budget shall include the following:

- Schedule of Program Expenses detailed by program including a description of the related program assumptions, service levels, and outcomes to be achieved.

- Schedule of Operating Expenses identifying the assumptions, staffing levels, facility costs, and other assumptions.
- Administrative cost calculation consistent with the Commission's Policy and Guidelines for Administrative Costs and Functions.

Budget narratives and planning documents shall accompany the required schedules to effectively demonstrate the use of planned resources and provide the assumptions behind the budget estimates, explain significant changes in budget line items, and explain how the resource allocation in the budget relates to the goals and objectives in the strategic plan. The Chief Executive Officer, with the support of the Finance Department, will be responsible for the overall development of the budget document consistent with the Commission's priorities and expectation.

Finance staff will be responsible for administering and monitoring the adopted budget. The budget document will be used as a guide for expenditures throughout the budget period so that actual expenditures do not exceed the total adopted budget.

Los Angeles County Children and Families First Proposition 10 Commission

Board of Commissioners

Policy and Guidelines for Formal Board Approval of Additions, Changes or Deletions to Allocations and the Annual Program Budget

1. POLICY STATEMENT

Any additions, changes or removals from all Allocations for First 5 LA's resources shall require the formal approval, by vote, of the Commission. Further, the Board must approve, by vote, any changes to the adopted annual Program Budget. This Policy does not address the classification of Fund Balances for GASB 54 purposes, which is covered under a separate policy.

2. PURPOSE

This policy ensures that formal action by vote has been taken by the Board to establish new allocations, modify existing allocations or terminate a program by formally removing allocations. This policy also ensures that any adjustment to the Program Budget is formally approved by vote of the Board of Commissioners.

3. APPLICATION

This policy applies to all First 5 LA Allocations and the annual Program Budget.

4. RESPONSIBILITIES

The Board of Commissioners is responsible for approving new allocations, modifying existing allocations and eliminating allocations if a program is to be terminated. Further, the Board of Commissioners is responsible for changes to the adopted Program Budget. The Chief Executive Officer is responsible for assuring that the funds allocated through the adopted Strategic Plan further the goals and objectives of the Commission, and for ensuring that no changes, additions, deletions or other modifications are made without prior Commission approval.

5. PROCEDURE

- A. The Chief Executive Officer, or his/her designee, in coordination with the Director of Finance and other Department Directors, and through collaboration with the Board of Commissioners, will make recommendations for new allocations or modifications to the current allocations as part of the reports

Policy and Guidelines for Formal Board Approval of Additions, Changes or Deletions to Allocations and the Annual Program Budget
Page 2

that come forward to the Board in the published agenda of their meetings. If an adjustment to the Program Budget is required, the recommendation will be forwarded to the Board.

- B. The report to the Board will always include a Fiscal Impact section that will describe the origination of the allocation (including the purpose, amount and date) and any proposed changes to the allocation, if applicable (including the purpose, amount and date). If the annual Program Budget is affected, a detailed description of the change will also be included.
- C. The report will also incorporate the attachment included in this policy, "Request to Add New Allocation or Modify Allocation/FY Program Budget Form". The form will be completed by staff and approved by the Director of Finance via signature. If the request is approved by the Board, the necessary changes to the allocations and/or Program Budget will be completed in the accounting system by a Staff Accountant and approved by the Finance Manager.

Attachment (1)

- Request to Add New Allocation or Modify Allocation/FY Program Budget Form

Los Angeles County Children and Families First Proposition 10 Commission

Board of Commissioners

Policy and Guidelines for Modifications to the Commission's Annual Operating Budget

1. POLICY STATEMENT

- A. It shall be the policy of the Board of Commissioners that the Chief Executive Officer has the authority to make budget adjustments between line items in the Commission's Annual Operating Budget in an amount not to exceed \$25,000. Any budget adjustment between line items in excess of \$25,000 requires approval of the Operations Committee of the Board of Commissioners.
- B. It shall be the policy of the Board of Commissioners that the Chief Executive Officer, with approval of the Operations Committee of the Board of Commissioners, is authorized to use the unspent/uncommitted portion of the previous year's Annual Operating Budget or unexpected one-time revenues, to fund one-time costs such as equipment or capital improvement costs. One-time costs funded from these two sources cannot exceed \$100,000 without approval of the full Board of Commissioners.
- C. The unspent/uncommitted portion of the previous year's Annual Operating Budget will be used to fund an Operating Budget sustainability reserve. Any use of the Operating Budget sustainability reserve in an amount not to exceed \$100,000 in any one year requires the approval of the Operations Committee. Any use of the sustainability reserve in excess of \$100,000 in any one year requires the approval of the full Board of Commissioners.

2. PURPOSE

This policy provides needed operating flexibility while providing sufficient controls to ensure accountability over the Annual Operating Budget.

3. APPLICATION

This policy applies to the First 5 LA Annual Operating Budget.

4. RESPONSIBILITIES

The Board of Commissioners is responsible for adopting the Annual Operating Budget. The Chief Executive Officer is responsible for using the funds allocated through the Annual Operating Budget to further the goals and objectives of the Commission.

5. PROCEDURE

- A. The Chief Executive Officer in coordination with the Director of Finance may make budgetary adjustments between budget line items in accordance with this policy.
- B. The Chief Executive Officer is required to request approval from the Operations Committee of the Board of Commissioners to use the unspent/uncommitted portion of the previous year's Annual Operating Budget or unexpected one-time revenues to fund one-time costs in an amount not to exceed \$100,000. The Chief Executive Officer is required to request approval from the full Board of Commissioners if the one-time cost amount is in excess of \$100,000.
- C. The Chief Executive Officer must request approval from the Operations Committee of the Board of Commissioners to use up to \$100,000 of the sustainability reserve. The Chief Executive Officer must request the approval from the full Board of Commissioners to use the sustainability reserve if the amount requested is in excess of \$100,000.
- D. All changes made to the Operating Budget will be documented by the attached form "Changes to the Operating Budget".

Attachment (1)

- Request to Modify FY Operating Budget



Champions For Our Children

Request to Modify FY Operating Budget

Commission Meeting Date: (If over \$25,000)

Agenda Item: (If over \$25,000)

Department/Line Item:

Previously Approved Budget: \$ Adjustment to Existing Budget: \$

New Approved Budget: \$

Detailed Explanation of Adjustment:

Requested By:

Director of Finance - Signature & Date

Acknowledged By:

CEO - Signature & Date

For Internal Use Only:

Input By:

Staff Accountant - Signature & Date

Approved By:

Finance Manager - Signature & Date

Memo

To: Board of Commissioners

From: Kim Belshé, Executive Director

Date: October 13, 2016

Subject: **EXECUTIVE DIRECTOR'S REPORT**

EXECUTIVE DIRECTOR'S HIGHLIGHTS

With First 5 LA's overarching value of collaboration, we often have referred to the wisdom expressed by the following phrase: "collaboration moves at the speed of trust." We recognize that nothing worth doing can be done alone, and successful collaborative efforts take time, patience, and effort. We are reminded of these important truths in the course of our daily work to implement First 5 LA's Strategic Plan, which puts partnership and collaboration at the center of our efforts to contribute to policy and systems change on behalf of young children and their families.

The importance and power of trusting, respectful relationships was underscored this past month in a couple of different ways. First, Southern California Grantmakers' (SCG) annual conference was recently held. It was organized under the theme of "Be the Change." Speakers at the conference challenged over 600 philanthropy and community leaders (including a cross-section of First 5 LA staff and at least one Board member) to learn, connect, and take action to build community knowledge and equity more purposefully in their work.

A key theme from the conference was the importance and power of deep community relationships and engagement to tackle tough, multi-faceted social issues. Participants spoke of different strategies for building relationships of trust and mutual respect and innovative ways to include diverse community perspectives and grow community leaders. In short, the SCG conference emphasized that if grant makers are to contribute to large-scale solutions to increasingly complex social issues, funders need to build deep, authentic relationships across a diversity of individuals, organizations, and networks.

The SCG conference provoked some good dialogue amongst our Senior Management Team (SMT). A number of the key themes were captured on one of our conference room walls, a copy of which is below. As you'll see, our SMT called out the importance of respectful, open, and trust-based relationships as foundational to transformative, collaborative change efforts.

The contribution of network leadership to drive social change was also the focus of a recent conference at Stanford, which was attended by a number of our First 5 LA colleagues. As noted below in the E.D. Report, this event, "The Power of Network Leadership to Drive Social Change", emphasized the importance of working in collaboration across organizations and sectors to identify and drive innovative solutions that address complex social problems.

COMMISSIONERS

Los Angeles County Supervisor Nancy Haruye Au
 Sheila Kuehl Jane Boeckmann
Chair Duane Dennis
 Judy Abdo Dayton Gilleland, Ed.D.
Vice Chair

EX OFFICIO MEMBERS

Phillip L. Browning
 Patricia Curry
 Karla Pleitéz Howell
 Deanne Tilton

EXECUTIVE DIRECTOR

Kim Belshé

EXECUTIVE VICE PRESIDENT

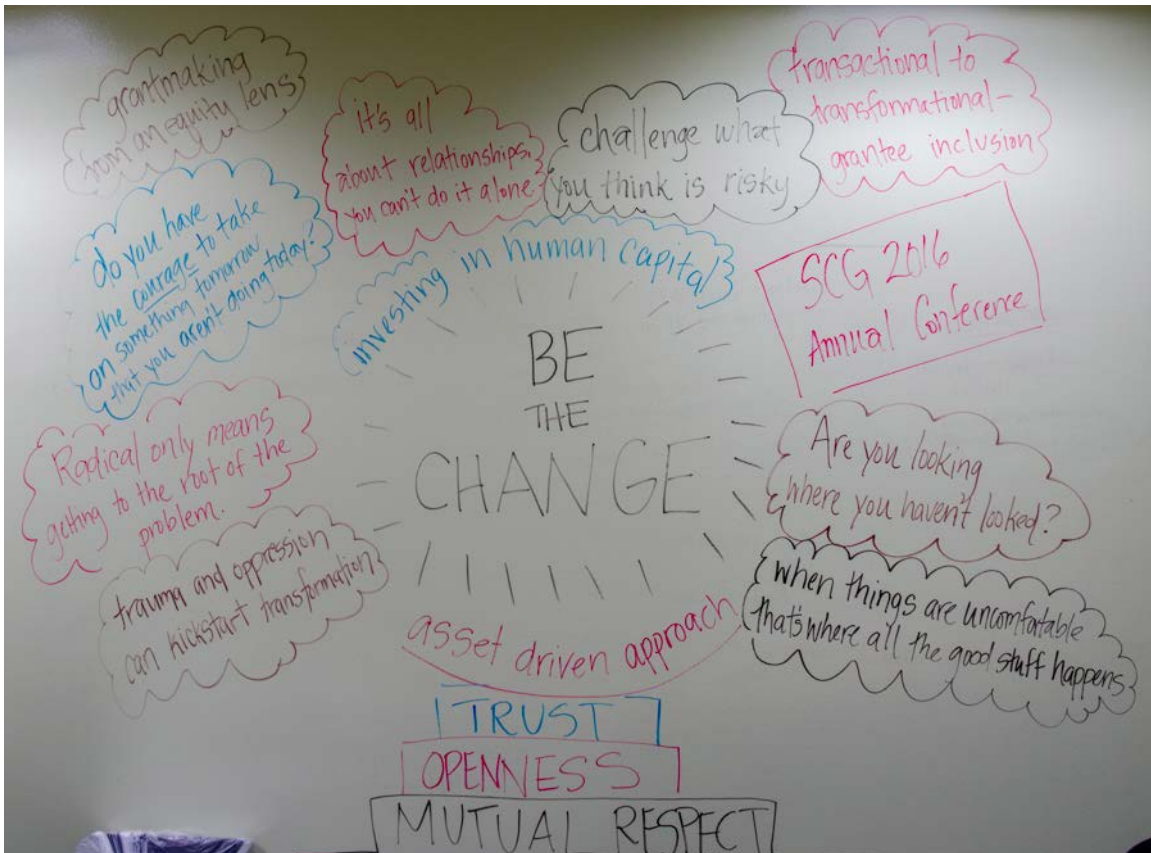
John A. Wagner

The principles of network leadership are relevant to our ongoing “anchor” investments as well as our newer Strategic Plan work: (1) Trust not control; (2) Humility not brand; (3) Node not hub; and (4) Mission not organization. Our staff is considering the application of these principles in the context of our current work to advance systems-level change. One example is the Best Start alignment process that is underway. As staff shared at the Board’s last Program and Planning Committee meeting, this process is intended to strengthen community ownership and governance, driven by parents and residents, to achieve sustainable community change. Another example relates to our more developmental work in the Health Outcomes area, namely our partnership-based efforts to advance a coordinated system in LA County that connects at risk children to appropriate early identification and intervention services and to promote a trauma-informed Los Angeles County.

Our Board properly included in First 5 LA’s mission statement, “in partnership with others.” Simply put, we’re not going it alone or searching for a single, silver bullet solution in our work. Rather, building trust-based relationships across the diversity of partners with whom we work – individuals, organizations, networks – is essential to advancing the systems-level change we know is required to ensure that all LA County children enter kindergarten ready to succeed in school and life.

This approach to social impact takes time. First 5 LA’s Strategic Plan is very clear that our contribution to better outcomes for children will be the product of strong and respectful partnerships with those who share our aspirations. Consistent with that direction, we have invested considerable effort this past year to identify key partners, reach out and build relationships, co-shape and co-lead convenings, and promote shared ownership and leadership for the work. While time-intensive, this investment of effort to build relationships, trust and authentic partners is foundational to our contributing to sustainable success across all our four outcome areas.

Check out our photo below as well as this brief article, “The Most Impactful Leaders You’ve Never Heard Of.” See Attachment A.



I. FAMILIES

Project DULCE First Quarterly Partner Meeting

Project DULCE is a clinical intervention based on the Strengthening Families and Protective Factors approach which highlights the value of parent engagement and is designed to address infant/family risks and needs at the earliest possible stage. At its core, it is a practice change model that adapts the clinical/medical practice to improve service delivery and health outcomes. First 5 LA brought together Project DULCE grantees for the first Quarterly Partner Meeting on September 22. These quarterly convenings aim to improve program design and implementation, provide an opportunity for cross-team learning, share relevant information and resources, and leverage other First 5 LA investments. A total of 12 clinic site and legal team representatives from The Children's Clinic, St. John's Well Child & Family Center, and Northeast Valley Health Corporation participated in the 4-hour long meeting. During this gathering, representatives engaged in a planning session to co-design a critical component of project DULCE, the parent engagement framework. Project DULCE will provide parents the opportunity to be engaged in program design by utilizing feedback from the well-baby visits, participating on continuous quality improvement efforts and lastly, leveraging parent leadership opportunities. During the meeting, sites discussed and agreed to launch a parent satisfaction survey by December which will mark the first step in implementing the parent engagement strategy. Another key highlight of the meeting focused on First 5 LA's program integration work by highlighting three other investments: Best Start Community Partnerships, Welcome Baby and P-5 Cross-Sector Competencies. As a result, participants discussed and identified opportunities for partnership and collaboration among these First 5 LA investments. The next quarterly partner meeting will take place in December and will focus on evaluation.

Staff Contact: Jocelyn V. Ramirez (jramirez@first5la.org)

II. COMMUNITIES

Best Start Alignment Strategy

During the September Program and Planning Committee (PPC) meeting, staff engaged the Board in a discussion about the purpose and process for aligning the structure and implementation of Best Start to First 5 LA's strategic direction and organizational values, based on best practices, community feedback, staff ongoing learning and reflection. The presentation -- and subsequent Board engagement opportunities related to this topic -- addresses the Board's request for updates on the approach for strengthening the infrastructure of the Best Start Community Partnerships. Staff indicated that the first step in the alignment process is to transition the operations of the Community Partnerships from First 5 LA to community organizations. Commissioners highlighted the importance of ensuring that the core focus on young children and families be retained and recognized the complexity of the work that First 5 LA is supporting.

Staff is addressing Commissioners' feedback and preparing for a Board update during the October PPC. The upcoming presentation will highlight key findings from various inputs including community input sessions, interviews with local experts, and responses to the "Strengthening the Infrastructure of the Best Start Community Partnerships" Request for Information. Staff will discuss how these inputs have shaped preliminary recommendations for transitioning operational functions of the Community Partnerships. These recommendations will be vetted with the Best Start Community Partnerships between October and December 2016.

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

III. EARLY CARE AND EDUCATION SYSTEM

Meeting of the Quality Learning Collaborative

On September 13, First 5 LA staff participated in the California Quality Learning Collaborative, a group of state advocacy organizations, providers, and funders focused on improving early care and education quality in California. The group, initially launched as the Early Learning Collaborative by the Packard Foundation, is now co-convened by the First 5 Association and First 5 California with support from the Packard Foundation. It provides a forum for organizations with a core mission of advancing ECE quality to share information, learn together, and build a common vision for quality ECE in California. The group is closely aligned with the ECE State Budget Coalition convened by First 5 LA, which plans and coordinates short-term budget advocacy in Sacramento.

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

Intermediary for the Early Care and Education Policy and Advocacy Fund

On August 30, First 5 LA released a Request for Qualifications (RFQ) to select an intermediary to help develop and implement First 5 LA's Early Care and Education Policy and Advocacy Fund (Fund). As presented to the Commission in June, the Fund is a \$3 million strategic plan-aligned annual investment that will provide partnership grants to ECE advocacy organizations and funding for emerging ECE public policy and advocacy-related projects through 2021. The overarching goal of the Fund is to increase funding for quality ECE in LA County, with expected outcomes to include increased ECE advocacy capacity and improved ECE policy agenda alignment and coordination. First 5 LA staff will work with the selected intermediary to design and administer the grantmaking approach, ensuring the initiative incorporates capacity building, coordination, information sharing, and learning among grantees. Applications to serve as the intermediary organization were due on October 5. The selected intermediary organization contract will be included in the Consent Calendar for approval at the November Commission Meeting. Upon Commission approval, First 5 LA will work with the selected intermediary organization to create funding opportunities for ECE advocacy organizations which are expected to be released in early 2017.

Staff Contact: Mabel Munoz (mmunoz@first5la.org)

IV. HEALTH-RELATED SYSTEMS

DHCS Focus Study on Developmental Screening Practices to Begin this Fall

Throughout 2016, First 5 LA and other childhood advocates have been working to encourage California's Department of Health Care Services (DHCS) to adopt a 2017-18 External Accountability Set (EAS) that includes a developmental screening indicator. The EAS is a set of performance measures selected by DHCS for annual reporting by Medi-Cal managed care plans.

In early September, DHCS indicated that the developmental screening indicator will not be included in the 2017-18 EAS, but has arranged for a focus study on developmental screenings to commence this fall. The study will be performed by an external quality review organization (EQRO), which is typically contracted by DHCS to conduct external quality reviews and evaluate the care provided to beneficiaries by Medi-Cal managed care health plans (MCPs) in the areas of quality, access, and timeliness. Further details about the study have not been released yet, but it is expected to explore the practices and barriers experienced by providers in performing and coding developmental screenings

The focus study represents a significant step forward in the ongoing Early Identification and Intervention discussions, signaling DHCS's commitment to move towards being better able to calculate and report important data on developmental screenings. On September 27th, First 5 LA and the First 5 Association sent a joint letter expressing support for the focus study. The letter also

noted that numerous First 5 county commissions have established Help Me Grow or other forms of early identification and intervention systems; these can serve as a valuable resource for DHCS as it embarks on its examination of developmental screening metrics. See Attachment B for a copy of the submitted letter.

Staff Contact: Ruel Nolleto (RNolleto@first5la.org)

Healthy Kids Update

The Healthy Kids Insurance Program (Healthy Kids), administered by LA Care Health Plan, is scheduled to end on December 31, 2016, in light of the transition of Healthy Kids children into full-scope Medi-Cal. SB 75 expanded full-scope Medi-Cal to low-income, undocumented children under age 19 effective May 1, 2016. The majority (95%) of Healthy Kids children currently covered by Healthy Kids will be eligible for Medi-Cal. Time has been needed to transition and connect Healthy Kids children to Medi-Cal or other health coverage so there are no gaps in coverage. LA Care sent a mailing to 444 Healthy Kids members in early August 2016 to inform them of SB 75. It included a Healthy Kids Screening Form and an incentive for members to go to their local enroller to complete the screening form and transition their children from Healthy Kids to Medi-Cal. With automated follow-up calls made, 32 out of 444 (7%) completed screening forms and were enrolled into full-scope Medi-Cal. LA Care will conduct follow-up calls with the remaining active Healthy Kids members to get them screened and enrolled for Medi-Cal over the phone.

LA Care is also collecting aggregate data from clinics to determine if any clients transitioned from Healthy Kids to full-scope Medi-Cal outside of the mailing. 20 clinics report that 125 children have transitioned to full-scope Medi-Cal. Note that information is pending from more clinics and will be provided in the next ED Update. From the incentive mailing and reports from clinics (underestimate), at least 157 (32+125) children have transitioned from Healthy Kids to Medi-Cal. It is challenging to obtain an accurate number because Medi-Cal cannot share client-level information with Healthy Kids; Healthy Kids members need to let LA Care know if they transitioned or enrolled into full-scope Medi-Cal.

Staff Contact: Tina Chinakarn (tchinakarn@first5la.org)

Help Me Grow Leadership Council Launch

First 5 LA celebrates another milestone in the developing work connected to the Health-Related Systems Outcome area established in the 2015-2020 Strategic Plan. First 5 LA, in partnership with LA CARE Health Plan, launched the Help Me Grow- Los Angeles (HMG-LA) Leadership Council on September 27, 2016. This was the first major event for the effort following the public launch of HMG-LA in May of 2016. A total of 24 agencies, made up of cross -sector representatives who are dedicated to improving LA County's system of early childhood services, have joined the Leadership Council to guide the development of a coordinated system of care for early identification, intervention, and connection to services, for young children with developmental and behavioral delays/disabilities, in LA County.

The initial organizations participated in Help Me Grow-LA's Leadership Council: American Academy of Pediatrics California/Chapter 2; Child Care Alliance of LA; Child Care Resource Center; Child Development Institute; Children's Institute, Inc.; Children's Hospital Los Angeles; Community Clinic Association of L.A. County; Connections for Children; Eastern Los Angeles Regional Center; Family Resource Center Network of L.A. County; First 5 LA; L.A. Care Health Plan; L.A. County CEO Office of Child Care; L.A. County Child Care Planning Committee; L.A. County Department of Health Services; L.A. County Department of Mental Health; L.A. County Department of Public Health; L.A. County Office of Education; Los Angeles Unified School District; Maternal Mental Health Now; North Los Angeles County Regional Center; The Children's Clinic, Long Beach; UCLA Center for Healthier Children, Families, and Communities; and USC Keck School of Medicine.

The HMG-LA Leadership Council will meet on a regular basis through September 2017, and will be responsible for leading the development of recommendations for implementation of HMG-LA. Also in the coming months, HMG-LA will convene workgroups that will participate in research and other information gathering efforts to shape the creation of HMG-LA's four core components, which include Child Health Provider Outreach, Data Collection and Analysis, Centralized Access Point, and Family and Community Outreach.

Help Me Grow is a system that connects at-risk children with the services they need and aims to improve the healthy development of all children by facilitating greater access and collaboration across sectors, supporting providers and families to promote early detection, and providing a central access point for child development information and referrals. More information can be found at the HMG national website, www.helpmegrownational.org, and the local site, www.helpmegrowla.org.

Staff contact: Kaya Tith (ktith@first5la.org)

V. POLICY, PARTNERSHIPS AND COMMUNICATIONS

Federal Budget

Faced with a September 30th statutory deadline for passing a budget, Congress passed a short-term Continuing Resolution (CR) last month that would avoid a government shutdown. Signed into law by the President on September 29th, the CR passed funds the government through December 9th of this year at the same level as the current fiscal year.

After the November election, Congress will take up the budget again during a lame-duck session. Currently, lawmakers are divided on a strategy for passing a budget: Democrats have expressed the intent to pass an omnibus bill—a single bill that includes the 12 different spending measures and is approved by a single vote -- while Republicans are advocating for “mini buses,” which would group spending bills into small packages.

As noted in last month's report, First 5 LA joined a sign-on letter with 300 other state and national groups calling for additional funds for early education programs. (See Attachment C) First 5 LA staff will continue to work with federal and state partners to urge Congress and the new Administration to expand funding for early education and health programs.

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

Bureau of Labor Statistics Urged to Change Classification of Early Childhood Educators

First 5 LA joined a number of children's advocates in urging the federal Bureau of Labor Statistics (BLS) to adopt new language in its Standard Occupation Classifications (SOC) system that would change how the early childhood workforce is defined.

The SOC is used by federal statistical agencies to classify workers into occupational categories for the purpose of collecting, calculating, or disseminating data, with revisions to the system occurring every 10 years. Currently, the SOC classifies early care and education providers under the *Personal Care and Services Occupations Group*, a classification that includes shampooers, ushers, amusement park attendants, and ticket takers.

Acknowledging the important role Early Childhood Educators play in a child's development and education, the First 5 Association and First 5 LA sent letters (see Attachment D) requesting that Early Childhood Educators be moved to the *Education, Training and Library Occupations Group*, with additional classifications that distinguish workers based on role. This change would allow

advocates to encourage greater investment in ECE professional development. The BLS is currently accepting comments and is expected to finalize the occupational definitions by Summer 2017.

Another, broader industry classification system, the North American Industry Classification System (NAICS), has similar issues, currently categorizing early childhood educators in the same group as *Babysitters*. NAICS was recently revised after a 4-year selection and deliberation process; First 5 LA will monitor for new opportunities to encourage changes to this classification system as well.

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

State Legislation

The state legislative season concluded on September 30, the statutory deadline for the Governor to sign or veto bills approved by the legislature. One bill supported by First 5 LA, AB 2770 (Nazarian, D-Sherman Oaks), was signed by the Governor on September 27. That bill prohibits the appropriation of revenues-- including Proposition 10 funds—from covering the cost of implementing and enforcing the licensing act. The bill also requires the State Board of Equalization (BOE) to report on the adequacy of funding for the Cigarette and Tobacco Product Licensing Act of 2003. See Attachment E for our final 2016 Legislative Agenda.

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

Meeting with Assemblymember Cristina García

First 5 LA's Vice President of Policy and Strategy and Policy Director met with Assemblymember Cristina García (D-Southeast LA Cities) at an early education center in Downey on October 4th. The site of the meeting, the Columbia Plaza Early Childhood Center, is an LAUP-funded preschool that successfully secured state funding to sustain services. Assemblymember Garcia is the incoming Chair of the state's Legislative Women's Caucus, a key champion for greater investment in early care and education. Also in attendance at the meeting members of First 5 LA's Policy Department, a parent from the community, and LAUP representatives.

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

Chinese-Language Media Meet-and-Greet

On Thursday, September 22, the Communications and Marketing department held a meet-and-greet with 13 Chinese-language media outlets to help build relationships by introducing them to members of our senior leadership team. Executive Director Kim Belshé kicked off the event by providing a brief overview about our areas of focus including families, communities, early care and education, and health-related systems. Commissioner Nancy Au spoke about the importance of cultural sensitivity and Commissioner Marlene Zepeda spoke about the benefits of bilingualism and being respectful of parents' wishes.

[A gallery](http://bengibbsphotography.com/API-Media-Roundtable/) of pictures of the event can be found at <http://bengibbsphotography.com/API-Media-Roundtable/>. Thank you to our Executive Director, Commissioners, and our directors for making this event a great success. Next up are meet-and-greet events for Korean and Vietnamese-language media.

Staff Contact: Gabriel Sanchez (gsanchez@first5la.org)

VI. MONITORING, EVALUATION & LEARNING

Nothing to highlight for this month

VII. LEGACY INVESTMENTS

Engaging Fathers Investment

First 5 LA is pleased to announce that Children's Institute, Inc., City of Long Beach, and Friends Outside in Los Angeles County have been awarded an Engaging Fathers grant funding following a release for a Request for Proposals (RFP) on September 1, 2016 for the Engaging Fathers Investment (formerly titled At-Risk Fathers Investment).

The Engaging Fathers Investment is in response to a November 2013 Board motion that allocated \$600,000 for a two year effort to address issues facing at-risk fathers in LA County. Following the Board motion, a Request for Information was released and a focus group was conducted to learn more about the LA County fatherhood landscape and need. Information gathered from these sources along with the 2015-2020 Strategic Plan informed the direction of the Engaging Fathers Investment. In 2015-2016, the U.S. Department of Health and Human Services, Administration for Children and Families, Office of Family Assistance (OFA) awarded funding for the New Pathways for Fathers investment. This federal investment largely shares many of the goals and outcomes as the Engaging Fathers Investment. Given how much the success of our work hinges on building connections with existing efforts, First 5 LA's Engaging Fathers Investment will support this large federal investment for direct services by complementing federal efforts from a systems change approach. As such, eligibility for this funding opportunity was restricted to New Pathways for Fathers awardees in LA County.

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

The estimated Engaging Fathers award will be \$115,000 total per agency for a period of two years beginning, January 1, 2017. A separate solicitation for a technical assistance provider for the investment will be released later this year. Staff will provide a presentation to the Commission on the Engaging Fathers Investment at the October Program and Planning Committee Meeting.

Staff Contact: Judith Gomez (jgomez@first5la.org)/ Tina Chinakarn (tchinakarn@first5la.org)

VIII. ADMINISTRATION & ORGANIZATIONAL DEVELOPMENT

Network Traffic Mode Update

On September 8, 2016, the IT department modified the network traffic mode from single-cast mode to multi-cast mode. Working until midnight, with support from Microsoft and Cisco, the IT team completed the task successfully. The modification will allow for better network traffic flow, preventing network bottlenecks and outages, which is something First 5 LA experienced recently with its phone system.

Network Switches and Servers Monitoring

The monitoring tool (Spicework) was installed and configured on September 15, 2016, to monitor network servers and switches. The tool will automatically alert the IT staff when there are traffic spikes or any abnormalities within our network environment. This will help prevent network connectivity issues, like the one which happened on September 2, 2016, when a number of workstations were affected.

Staff Contact: Daniel Su (dsu@first5la.org)

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

2016 Nonprofit Management Institute: The Power of Network Leadership to Drive Social Change

In September, an inter-departmental team, representing Best Start, Program Development, Community Investments, and Contracts Compliance departments, participated in the 2016 Nonprofit Management Institute. The institute, presented by the Stanford Social Innovation Review, was entitled "The Power of Network Leadership to Drive Social Change." The presentations and discussions emphasized the importance of working in collaboration across organizations and sectors to identify and drive innovative solutions that address complex social problems. Staff is exploring how the concepts and approaches discussed during this conference apply to First 5 LA as it seeks to advance policy and systems change in partnership with others.

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

X. UPCOMING EVENTS

Valley Representatives Visit Providence Holy Cross

On October 20, First 5 LA staff will host a meeting of the Valley Representatives (Valley Reps), a group of elected officials and their staff who represent the San Fernando Valley, at Providence Holy Cross, a Welcome Baby Hospital. The group includes staff representing members of the L.A. City Council, the State Assembly and Senate, the Board of Supervisors, Congress, and the LAUSD Board of Education. The hospital visit will include a presentation by a parent who participated in the Welcome Baby program.

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

El Monte Promise Foundation

The first of a series of 8 weekly pop-up community convenings kicked off on September 10th. The parent led convenings take place in the community at various public spaces such as parks, schools and local sporting events. During the convenings, information is shared about educational planning for various ages and stages.

The El Monte Promise Foundation's community-wide efforts are intended to transform community culture towards higher education and building community capacity to promote the well-being of children.

First 5 LA granted \$5,000 to this conference as it aligns with our Communities outcome work.

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

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

Procurement Update

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

The following contracts were executed between June 25, 2016 and August 19, 2016. Copies of the executed contracts can be found here: www.first5la.org/postfiles/files/Sept%202016%20ED%20Report%20Contracts.pdf

**#09290 CENTER FOR THE STUDY OF SOCIAL POLICY – Contract Amount: \$50,525
Contract Period: 8/1/2016 – 6/30/2017**

The Contractor will provide two additional Project DULCE clinical sites in Los Angeles with the same level of support as the co-funded clinical site. Specifically, this contract will enable all three clinical sites in the Los Angeles jurisdiction to operate with the same level of support for implementation guidance, coaching, annual meetings and site visits. Project DULCE is a clinical intervention based on the Strengthening Families and Protective Factors approach, which highlights the value of parent engagement and is designed to address infant/family risks and needs at the earliest possible stage. At its core, Project DULCE is a practice change model that enhances the way healthcare providers and office staff provide services to families by embedding support services within the clinic.

**#09300 CHILD CARE RESOURCE CENTER – Contract Amount: \$70,000
Contract Period: 9/9/2016 – 6/30/2017**

The Contractor, in partnership with the Los Angeles County Department of Child and Family Services (DCFS), will locate and reserve 15 subsidized child care slots with various providers in the San Fernando Valley where children can be placed immediately upon their foster placement. The intent of this program is to minimize the instability experienced by children by ensuring access to reliable child care services until a permanent subsidized care can be secured. As the child transitions, the slot will open up for another child, thereby, enabling the project to serve many children. This project will provide "real-time" learning, with the potential to establish county- and state-wide best practices to meet the immediate child care needs of young foster children and the families who care for them.

Vendors for Best Start Communities

First 5 LA released a Request for Vendors (RFV) beginning in FY 15-16 that has remained open since it was released in order to establish a Qualified Vendors List (QVL). The QVL serves as a source of qualified vendors to support convenings for Best Start Communities with Audio-Visual, Child Care, Catering, Interpretation/Translation and Transportation services.

The QVL contains a total of 34 vendors in the areas of Audio-Visual (3), Child Care (4), Interpretation/Translation (11), Transportation (2), and Catering (14) to support Best Start meetings, trainings and events. If expenses for a vendor are projected to exceed \$75,000 in the aggregate within the fiscal year, continued use of the vendor shall be presented to the Commission on a consent calendar for approval as required by the Procurement Policy.

http://www.first5la.org/postfiles/files/February_EDReport.pdf

Staff Contact: Junette Sheen (jsheen@first5la.org)

Stanford SOCIAL INNOVATION REVIEW

Informing and inspiring leaders of social change

Solutions

The Most Impactful Leaders You've Never Heard Of

Network entrepreneurs are ensuring that systems-level, collaborative efforts not only succeed, but thrive.

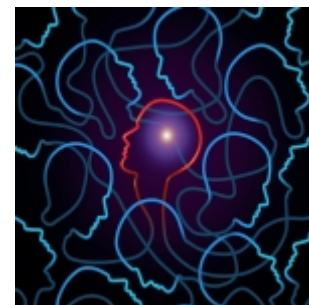
By Jane Wei-Skillern, David Ehrlichman, & David Sawyer | Sep. 16, 2015

Collaboration has taken the social sector by storm. **Collective impact** (http://ssir.org/articles/entry/collective_impact), social media, and other tools play important roles, ensuring that the right structures, resources, and technologies are in place for groups to successfully work together. But while these approaches have advanced collaboration in practice, we believe that on their own, they are insufficient for achieving transformational change. In the rush toward readily available solutions to social problems, we often overlook a powerful missing link.

In our research and experience, *the single most important factor behind all successful collaborations is trust-based relationships among participants. Many collaborative efforts ultimately fail to reach their full potential because they lack a strong relational foundation.*

The new leaders at the heart of some of today's most sophisticated, large-scale solutions to the world's social problems—network entrepreneurs—are undoubtedly some of the most accomplished leaders that you've never heard of, and they are ensuring that systems-level, collaborative efforts not only succeed, but thrive.

How is a network entrepreneur different? Rather than leading with a top-down approach, network entrepreneurs focus on creating authentic relationships and building deep trust from the bottom up. This focus on relationship-building costs relatively little yet ultimately makes a tremendous difference in impact.



The New Network Leader

(https://ssir.org/the_new_network)

This series highlights the work of seven leading "network entrepreneurs," who are generating systems-level social impact in environmental conservation, education, economic development, and beyond.

Network entrepreneurs ensure that the power of others grows while their own power fades, thereby developing capacity in the field and a culture of distributed leadership that dramatically increases the collaboration's efficiency, effectiveness, and sustainability. These individuals foster unique cultures and values among their networks that enable those networks to sustain and scale impact.

We think of network entrepreneurs as representing an evolution of social entrepreneurs. Like social entrepreneurs, they are visionary, ambitious, and relentless in pursuit of their missions. But where social entrepreneurs often struggle to scale their own organizations despite heroic efforts, a network entrepreneur's approach expands far beyond the boundaries of their own organization, supporting peers and partners across sectors to solve the problem. Not surprisingly, the potential for impact increases exponentially when leaders leverage resources of all types—leadership, money, talent—across organizations and sectors toward a common goal. And as a result of this work, we celebrate the change-generating network itself above any single person or institution.

This kind of humble leadership is of course not new. Jim Collins wrote about the unwavering resolve and humility of “level 5” leaders. Robert K. Greenleaf extolled the virtues of “servant leaders.” Martin Luther King Jr. said that these leaders balance power and love—the power to get things done with the love to make all boats rise. And as philosopher Lao Tzu famously noted in the 6th century BC: “When the best leader work is done the people say, ‘We did it ourselves.’”

Despite this, the understanding and ability needed to apply this philosophy directly to social impact work has been limited. Newly formed, often funder-driven collaborations tend to capture the spotlight, while practitioners who have catalyzed collaborations from the ground up in the field for years or even decades quietly build momentum and continue to increase the impact of their work.

Network entrepreneurs lie behind the following three examples of remarkable social impact:

- StreetWise “MBA” through Interise (a nonprofit organization that functions as a network to help existing small business owners develop their companies), **created net new job growth at five times the rate of the private sector as a whole** (https://www.interise.org/images//2013_impact_report_web.pdf). And since the financial recovery began, these businesses have continued to create jobs at five to seven times the rate. What's more, 93 percent of these businesses are owned by women, minorities, immigrants, or Native Americans, or are located in a low-income community.
- During a deadly cycle of bombings in Lebanon, the Lebanese association *Offre Joie* (“Joy of Giving”) mobilized a coalition of volunteers across the ethnic spectrum to rebuild bombed neighborhoods

across sectarian lines for 172,000 days. The coalition's community impact was recognized by 45 percent of Lebanon's population and honored with the nation's highest civilian award. Working behind the scenes, network catalyst Dreams InDeed helped focus the mission, reinforce values, and weave the network.

- And for more than 15 years in the field of education, there has been a vast expansion of pre-school classrooms in Connecticut, thanks to a new Office of Early Childhood and more than \$50 million of new money allocated to school readiness. By training and supporting parent and community leaders, and working in close alignment with government and other advocacy groups, the network has demonstrated endurance and resilience. Some parents and community leaders who engaged with these efforts have gone on to serve in the Connecticut state legislature as advocates for early childhood education. Even during periods of serious budget deficits and cuts to many programs, early childhood education programs were largely preserved or even increased. Governor Dannel Malloy has identified universal access to early childhood education as "critical to Connecticut's future." These outcomes are a direct result of advocacy by 52 communities as part of the **William Caspar Graustein Memorial Fund Discovery Initiative** (http://www.wcgmf.org/simple.php?name=grants_disc).

The Four Principles of Network Entrepreneurship

We have found that despite huge differences in issue area, scale, resources, and formal roles, network entrepreneurs and their networks are remarkably similar. The networks that network entrepreneurs catalyze all demonstrate the following four operating principles:

1. **Trust not control.** Strong relationships among network partners and a culture in which actors routinely invest resources into building long-term, trust-based relationships—without the expectation of control or even recognition—is critical to collaborative success. Network entrepreneurs emphasize "return on relationships" above all else. Unless they are built on a foundation of mutual respect and integrity, collaborations are unlikely to succeed, regardless of how much formal structure or strategic planning went into them.
2. **Humility not brand.** Unlike social entrepreneurs so often held up as hero-like figures, network entrepreneurs are largely anonymous by design. Early in a network's development, these leaders are important visionaries, and stewards who help foster a healthy network culture and develop a sustainable structure. But they are deliberate about ceding their power to the collective leadership of the network and developing leadership capacity throughout the network.
3. **Node not hub.** Network entrepreneurs are keenly aware that they are few among many working across the larger system, and in this way they embody a special type of system leader, **powerfully**

articulated by Senge, Hamilton, and Kania in a recent SSIR article

(http://ssir.org/articles/entry/the_dawn_of_system_leadership) . Networks entrepreneurs not only connect to the larger system around them and foster generative conversation, but also deliberately catalyze and lead action-oriented networks that are aligned around a defined shared purpose and built on the foundation of deep relationship. They develop a culture where no individual or organization seeks to be the brightest star. Partners and peers mobilize a constellation of resources and skills that enables the achievement of a shared vision. The network becomes the primary vehicle for delivering mission impact. Consequently, there is as much focus on engaging trusted peers outside the network entrepreneur's organization as there is on tasks within the organization.

4. **Mission not organization.** Network entrepreneurs are far more motivated to achieve maximum impact than to advance themselves or their organizations. The network entrepreneur acts as a participant, eschewing personal or organizational status in service to the mission. They often put the interests of their peers ahead of their own, as “supporting all boats to rise” actually serves the mission best. Network entrepreneurs, for example, often refer potential donors to peers that can better deliver a program or service; they don't simply seek to maximize their own organization's budget. When all network participants adhere to this principle, it becomes self-reinforcing; it greases the wheels of current collaborations and opens the doors to future partnerships.

Over the coming weeks, seven network entrepreneurs—working in environmental conservation, education, economic and community development, and beyond—will share their perspectives and lessons from more than 100 years of collective experience pioneering networks for social change. Contributors include **Interise's Jean Horstman** (http://ssir.org/network_entrepreneurs/entry/a_relational_approach_to_scaling_mission) , **William Caspar Graustein Memorial Fund's David Nee** (http://ssir.org/articles/entry/distributing_leadership_promoting_stewardship) , Interaction Institute for Social Change's Curtis Ogden, Energy Foundation's Eric Heitz, Housing Development Consortium's Marty Kooistra, Maddie's Fund's Rich Avanzino, Sustainable Conservation's Ashley Boren, and Joy of Giving's David Haskell.

We hope that the wisdom and insight of these leaders will help inform future collaborations and fuel even greater social change.



Jane Wei-Skillern (@jwei_skillern) is an adjunct associate professor at UC Berkeley's Haas School of Business and previously served on the faculty at the Stanford Graduate School of Business and Harvard Business School. For the past 15 years, she has conducted research on trust-based networks for social impact and taught graduate level courses on

network leadership and culture, social entrepreneurship, and nonprofit strategy.

Subscribe



David Ehrlichman (@dce2020) is a partner of Converge, a strategy + design network for systems impact. Ehrlichman is to shifting complex, "wicked" problems in a positive direction. Along with David Sawyer, he has helped design and launch impact networks across environmental, healthcare, education, economic, and civic systems, catalyzing diverse groups of people to build trust, take action, and work together towards individual and shared goals.



David Sawyer (@dhsawyer) is a partner of Converge, a strategy + design network for systems impact. Sawyer is a strategy guy for a better world, specializing in network, design, and systems thinking. He is active across all sectors and has played roles in a variety of fields: education reform, national service, social entrepreneurship, women and girls, venture philanthropy, and environmental preservation.

If you like this article enough to print it, be sure to subscribe to SSIR!

Copyright © 2016 Stanford University.

Designed by Arsenal, developed by Hop Studios

Sign In



September 27, 2016

Sarah Brooks
Deputy Director, Health Care Delivery Systems
Managed Care Quality and Monitoring Division (MCQMD)
Department of Health Care Services
Delivered via: advisorygroup@dhcs.ca.gov

1115 Atlantic Avenue
Alameda, CA 94501
P 510 227 6967
F 510 227 6901

first5association.org

Re: Comments on the Medi-Cal Managed Care Quality Strategy Review

Dear Ms. Brooks,

On behalf of the First 5 Association and First 5 LA, we are writing to provide comments on the Department of Health Care Services' (DHCS) most recent draft of the Medi-Cal Managed Care Quality Strategy Comprehensive Review (October 2016), which was shared with stakeholders on September 20, 2016.

We were disappointed to learn that a quality indicator on *developmental screenings in the first three years of life* was not adopted into the 2017 External Accountability Set (EAS). However, we are encouraged by and fully support DHCS's plan to examine the internal calculation of quality metrics related to developmental screening. We also support the Department's plan to utilize an External Quality Review Organization (EQRO) Focus Study to similarly determine if the measurements' rates are both valid and reliable.

Across California, First 5 commissions are leading efforts to expand the supports for pediatric developmental screening. In addition to their work training and supporting front-line capacity, First 5s have focused on ensuring that children identified with delays are referred and served. Currently, 13 counties have established *Help Me Grow* systems that promote both early identification practices and timely and appropriate intervention. Given their collective experiences, these Help Me Grow affiliates can serve as a valuable resource for DHCS as it embarks on its examination of developmental screening metrics.

Thank you for the opportunity to provide feedback. We commend DHCS for initiating the focus study on developmental screenings, which represents an important step in advancing early identification, and look forward to working with you to elevate the importance of a quality indicator on developmental screenings.

Sincerely,

Handwritten signature of Moira Kenney in blue ink.

Moira Kenney, PhD
Executive Director
First 5 Association

Handwritten signature of Kim Belshé in black ink.

Kim Belshé
Executive Director
First 5 LA

cc: Elizabeth Albers, DHCS Managed Care Quality and Monitoring Division

September 1, 2016

The Honorable Roy Blunt
Chairman
Senate Appropriations Subcommittee on
Labor, Health and Human Services,
Education, and Related Agencies
135 Dirksen Senate Office Building
Washington, DC 20510

The Honorable Patty Murray
Ranking Member
Senate Appropriations Subcommittee on
Labor, Health and Human Services,
Education, and Related Agencies
156 Dirksen Senate Office Building
Washington, DC 20510

The Honorable Tom Cole
Chairman
House Appropriations Subcommittee on
Labor, Health and Human Services,
Education, and Related Agencies
2358-B Rayburn House Office Building
Washington, DC 20515

The Honorable Rosa DeLauro
Ranking Member
House Appropriations Subcommittee on
Labor, Health and Human Services,
Education, and Related Agencies
1016 Longworth House Office Building
Washington, DC 20515

Dear Chairman Blunt, Ranking Member Murray, Chairman Cole and Ranking Member DeLauro:

We are writing regarding early childhood education programs in the Fiscal Year 2017 appropriations process. We work in states and communities to improve the lives of children, especially those experiencing poverty. As such we see the difference access to high-quality early childhood education and child care opportunities makes to improve the education, health, and economic outcomes of our nation's children on a daily basis. Today, we are writing to thank you for recognizing the paramount importance of access to high-quality early care and learning experiences through your bipartisan support for increased federal investments in Fiscal Year (FY) 2016. While both the FY2017 Labor, Health and Human Services, and Education Appropriations (Labor/HHS) House and Senate bills build on FY2016 levels with increases for some early childhood education programs, the proposed levels will still likely result in fewer children and prevent many children, particularly those from low-income families, from having the chance to participate in the high-quality early learning experiences they need. While we strongly support robust and comprehensive early childhood investments that include the Preschool Development Grants, IDEA Grants for Infants and Families and IDEA Preschool Grants, we are taking this opportunity to particularly call your attention to the urgent and unmet needs of the Child Care and Development Block Grant (CCDBG), Head Start and Early Head Start.

Access to a high-quality early childhood education helps children from low-income families enter kindergarten prepared to learn, closes achievement gaps, and offers increased opportunities for a better future. Research shows that children from low-income families who participate in high-quality early learning programs are more likely to earn higher wages, live healthier lives, avoid incarceration, and raise stronger families. Investments in high-quality early childhood education and child care programs have proven positive impacts on individuals and society through reduced healthcare costs, increased school achievement, and a more educated workforce. As organizations who see firsthand how critical

these federal funds are to the children in our states we strongly advocate for the following funding levels in a final FY2017 bill:

Child Care and Development Block Grant

In November 2014, the Child Care and Development Block Grant (CCDBG) Act was reauthorized with bipartisan support for the first time in 18 years. CCDBG provides critical supports to working families, while promoting the healthy development of children, and recognizing the meaningful role child care providers play in children's successful growth. In order to improve the quality of child care programs, the reauthorized law includes reforms aimed at promoting family involvement, strengthening health and safety standards, improving training for the child care workforce, enhancing continuity of care, and increasing the percentage of children from low-income families in high-quality programs. Given that champions on both sides of the aisle came together to support the reauthorization of CCDBG, bipartisan support for federal funding to help realize the reforms envisioned in the reauthorized law are equally important.

Specifically, we urge you to significantly increase funding for CCDBG above the levels included in both the FY2017 House and Senate Labor/HHS bills (\$40 million and \$25 million above the FY2016 level respectively). An increase of \$1.2 billion above the funding level provided for CCDBG in FY2016 will help states implement the quality improvements put forth in the Act, leading to better outcomes for children from low-income families. States are struggling with the cost of implementing the critically important reforms included in CCDBG reauthorization. This level will enable states to provide children and families access to high-quality child care without being forced to reduce the already shrinking numbers of children who receive child care assistance or reduce payments to child care providers. We believe the reforms Congress passed into law hold great promise, but are concerned that without a significant increase in funding the goals of CCDBG reauthorization will go unfulfilled and working parents will find it even more challenging to obtain the help in paying for child care that they need to find and keep a job to support their children.

Head Start and Early Head Start

Head Start and Early Head Start deliver comprehensive early learning, health, nutrition and family support services to low-income expectant families and children from birth to age five. Head Start has served over 32 million children and families in communities across the country since 1965, and continues to serve over a million children every year. Despite the many who benefit from Head Start the need still far outweighs the current supply. As of 2013, only 42% of eligible 3- and 4-year-olds participate in Head Start, and only 4% of eligible infants and toddlers participate in Early Head Start. Although programs maintain current waitlists, many families remain unserved given how long it takes for slots to become available. Head Start programs promote the school readiness of young children from low-income families by supporting their comprehensive development. Increased investments in Head Start is critical to ensure that more eligible children develop the skills that will foster their success once they transition to elementary school.

Last year the U.S. Department of Health and Human Services proposed a comprehensive revision of the Head Start Performance Standards to improve the quality of Head Start services; streamline and

reorganize program requirements to make it easier to operate a high-quality Head Start program; and reduce the bureaucratic burden on local programs. To address the financial implication of implementing revised performance standards, the President's FY2017 budget proposal calls for an increase of \$434 million for Head Start programs. The President's FY2017 budget proposal also seeks to build on FY2016 funding that was specifically dedicated to enabling more Head Start programs to offer services for more hours per day and days per year. We firmly support the proposal to extend the Head Start day and year. Access to full-day, full-year services increases learning time in high-quality programs and therefore improves the likelihood of successful outcomes. However, increasing the number of annual hours Head Start programs can provide services, should be balanced with increased investments to ensure programs can continue to provide high-quality early learning and comprehensive supports while strengthening the early childhood workforce.

While we appreciate your commitment to increased investments in Head Start in FY2016, we hope that you will continue to build on the FY2016 level in a final FY2017 bill. Specifically, we urge you to significantly increase funding for Head Start above the \$141.63 million increase included in the FY2017 House Labor/HHS bill. While this increase represents a first step toward providing the resources needed, additional investment will be necessary to ensure expanded access to high-quality Head Start services to the children with the greatest need. An increase of \$434 million will help to strengthen the capacity of programs to implement Head Start Performance Standards in the coming year, and support quality improvements in programs, such as full-day and full-year services. Additionally, we support increases above the current funding level for Early Head Start-Child Care Partnerships, which have shown positive and comprehensive impacts in states and communities by assisting in the expansion of high-quality early learning opportunities for infants and toddlers.

Preschool Development Grants

The recent passage of the Every Student Succeeds Act (ESSA) highlights the growing momentum toward bringing states, school districts, and community-based partners together to better integrate early learning with K-12 education. Working in this way will improve supports for our youngest learners as they transition from early childhood education settings to the elementary school classroom. Specifically, ESSA recognizes the importance of a continuum of learning throughout the law and makes clear that a child's path toward college and career readiness begins with a high-quality early childhood education. This is particularly clear in that ESSA authorizes a new Preschool Development Grants (PDG) program within the U.S. Department of Health and Human Services (HHS). The new PDGs will build on the "legacy" program to help support access to high-quality preschool opportunities for children, while emphasizing coordination and expansion of early learning services.

The current PDG grantees are working in over 200 communities to expand access to high-quality preschool opportunities in 18 states. We want to thank you for your support of \$250 million in both the FY2017 House and Senate bills for PDGs, which will sustain the fourth and final year of the "legacy" program and efforts already underway to improve quality and access to high-quality preschool on the ground in these states. As ESSA authorizes a new vision for the PDGs, we request that you consider providing sufficient resources to allow for a new competition for PDGs to improve collaboration and coordination among early childhood programs at the state and local level. Additionally, this would

support quality improvement activities, laying the foundation for states that receive grants to increase access to high-quality early education programs in future years.

Early Intervention Program for Infants and Toddlers with Disabilities

Early intervention (EI) services assist infants and toddlers with developmental delays and disabilities. Under the Grants for Infants and Families program, Part C of IDEA, states implement systems of coordinated, comprehensive, multidisciplinary, interagency programs and make EI services available to children with disabilities, aged birth through 2, and their families. EI services can lead to more effective supports for children with disabilities and their families beginning in the early developmental years thus potentially reducing the need for costlier supports in later years.

We request that you consider providing additional resources for this program beyond maintaining funding at the FY2016 level, as in both the FY2017 House and Senate Labor/HHS bills. An increase in FY2017 funding could potentially support incentive grants to states, in addition to other EI initiatives. These state incentive grants will enable parents of children with disabilities to continue receiving EI services for their children until they are eligible to enter elementary school. The continuation of EI, when implemented well, provides for a seamless transition between services provided at the very first stages of a child's development into early education and then elementary school.

Preschool Grants for Children with Disabilities

A key requirement of the Special Education Preschool Grants, Part B of IDEA (Part B), is that to be eligible to receive funding states must provide a required assurance to the U.S. Department of Education that they are offering a free appropriate public education to all children with disabilities aged 3 through 5. Currently, every state has provided that assurance and in FY2015 over 753,000 children with disabilities received access to services across the country.

Additionally, the Part B program supports the inclusion of young children with disabilities in state and federal early learning programs such as Head Start and CCDBG. As this is the only federal program dedicated to preschool-aged children with disabilities, we request that you consider providing an increase in funding for Part B to allow for an increase in the federal share per child and assist states in ensuring that all children with disabilities aged 3 through 5 have access to preschool opportunities.

We want to once again thank you for your bipartisan work to increase federal resources for our youngest learners and their families in past appropriations bills. We strongly urge you to build on these past efforts by providing the highest feasible funding levels for the above programs as you work to finalize the FY2017 appropriations process. We must ensure that every child in this country, especially those from low-income families, has access to high-quality early childhood education and child care opportunities to prepare them to develop the skills needed to enter kindergarten ready to learn and succeed in life.

Sincerely,

Alabama

Alabama Family Child Care Association
Central Alabama Child Care Association
Child Care Educators of Northeast Alabama
Covington County Home Child Care Association
Cullman County Home Child Care Association
Family Child Care Education Association
(Montgomery)
Gulf Coast Family Child Care Awareness Alliance
Jackson County Home Child Care Association
Lauderdale County Home Child Care Association
Lee County Home Child Care Association
Madison County Home Child Care Association
Morgan County Home Child Care Association
Pike County Home Child Care Association
Shelby County Home Child Care Association
South Alabama Family Child Care Organization
Talla-Coosa Provider Association
Tuscaloosa County Home Child Care Association
VOICES for Alabama's Children
Wiregrass Home Providers Association

Alaska

Anchorage Association for the Education of Young
Children

Arizona

Association for Supportive Child Care (Tempe)
Children's Action Alliance
Southwest Human Development

Arkansas

Arkansas Advocates for Children and Families
Arkansas Family Child Care Association

California

Black Child Development Institute (Sacramento)
California Alternative Payment Program Association
(CAPPA) Children's Foundation
California Association for the Education of Young
Children
California Child Care Resource & Referral Network
Child Care Alliance Los Angeles
Child Care Law Center
Child Development Resources

Children Now
Community Child Care Council of Alameda County
Connections For Children
Contra Costa Child Care Council
Early Edge California
Educare Silicon Valley
Extended Child Care Coalition of Sonoma County
First 5 California
First 5 LA
First 5 Santa Clara County
First 5 Association
Fresno Economic Opportunities
Friends of the Family
Inyo Mono Advocates for Community Action, Inc.
League of Women Voters of Fresno
National Council of Jewish Women (CA State Policy)
Para Los Niños
Parent Voices
Public Counsel
Results Domestic
Special Needs Network
Stanislaus County Office of Education/ Central
California Migrant Head Start
Stone Soup - Fresno
The Village Family Services
Wu Yee Children's Services
Youth Policy Institute

Colorado

Black Child Development Institute (Denver)
Clayton Early Learning
Colorado Association for the Education of Young
Children
Colorado Children's Campaign
Crowley College Prep
Earlier is Easier
Families Forward Resource Center

Connecticut

All Our Kin, Inc. (New Haven)
Connecticut Alliance of Foster & Adoptive Families
Connecticut Early Childhood Alliance
Connecticut Voices for Children
Early Childhood Collaborative of Southington
Southington Daycare Providers Association

Delaware

Delaware Association for the Education of Young Children
KIDS Count

District of Columbia

AppleTree Institute for Education Innovation
Bright Beginnings, Inc.
CentroNia
D.C. Action for Children
D.C. Head Start Association
Educare D.C.
Martha's Table
The RISE Institute
UPO Office of Early Learning

Florida

Black Child Development Institute (Ft. Lauderdale)
Black Child Development Institute (Tampa Bay)
Children's Campaign
Florida Association of Early Learning Coalitions
Voices for Florida

Georgia

Atlanta Women's Foundation
Child Care Network
Child Care Network
CHRIS180
Georgia Budget and Policy Institute
Georgia Child Care Association
Georgia Early Education Alliance for Ready Students
The United Way of Greater Atlanta
Voices for Georgia's Children

Hawaii

Hawaii Association for the Education of Young Children
Hawaii Children's Action Network
Hawaii Executive Office on Early Learning

Idaho

Idaho Association for the Education of Young Children

Illinois

Family Focus, Inc.

Illinois Association for the Education of Young Children
National Council of Jewish Women (IL State Policy)
Ounce of Prevention Fund, Illinois Policy Team
Voices for Illinois Children

Indiana

Early Learning Indiana

Iowa

Child & Family Policy Center
Every Child Matters
Iowa Association for the Education of Young Children

Kansas

Child Care Providers Coalition of Kansas
Kansas Action for Children
The Alliance for Childhood Education (Shawnee)
The Kansas Association for the Education of Young Children
The Kansas Children's Service League
Tiny-K Alliance (Overland Park)

Kentucky

Kentucky Youth Advocates
Prichard Committee for Academic Excellence

Louisiana

Agenda for Children
American Academy of Pediatrics (Louisiana Chapter)
Archdiocese of New Orleans
Beary Cherry Tree
Clara's Little Lambs
Crescent City Schools
Department of Health and Hospitals, Region 1
Kids of Excellence
Kingsley House
League of Women Voters
League of Women Voters of New Orleans
Louisiana Association for the Education of Young Children
Louisiana Policy Institute for Children
Louisiana State University Health Sciences Center
National Council of Jewish Women (Greater New Orleans Section)
New Orleans Early Education Network
Orleans Parish School Board
Recovery School District

The Women's Leadership Council of United Way of Southeast Louisiana
Total Community Action
United Way of Southeast Louisiana

Maine

Maine Center for Economic Policy
The Opportunity Alliance
Aroostook County Action Program
Maine Head Start Directors Association
York County Community Action Corporation
Washington Hancock Community Agency
Western Maine Community Action
Midcoast Maine Community Action
Community Concepts, Inc.
Waldo Community Action Partners
Penquis
Kennebec Valley Community Action Program
Maine Community Action Association
United Way of Greater Portland
Maine Women's Lobby
Maine Children's Alliance
United Way of Mid Coast Maine

Maryland

Advocates for Children and Youth
Greenbelt Children's Center (Greenbelt)
Maryland Association for the Education of Young Children
Maryland Family Network
Maryland School Age Child Care Alliance
Maryland State Family Child Care Association, Inc.

Massachusetts

Ayer Kiddie Depot
Edward Street Child Services
Massachusetts Association for the Education of Young Children
Nurtury, Inc.
Robert F. Kennedy Children's Action Corps
Square One
Strategies for Children from Massachusetts
United Way of Massachusetts Bay and Merrimack Valley

Michigan

Black Child Development Institute
Detroit Federation of Teachers, AFT Local #231
Michigan's Children

Michigan Association for the Education of Young Children

Minnesota

Every Child Matters
Minnesota Association for the Education of Young Children
Minnesota State College Faculty, AFT Local #4901
National Council of Jewish Women (MN State Policy)
Think Small

Mississippi

Mississippi Low-Income Child Care Initiative

Missouri

Missouri Association for the Education of Young Children

Montana

Missoula Education Association, AFT Local #7638

Nebraska

Nebraska Association for the Education of Young Children

Nevada

Every Child Matters

New Hampshire

Every Child Matters
New Futures
New Hampshire Community Loan Fund

New Jersey

Advocates for Children of New Jersey
National Council of Jewish Women (West Morris)
New Jersey Association for the Education of Young Children
The Children's Home Society of New Jersey

New Mexico

New Mexico Association for the Education of Young Children

New Mexico Early Childhood Development Partnership
New Mexico Voices for Children

New York

Advocates for Children of New York
Center for Children's Initiatives
Children's Aid Society
Citizens' Committee for Children of New York
Every Child Matters
New York State Association for the Education of Young Children
The Committee for Hispanic Children and Families, Inc.
The New York Zero-To-Three Network
Westchester Children's Association
Women's House and Economic Development Corporation

North Dakota

Black Child Development Institute (Greensboro)
Child Care Services Association
Exchange Family Center
North Carolina Early Childhood Association
North Carolina Association for the Education of Young Children
North Carolina Child Care Coalition
Thompson Child and Family Focus

North Dakota

North Dakota Association for the Education of Young Children
North Dakota Women's Network

Ohio

Action for Children (Columbus)
H.A.P.P.Y. Homes Ohio Association
Ohio Association for the Education of Young Children

Oklahoma

Oklahoma Child Care Association
Smart Start Oklahoma
Sunbeam Services

Oregon

Children's Institute

Oregon Association for the Education of Young Children
PeaceHealth Medical Group Pediatrics

Pennsylvania

Pennsylvania Association for the Education of Young Children
Delaware Valley Association for the Education of Young Children
The KIPS People - Comfort Consults, LLC
Pittsburgh Association for the Education of Young Children
Pennsylvania Partnerships for Children
Pennsylvania Child Care Association
Children's Village (Philadelphia)

Rhode Island

Rhode Island Association for the Education of Young Children
Rhode Island KIDS COUNT

South Carolina

South Carolina Association for the Education of Young Children

South Dakota

South Dakota Association for the Education of Young Children

Tennessee

Tennessee Association for the Education of Young Children

Texas

ACH Child and Family Services
Black Child Development Institute (Dallas)
Camp Fire First Texas
Center for Transforming Lives
Children at Risk
Clayton YES!
Early Learning Alliance in Fort Worth
Educational First Steps
First3Years
Fort Worth Chamber of Commerce
Literacy United
North Texas Community Foundation

Item 4 - Attachment C

United Way of Tarrant County

Utah

Voices for Utah Children

Vermont

Hunger Free Vermont

Vermont Association for the Education of Young Children

Vermont Family Network

Vermont Head Start Association

Voices for Vermont's Children

Virginia

Child Savers

Falls Church-McLean Children Center

Infant Toddler Family Day Care

Prevent Child Abuse

Voices for Virginia's Children

Wolf Trap Foundation for the Performing Arts/

Institute for Early Learning Through the Arts

Washington

Child Care Aware of Washington

Children's Alliance

Every Child Matters

National Council of Jewish Women (Seattle)

National Council of Jewish Women (WA State Policy)

OneAmerica

Partners for Our Children

SEIU 925

United Way of King County

Washington State Association of Head Start and

ECEAP

West Virginia

West Virginia Healthy Kids and Families Coalition

Wisconsin

Black Child Development Institute (Milwaukee)

Next Door

Wisconsin Council on Children and Families

Wisconsin Early Childhood Association

Wyoming

Center for Inspired Learning Environments

Natrona County Integrated Resource & Referral-Family Hub

Wyoming Afterschool Alliance

Wyoming Association for the Education of Young Children

Wyoming Community Foundation

September 20, 2016

To Whom It May Concern:

On behalf of the First 5s in California, representing all 58 county commissions and our state agency, we strongly recommend that the Bureau of Labor Statistics (BLS) adopt definition changes for the early childhood workforce in the Standard Occupation Classifications (SOC) that more accurately reflect our present-day understanding of the complexity and importance of this work.

A wide body of research recognizes the critical importance of brain development in the first five years of life. Advancements in neuroscience confirm that childhood development is shaped by trusting relationships between adults and children and influences cognitive development onward. In short, a strong start in life is paramount for a strong life to come.

Despite the importance of the first five years, the workforce charged with teaching, nurturing, and promoting the development of our children is not valued as a critical partner in a child’s wellbeing. Instead, the current SOC classifications reflect an outdated understanding, in which care and teaching are falsely thought to be separate and distinct activities.

Furthermore, the current classifications do not reflect more accurate distinctions among the early childhood workforce by job role (teacher assistant/aide, teacher, and administrator) and auspice. For example, it is not uncommon to find a “preschool teacher” and a “child care worker” with identical skills, experience, and classroom practices, yet their SOC classifications imply otherwise.

As a result, the existing classifications present significant challenges to our field’s ability to describe and analyze occupations in the early childhood field. Researchers, policymakers and advocates wishing to understand this workforce have been forced to independently collect data specific to the early childhood field at both national and state levels - a very time-intensive and expensive endeavor for an already under-resourced field.

We recommend that the SOC classifications be revised as follows:

- 39-9010 Childcare Workers and 25-2011 Preschool Teachers, Except Special Education should be combined into one Early Childhood Teacher classification and placed in the Education, Training and Library Occupations Group rather than the Personal Care and Services Occupations Group.
- An additional classification of Early Childhood Teacher Assistant/Aide should also be added to clarify distinctions by job role.
- Current distinctions between administrators and teachers should be maintained by reclassifying 11-9031 Education Administrators, Preschool and Childcare Center/Program as Early Childhood Administrators.
- The potential for further disaggregation by age group should be considered.

COMMISSIONERS

Los Angeles County Supervisor	Nancy Haruye Au
Sheila Kuehl	Jane Boeckmann
<i>Chair</i>	Duane Dennis
Judy Abdo	Dayton Gilleland, Ed.D.
<i>Vice Chair</i>	

Cynthia A. Harding, M.P.H
Christopher Thompson, MD
Marlene Zepeda, Ph.D.

EX OFFICIO MEMBERS

Philip L. Browning
Patricia Curry
Karla Pleitez Howell
Deanne Tilton

EXECUTIVE DIRECTOR

Kim Belshé

CHIEF OPERATING OFFICER

John A. Wagner

Without revisions to the current occupational classifications for the early childhood workforce, data published by the BLS and Census Bureau will undervalue and misinform the public. Rather, changing these definitions and SOC classifications would illuminate understanding of our sector - a sector largely comprised of women and at the forefront of gender equity pay gap. We respectfully request that BLS adopt these reclassification changes to accurately reflect the role early education workers play in educating and caring for our nation's youngest children.

Sincerely,



Kim Belshé
Executive Director

COMMISSIONERS

Los Angeles County Supervisor Nancy Haruye Au
Sheila Kuehl Jane Boeckmann
Chair Duane Dennis
Judy Abdo Dayton Gilleland, Ed.D.
Vice Chair

EX OFFICIO MEMBERS

Philip L. Browning
Patricia Curry
Karla Pleitéz Howell
Deanne Tilton

EXECUTIVE DIRECTOR

Kim Belshé

CHIEF OPERATING OFFICER

John A. Wagner

Item 4 - Attachment E

First 5 LA
2016 Legislative Agenda
(updated 9/16)

Bill #	Author	Description	Sponsors	Status	Fiscal Analysis
SB 1042	Loni Hancock (D-Oakland)	Child care: state preschool programs: age of eligibility Defines 3-year-old children, for purposes of state preschool programs, as children who will have their 3rd birthday on or before December 1 of the fiscal year in which they are enrolled in a California state preschool program.	State Superintendent of Public Instruction Tom Torlakson	5/27: Held in Senate Appropriations Committee	\$261 million (LAO estimate)
AB 1644	Rob Bonta (D-Oakland)	School-based early mental health intervention and prevention services Renames the Early Mental Health Initiative (EMHI) as the HEAL Trauma in Schools Act, expands the program to serve preschool and transitional Kindergarten students. Requires DPH to provide outreach to LEAs and county mental health agencies to inform them of the program.	Children Now and Attorney General Kamala Harris	8/11: Held in Senate Appropriations Committee	Approximately \$300,000 (Appropriations Committee Analysis)
AB 2150	Miguel Santiago (D-Los Angeles) and Shirley Weber (D-San Diego)	Subsidized Child Care and Development Services Extends eligibility for child care assistance to families for a period no less than 12 months. The bill changes existing thresholds by establishing income eligibility upon the most recent State Median Income (SMI) data published by the US Census Bureau and raises the income limit of eligibility from 70% of the current SMI to 85% upon exit of the most recent SMI.	Parent Voices and the Child Care Law Center	8/11: Held in Senate Appropriations Committee	\$1-\$5 million per year (Appropriations Committee Analysis)
AB 2770	Adrin Nazarian (D-Sherman Oaks)	Cigarette and Tobacco Product Licensing: Fees This bill requires the State Board of Equalization (BOE) to report on the adequacy of funding for the Cigarette and Tobacco Product Licensing Act of 2003. The report shall also include the board's progress on the elimination of the excess fund balance in the Cigarette and Tobacco Tax Compliance Fund. This bill also prohibits, on or after January 1, 2017, the appropriation of revenues derived from the taxes imposed upon the distribution of cigarettes and tobacco products to the board for the purpose of implementing, enforcing, or administering the California Cigarette and Tobacco Products Licensing Act of 2003.		8/11: Passed out of Suspense. To Assembly for concurrence	Minor costs to provide a required report six months sooner. (Appropriations Committee Analysis)
SCR 125	Ben Allen (D-Santa Monica)	Kindergarten Readiness Assessment Tool States that the Legislature will work towards the adoption of a statewide, developmentally appropriate kindergarten readiness assessment tool to assess the readiness of children entering transitional kindergarten and kindergarten	Children Now	4/19: Hearing cancelled at author's request	n.a.

FIRST 5 LA

SUBJECT:

Request for Board Action for Oral Health and Nutrition – Dental Home Initiative and LA Care Health Plan

RECOMMENDATION (FOR ACTION):

- A. Waive Governance Guideline #7: Expiration of Contracts/Grants (7 of 9 votes):
 - 1. Approve use of the interest accrued on advanced First 5 LA funds (approximately \$380,000) for The Regents of the University of California, Los Angeles for the Oral Health and Nutrition – Dental Home initiative through June 30, 2017, contingent upon successful resolution of outstanding items in Corrective Action Plan.
- B. Authorize Executive Director to execute an administrative agreement with The Local Initiative Health Authority for Los Angeles County dba LA Care to continue to hold the remaining balance (approximately \$8 million) for up to 12 months, pending an anticipated future contract for Help Me Grow (HMG) aligned pilot project to be presented to the Board for consideration in Spring 2017.

BACKGROUND:

Legacy Investments represent ongoing work of the Commission approved through prior strategic plans. Staff provided updates on three Legacy Investments including: Parent Child Interaction Therapy (PCIT), Oral Health and Nutrition – Dental Home, and LA Care – Healthy Kids Coverage at the September 2016 Board of Commissioners and Program & Planning Committee meetings. PCIT will request a contract extension through June 30, 2019 for an additional 21 months to complete provider training, infrastructure, and outreach efforts. A request for approval of the Annual Exhibits will be presented to the Board for action during the June 2017 consent calendar approval process.

Staff is seeking Board action today on Oral Health and Nutrition – Dental Home initiative and LA Care Health Plan.

DISCUSSION:

The table below outlines the Legacy Investments that will be presented over the next month to Commission/Committees for deeper discussion, concluding with Board action requested in October.

Initiative	Board Approved Allocation/ Advance	Scheduled End Date	Initiative Description and Status	Requested Board Action
Oral Health and Nutrition- Dental Home	\$9.2 million in 2012	December 2016	<ul style="list-style-type: none"> • Supports dental homes in FQHCs countywide by building their capacity to increase access to oral health services for children prenatal to age 5 • As of June 2016, full implementation of key infrastructure and capacity building improvements across all 12 FQHC sites to enhance clinic dental operations to better serve children 0 to 5. • Interest drawn on advanced 	Waive Governance Guideline #7: Expiration of Contracts/Grants (7 of 9 votes); approve use of the interest accrued on advanced First 5 LA funds (approximately \$380,000) for The Regents of the University of California, Los Angeles for the Oral Health and Nutrition – Dental Home initiative through June 30, 2017 contingent upon successful resolution of outstanding items in

Initiative	Board Approved Allocation/ Advance	Scheduled End Date	Initiative Description and Status	Requested Board Action
			funds (approx. \$380,000) reinvested and held in special reserve fund (SRF)	Corrective Action Plan.
LA Care-Healthy Kids Coverage	\$12.9 million in 2012	December 2016	<ul style="list-style-type: none"> Provides health insurance for children who do not qualify for Medi-Cal or other insurance coverage. Initiative will end at its scheduled end date; remaining balance of approximately \$8 million 	<p>Authorize Executive Director to execute an administrative agreement with The Local Initiative Health Authority for Los Angeles County dba LA Care to continue to hold the remaining balance (approximately \$8 million) for up to 12 months, pending an anticipated future contract for Help Me Grow (HMG) aligned pilot project to be presented to the Board for consideration in Spring 2017.</p>

Legacy Investments Update

October 13, 2016



Goal of Today's Presentation

- Seek Board approval on the following:
 - Oral Health and Nutrition- Dental Home (UCLA)
 - LA Care Health Plan

199

Oral Health and Nutrition – Dental Home

- Scheduled end date: December 2016
- Board Approved Advance: \$9.2 million in 2012
- FY14-15 Expiring Initiatives Review Process:
 - Not specifically provided for in 2015-20 Strategic Plan
- Initiative status:
 - As of June 2016, full implementation of key infrastructure and capacity building improvements across all 12 FQHC sites to enhance clinic dental operations to better serve children 0 to 5.
 - Interest drawn on advanced funds (approx. \$380,000) reinvested and held in special reserve fund (SRF)

200

Oral Health and Nutrition – Dental Home

Board Action Required:

- Waive Governance Guideline #7 (7 of 9 votes)
- Approve use of the interest accrued on advanced F5LA funds (approx. \$380,000) for The Regents of the University of California, Los Angeles for the Oral Health and Nutrition – Dental Home initiatives through June 2017, contingent upon successful resolution of outstanding items in Corrective Action Plan.

201

LA Care – Healthy Kids Coverage

- Scheduled end date: December 2016
- Board Approved Advance: \$12.9 million in 2012
- FY14-15 Expiring Initiatives Review Process:
 - Board approved extension due to sustainability opportunity through Medi-Cal expansion.
 - Initiative will end at its scheduled end date; remaining balance of approximately \$8 million

202

LA Care – Healthy Kids Coverage

Board Action Required:

- Authorize Executive Director to execute an administrative agreement with The Local Initiative Health Authority for Los Angeles County dba LA Care to continue to hold the remaining balance (approximately \$8 million) for up to 12 months, pending an anticipated future contract for Help Me Grow (HMG) aligned pilot project to be presented to the Board for consideration in Spring 2017.

203

Next Steps

- June 2017 Commission meeting (action on consent, if needed)
 - PCIT

204

Board Action Required

Oral Health (UCLA) Action 1:

Waive Governance Guideline #7: Expiration of Contracts/Grants (7 of 9 votes). Approve use of the interest accrued on advanced F5LA funds (approx. \$380,000) for The Regents of the University of California, Los Angeles for the Oral Health and Nutrition – Dental Home initiatives through June 2017, contingent upon successful resolution of outstanding items in Corrective Action Plan.

LA Care Health Plan Action 2:

Authorize Executive Director to execute an administrative agreement with The Local Initiative Health Authority for Los Angeles County dba LA Care to continue to hold the remaining balance (approx. \$8 million) for up to 12 months, pending an anticipated future contract for Help Me Grow aligned pilot project to be presented to the Board for consideration in Spring 2017.

Questions?



FIRST 5 LA

SUBJECT:

Request to Establish a Strategic Partnership with Abriendo Puertas/Opening Doors through June 30, 2020 and Authorize First 5 LA Staff to Execute an initial Contract in the Amount of \$900,000.

RECOMMENDATION (Provided As Action):

This strategic partnership with Abriendo Puertas (fiscal agent: Tides Foundation) will improve capacity of ECE providers to engage parents/caregivers in supporting their child's development. A memo was provided as information for the Board's consideration of a Strategic Partnership with Abriendo Puertas at the September 29, 2016 Meeting of the Board of Commissioners/Program and Planning Committee (PPC) to establish a Strategic Partnership with Abriendo Puertas/Opening Doors through June 30, 2020 and authorize staff to execute an initial contract from January 1, 2017 to June 30, 2018 for an amount not to exceed \$900,000. The funds reflect a combined amount under the Families Strategy 2 - Family Engagement Initiative, allocated in the 2016-2017 Programmatic Budget and with additional funds to be allocated in the 2017-2018 Programmatic Budget. Funding for subsequent fiscal years will be requested as part of First 5 LA's annual budgeting process through the duration of the *2015-2020 Strategic Plan*. All subsequent contracts will be brought to the board for approval on consent prior to execution.

BACKGROUND:

2015-2020 Strategic Plan Alignment

The overarching goal of First 5 LA's *Focusing for the Future: 2015-2020 Strategic Plan* is to ensure that children enter kindergarten ready to succeed in school and life. Knowing that a child's success in school and life starts at the earliest moments, parents represent the most critical relationship to a child's development. When skills and supports — known as the Protective Factors — are present, parents/caregivers are able to create nurturing, responsive, stable relationships and learning environments for their children, and as a result child outcomes improve. For this reason, parent engagement is a core element across the Commission's priority outcomes and strategic focus areas.

In June 2015, the PPC received a presentation on how two leading nationally recognized programs demonstrate the importance of parent engagement to increase family Protective Factors in health-related and ECE settings: (1) Project DULCE (Developmental Understanding and Legal Collaboration for Everyone) and (2) Abriendo Puertas. The presentation included information on how these programs impact the important role parent engagement plays in increasing family Protective Factors. First 5 LA now has the opportunity to launch an expansion of Abriendo Puertas by providing various resources and support for parents of children 0-5 in diverse settings.

Investment Approach

Latinos represent a significant population in Los Angeles County, yet they face tremendous socio-economic disparities which can negatively influence their families' livelihoods. In communities like South Los Angeles, Long Beach and the Antelope Valley, many families earn less than 70% of the State's Median Income (Advancement Project, 2015). Two out of three children under the age of 5 are Latino (63.1%), many coming from households that are primarily Spanish-speaking (American Community Survey [ACS], 2011). In fact, over 3.65 million residents (39.5%) in Los Angeles County are Spanish speakers (ACS, 2015).

With their unique training model and curriculum, Abriendo Puertas is contributing to a strong national momentum around culturally and linguistically responsive parent engagement efforts for Latino and non-Latino communities. Our strategic partnership with Abriendo Puertas aims to:

- Build local provider capacity and prepare families to engage with the K-12 system while complementing investment strategies from other funders

Item 6 – Abriendo Puertas Action

- Expand the body of evidence around what works for parent engagement, education and empowerment programs within diverse family serving settings
- Provide opportunities to conduct limited pilot testing of evidence-based parent engagement programs in diverse settings (e.g. ECE, health, mental health, faith-based institutions, museums, housing, etc.) in Los Angeles County, including Best Start Communities

The First 5 LA partnership with Abriendo Puertas is part of a larger capacity building initiative supported by multiple funders. Funders have recognized the importance of sustaining the impact of Abriendo Puertas and have worked collaboratively to provide funding support for capacity building, program expansion, and training and development.

First 5 LA's initial phase of work with Abriendo Puertas aims to scale and expand their evidence-based parent engagement programs in diverse Los Angeles County settings that serve families with children 0-5. Settings may include traditional school sites (e.g., Early Transitional Kindergarten, Transitional Kindergarten and Head Start) and non-school sites (e.g., faith-based institutions, housing communities and museums). The learning goal of this investment is two-fold: (1) to document and assess the process of program implementation at local sites as well as (2) to understand the similarities and differences with parent engagement in school and non-school settings. Both areas are under-researched in the fields of ECE and parent engagement. By capturing program implementation processes and best practices, First 5 LA can significantly increase the capacity of service provider staff and organizational capacity to improve engage parents in their child's development.

Program Overview

Abriendo Puertas is the nation's first evidence-based comprehensive training program developed by and for Latino parents with children ages 0-5. The program uses a two-generation approach to build parent leadership skills and knowledge to promote family wellbeing and positive outcomes for children.

Parent input informs the Abriendo Puertas curriculum, which uses a popular education approach to engage parents in lessons that reflect the culture of the target audience. The program draws from real-life experiences, incorporates data about local schools and communities, and focuses on helping Latino parents understand their important role in their child's development and their long-term impact on their children's educational outcomes. Abriendo Puertas' train-the-facilitator model helps local family service providers improve their outreach and interaction with families, and create a sustainable program that reaches beyond the initial training sessions. The 10-session curriculum promotes school readiness, family well-being, and advocacy.

Abriendo Puertas, an Evidence-based Parent Engagement Program

Abriendo Puertas builds provider capacity to engage parents with skills to improve their child's life and academic outcomes. In May 2016, the University of California, Berkeley (UC Berkeley) published a study that examined transition-to-kindergarten activities intended to support children and their families. The researchers studied one community site with all of following programs: Early Head Start and Head Start programs, Los Angeles Unified School District public schools, and Abriendo Puertas to understand how programs could be coordinated and/or developed to better deliver comprehensive transition-to-kindergarten services, and meet educational mandates. The study suggests that the transition to kindergarten could greatly improve for children and families when there are coordinated efforts throughout the transition process inclusive parents. Specifically, "Supporting parents' empowerment through programs like Abriendo Puertas/Opening Doors to promote their initiative and skills as consumers of school choice and program options" (Bridges & Larrain, 2016).

Abriendo Puertas has undergone two rigorous independent impact studies on the program's effects and outcomes. Participants of the program report consistently positive changes in important measures like parenting knowledge and behaviors. The evaluations underscore the positive impact of the Abriendo Puertas, while showcasing positive outcomes for young children and their families. According to a national evaluation of Abriendo Puertas conducted by UC Berkeley with 623 participants across six states, Abriendo Puertas parents made significant gains in knowledge of early child development and

Item 6 – Abriendo Puertas Action

parenting (Bridges, Cohen, & Fuller, 2012). These gains boosted parents' self-confidence, parenting skills, and advocacy on behalf of their families. Abriendo Puertas parents in the study:

- Demonstrated significant increases in their knowledge of language and literacy development, social-emotional development, health development, and school preparation.
- Exhibited noteworthy gains in understanding their rights as parents, and their children's rights in school.
- Reported a significant boost in self-confidence regarding their parenting skills, getting their children ready for school, and advocating on behalf of their children.

In 2014, Child Trends published an evaluation of Abriendo Puertas in Los Angeles, it is the first random-assignment evaluation of a culturally-relevant parenting program serving Latino children in the United States. The study included a total of 922 parents, of which 89 percent were foreign born. Parents were randomly assigned to either a treatment group (468 parents) whose participants were offered and subsequently enrolled in the Abriendo Puertas program, or to a control group (454 parents) which did not participate in the program. "Abriendo Puertas program made important behavioral changes to foster their children's learning, and the evidence suggested that these changes were sustained over time" (Moore, Caal, Lawner, Rojas, & Walker, 2014). The research found that Abriendo Puertas parents in the study:

- Adopted parenting practices that enhance their preschool children's learning and preparation for school.
- Expanded their knowledge about high quality child care and education settings, and improved their organizational strategies and ability to plan and set goals for their children.
- Gained an appreciation for their role as models for their children.
- Increase their use of libraries and their resources
- Developed plans to reach family goals and took time to respond to children's behaviors

Promoting Parent Engagement in Los Angeles County

The strategic partnership with Abriendo Puertas will promote the scaling and expansion of an evidence-based family engagement model that increases family protective factors in ECE settings in L.A. County. This phase of work will consist of (1) learning implementation barriers and best practices in order to support short- and long-term program scalability and sustainability as well as (2) strengthening families through provider capacity building across diverse types of ECE settings.

Identify Implementation Barriers and Best Practices. Existing evaluations and studies in the field of family engagement often verify the effectiveness of programs, yet there is very little understanding of the conditions and contexts to support evidence-based programs overtime, specifically beyond initial cycles of training and implementation. Participating sites in this project will improve the field's understanding of factors that support and hinder the implementation and sustainability of evidence-based parent engagement in various settings that support families of young children. In addition, this will provide opportunities to explore diverse program audiences, including informal care providers, multigenerational families, and young parents.

Build Provider Capacity Across Diverse Settings. In addition to being evidence-based, Abriendo Puertas has a strong reputation of effectiveness among providers and parents in Los Angeles and across the country. The scaling of Abriendo Puertas within this work plan is to engage with providers within various natural points of connection for families with young children, such as preschool (e.g. Early Transitional Kindergarten, Transitional Kindergarten, Head Start), faith-based institutions, housing sites and museums. These environments are non-stigmatizing, thereby creating a unique opportunity to reach families that may be relatively more isolated from the broader array of family support services.

Through its curriculum and training model, Abriendo Puertas encourages both providers and parents to undertake systems change within their communities by building collaborative bridges. Therefore, integration of this work within other First 5 LA investments, particularly within Best Start Communities, is key to the expansion and scalability of Abriendo Puertas. For instance, through Best Start Communities

Item 6 – Abriendo Puertas Action

providers and parents can engage in community capacity building through applied place-based leadership development opportunities.

Community networks can collectively increase their family capacities through an improved understanding of early childhood development (cognitive, language, physical, and social/emotional). This can lead to providers and parents developing the skills and experiences necessary to support future Abriendo Puertas facilitators and cohorts of engaged parents seeking opportunities. Moreover, implementation plans developed through the initial phase of work can support the sustainability of programs by articulating programmatic needs such as real cost, implementation best practices, and can identify barriers as well as solutions to those barriers. These efforts can inform systems change by facilitating advocacy efforts regarding community issues, such as informing policies and programs, and resource allocations as well as articulating needs.

In alignment across a number of First 5 LA's six investment areas, this strategic partnership with Abriendo Puertas will allow us to:

- Promote the widespread use of proved best practices that are grounded in research and real-life application (Research & Development)
- Build the knowledge and skills of the people providing support and services to parents and children (Provider Training)
- Help individuals and groups that live and work in neighborhood and communities take greater ownership and responsibility for the children and families who live within them by fostering safe, healthy and vibrant communities (Community Capacity Building)

Approval of the strategic partnership will direct First 5 LA staff to negotiate a scope of work and budget for this investment. Budget assumptions include the following as major drivers for this investment with projected estimates (See Appendix for more details regarding the budget):

Major Cost Drivers	Projected Estimates
Project management, technical assistance and administrative support	\$435,000
Train-the-Facilitator Institutes and technical assistance	\$180,000
Program implementation grants	\$100,000
Overhead, Administrative & Indirect Costs	\$185,000

Future Phases of Work

This strategic partnership is inclusive of Abriendo Puertas' current and emerging organizational capacity efforts, leverages other funders' scopes of work, and draws on staff expertise of Abriendo Puertas program implementation in other regions and states. Furthermore, the strategic partnership will promote the scaling of Abriendo Puertas and align to the *2015-2020 Strategic Plan* by:

- Developing strategies to support providers to sustain and scale programming over time
- Assuring strategies match the cultural characteristics of the populations served
- Reaching important target audiences of stakeholders required to advance the work, such as leveraging of existing First 5 LA investments and efforts
- Examining data for program implementation, improvement, and development efforts
- Understanding information channels to reach and support the reach of target audiences

Abriendo Puertas inspired curriculum for other high need diverse populations. The initial phase will be foundational towards future phases which will focus on scaling opportunities, such as the development of new culturally responsive curricula for African American and/or Asian Pacific Islander communities. During this initial phase of this investment, we hope to learn from other local, state, and national efforts to inform subsequent phases of this investment. For instance, with the support of the Abriendo Puertas' office, San Jose and Fresno are currently working on variations of Abriendo Puertas with the Vietnamese and Hmong communities, respectively. The following articulates a potential pathway for future steps of past this initial phase of learning and development:

- *Phase 2: Developing partnerships towards a community of ECE parent and family engagement leaders.* Providers trained in Abriendo Puertas and parents who graduate from the program will

Item 6 – Abriendo Puertas Action

come together to share learning outcomes and experiences to further understanding around how to better support, sustain, and grow provider capacity to effectively engage parents and families. During this phase we will also further our learning around the articulation of Abriendo Puertas inspired approaches for other populations

- *Phase 3: Developing a culturally and linguistically responsive curriculum for African American and/or Asian Pacific Islander communities.* Equipped with field and community knowledge gained from Phases 1 and 2, this phase of work will necessitate connecting this a strategic partnership with Abriendo Puertas with a strong backbone organization representative of the target population we will partner with to convene and work with parents and other community partners to develop a linguistic and culturally responsive curricula.

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 initial contract amount not to exceed **\$900,000**, consistent 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. Staff is seeking approval to execute a contract for the period of January 1, 2017 to June 30, 2018. The life of project cost estimate for current and future phases through FY 2019-2020 is up to \$7,000,000. All subsequent contracts will be brought to the Board for approval on consent prior to execution, which is in alignment with the multi-year cost projections directionally endorsed by the board in Fall 2014 as part of the FY 2015-2020 Strategic Plan process.

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

Capacity building is an essential component of this strategic partnership, as it supports site providers to increase their capacity to fully implement Abriendo Puertas programs. Participating providers will benefit from developing implementation plans and learning opportunities with facilitators within their organization as well as across other provider sites. The project is deliberate in building the organizational capacity of Abriendo Puertas as well as the sites that implement the curriculum, resulting in articulating implementation barriers and best practices towards achieving provider capacity to effectively engage with and strengthen families.

Actions to Support Sustainability

Abriendo Puertas provides a cost-effective train-the-trainer approach that prepares organizational staff and local community leaders to support parents and their children. This programmatic approach can yield a high return on investment for not only parent participants, but also facilitators as well as their organizations and communities-at-large. Specifically, this First 5 LA investment will contribute to the:

- Evaluation of key areas that support and/or hinder program implementation practices will inform our investment as well as the field about ways to effectively support and scale evidence-based parent engagement practices and models
- Development of community-based opportunities for providers to learn professionally with each other through a network of other Abriendo Puertas facilitators, while supporting parents by connecting them to resources and avenues of advocacy and leadership
- Identification of facilitating factors will support effective program implementation practices at organizations as well as have the potential to improve and sustain their programming over time
- Building of provider capacity with professional development targeted towards increasing family Protective Factors in provider settings
- Promotion of collaborations across provider sites to create effective learning, support workforce development, and generate best practice spaces

Leveraged Resources

A strategic partnership with Abriendo Puertas will leverage a range of resources, such as building relationships and sharing information. Specifically, this First 5 LA investment will leverage:

- Monetary and nonmonetary resources invested by the David and Lucile Packard Foundation, Heising-Simons Foundation, and the Bezos Family Foundation to support Abriendo Puertas in their efforts to update the curriculum as well as build capacity

Item 6 – Abriendo Puertas Action

- Existing expertise of sites and organizations that previously implemented and are currently implementing Abriendo Puertas locally and beyond (i.e. Catholic Charities USA, First 5 Fresno, Los Angeles Unified School District, National Head Start Association, UCLA Labor Center, etc.)
- Capacity development opportunities for program facilitators and parent participants to engage in advocacy efforts within their communities, including Best Start Communities

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.

Since its inception in 2007, Abriendo Puertas has trained over 1,500 facilitators in more than 400 family-serving organizations and has provided its curriculum to over 80,000 parents/families in more than 300 cities across the country. This regional and national growth has enabled Abriendo Puertas to develop a unique and tailored approach to training and technical assistance, resulting in informed and responsive support to local providers. These nuances include working with various types of organizations and providers in the field as well as numerous cultural contexts within Latino and non-Latino communities. This would greatly support the local diversity that exists within LA County.

A Strategic Partnership with Abriendo Puertas provides specific resources needed by First 5 LA to effectively invest in the improvement of provider capacity to engage parents and caregivers in supporting their child's development. For instance, the Abriendo Puertas Train-the-Facilitator model and popular education framework facilitate a programmatic multiplier effect by developing new leaders among both providers and parents to become new generations of facilitators and parent cohorts. This process of engaged providers and parents provides continued learning and teaching which supports the cost effective scaling of the model. Moreover, the unique cultural and linguistic approaches of the Abriendo Puertas model and its availability in English and Spanish allow intentional scaling with the community the program is designed to engage.

Due to their evidence-based impact and uniqueness of programming, Abriendo Puertas was selected as the evidence-based parent engagement model to scale in order to increase family Protective Factors in provider settings. Establishing this Strategic Partnership is in the best interest of the Commission because it leverages the unparalleled expertise of Abriendo Puertas and their ability to expand their high quality, bilingual, evidence-based parent engagement program as well as support the collaborative development of a new parent engagement program for a high need population.

For the aforementioned reasons, this program can be scaled with fidelity to the underlining framework of a culturally and linguistically responsive training program and curriculum. A competitive solicitation would not yield proposals with the same qualifications and capabilities.

Item 6 – Abriendo Puertas Action

Appendix: Budget Assumptions and Projected Cost Categories

Cost Category & Budget Assumptions	Projected Estimates
Staffing salaries, project management, technical assistance and administrative support (includes line items for benefits, travel, and subcontracts for translators and other program supports)	\$435,000
4 Train-the-Facilitator Institutes and technical assistance for approximately 80 providers at 20 sites	\$180,000
Program implementation grants for 20 sites and two cycles of programming, with an initial reach of 800 parents (the projected multiplier effect is 20-80 new facilitators and 400-1600 parents annually thereafter for the initial 20 sites)	\$100,000
Overhead, administrative & indirect costs	\$185,000

Illustrative activities associated with aforementioned major cost categories:

- Execute project activities, monitor and provide technical assistance to implementation sites
- In partnership with First 5 LA, award and administer grants to support local program implementation
- Support the criteria development for program implementation sites
- Support providers in understanding curricular content and develop best practices to meet diverse literary, linguistic, and cultural needs of participants
- Support providers to create implementation plans with specific activities and timeframes
- Enhance provider capacity to advocate for programmatic needs by identifying programmatic costs and facilitation strategies
- Coordinate and facilitate relationships between participating providers



**Strategic Partnership
with Abriendo Puertas:
Improving Family
Engagement Capacity
of ECE-related
providers**

**Barbara Andrade Dubransky &
Christine Tran**

October 13, 2016

1ST LA
first 5 la
Giving kids the best start

Presentation Objectives



215

- Approve and Review Strategic Partnership
- Overview of Investment Approach
- Demonstrate Alignment to Promoting Parent Engagement in LA County

First 5 LA's Mission & Strategic Plan

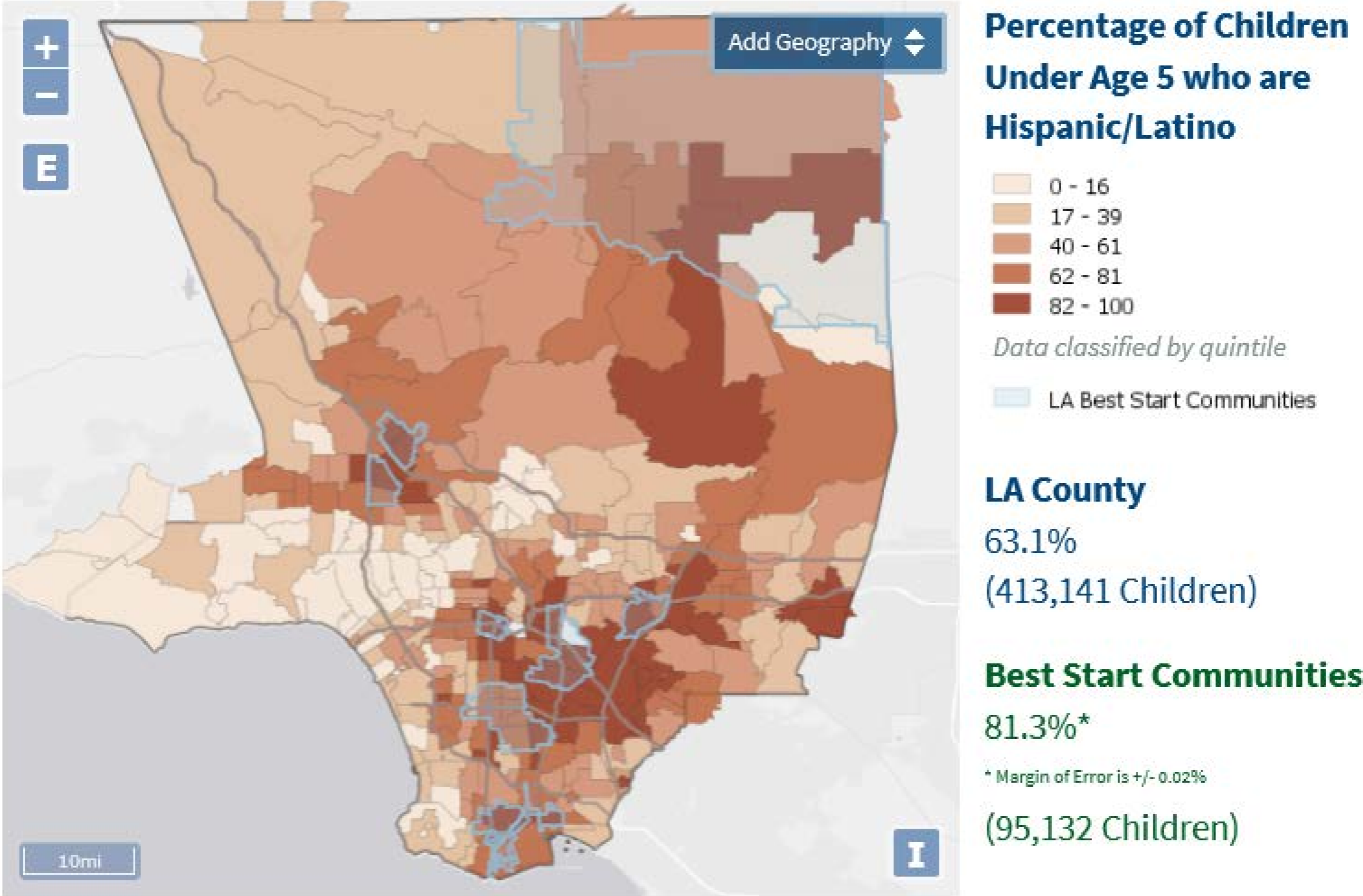
Mission

First 5 LA, in partnership with others, **strengthens families**, **communities**, and **systems of services** and **supports** so all children in L.A. County enter kindergarten ready²¹⁶ to succeed in school and life

Families Strategy 2

Improved capacity of ECE- and health-related providers to engage parents/caregivers in supporting their child's development

Latino Children Under 5 in LA County



217

Source: L.A.'s Early Care & Education Landscape Website
(Advancement Project, 2015)

Abriendo Puertas/Opening Doors

- **Evidence-based** training program and curriculum developed **for and by Latino parents** with children ages 0-5
- Builds **provider capacity** through a train-the-trainer model
- Increase **parents' self-confidence, parenting skills, and advocacy** on behalf of their families



218

Evidence of Effectiveness

Abriendo Puertas parents:

- Demonstrated significant increases in their knowledge of language and literacy development, social-emotional development, health development, and school preparation.
- Exhibited noteworthy gains in understanding their rights as parents, and their children's rights in school.
- Reported a significant boost in self-confidence regarding their parenting skills, getting their children ready for school, and advocating on behalf of their children.

(Bridges, Cohen, & Fuller, 2012)



219

Evidence of Effectiveness



Abriendo Puertas parents:

- Adopted parenting practices that enhance their preschool children's learning & preparation for school.
- Expanded their knowledge about high quality child care & education settings, & improved their organizational strategies and ability to plan and set goals for their children.
- Gained an appreciation for their role as models for their children.
- Increase their use of libraries and their resources
- Developed plans to reach family goals and took time to respond to children's behaviors

(Moore, Caal, Lawner, Rojas, & Walker, 2014)

Alignment with First 5 LA's Investment Areas

- **Research & Development.** Promote the widespread use of proved best practices that are grounded in research and real-life application
- **Provider Training.** Build the knowledge and skills of the people providing support and services to parents and children

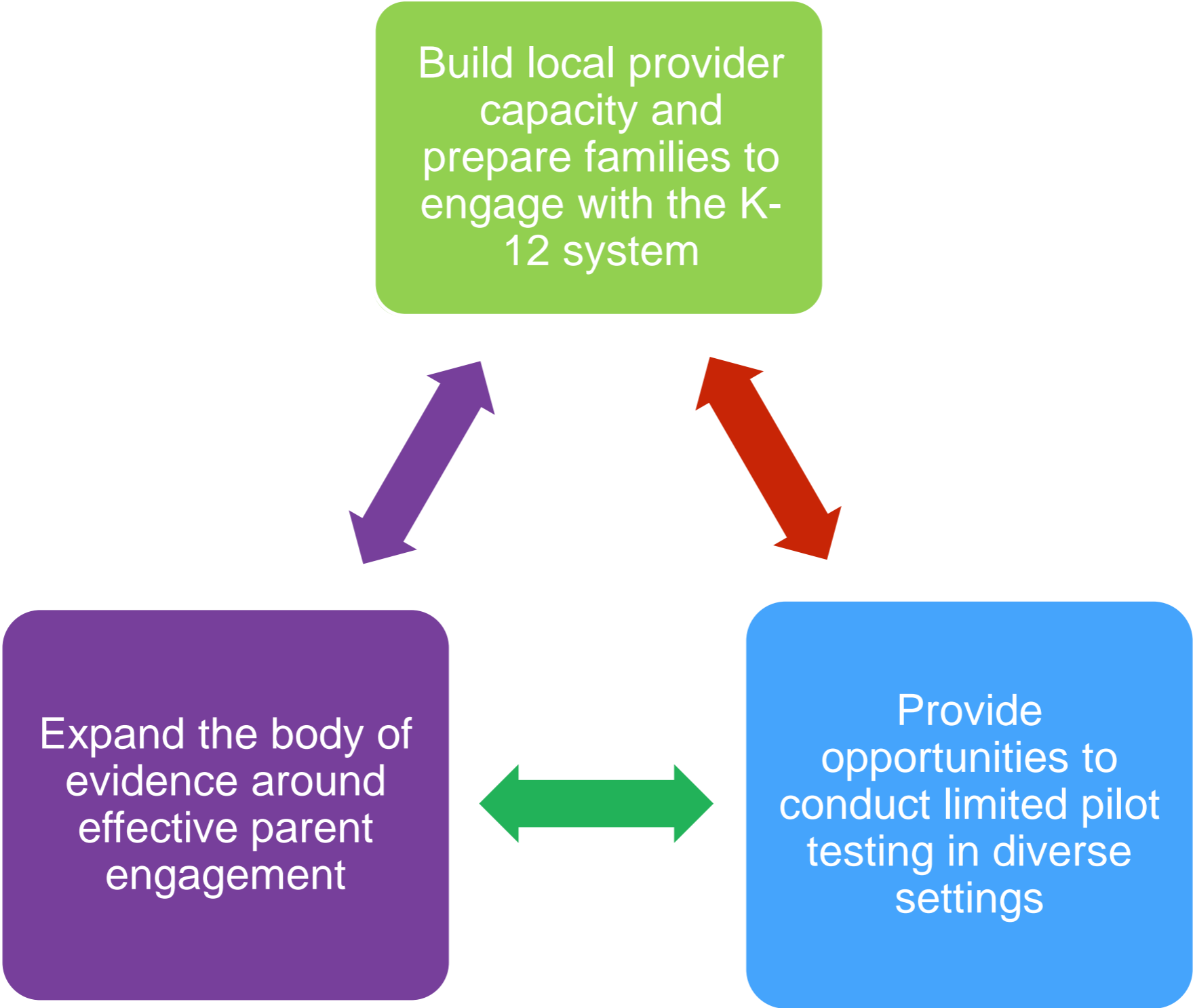
221

Alignment with First 5 LA's Investment Areas

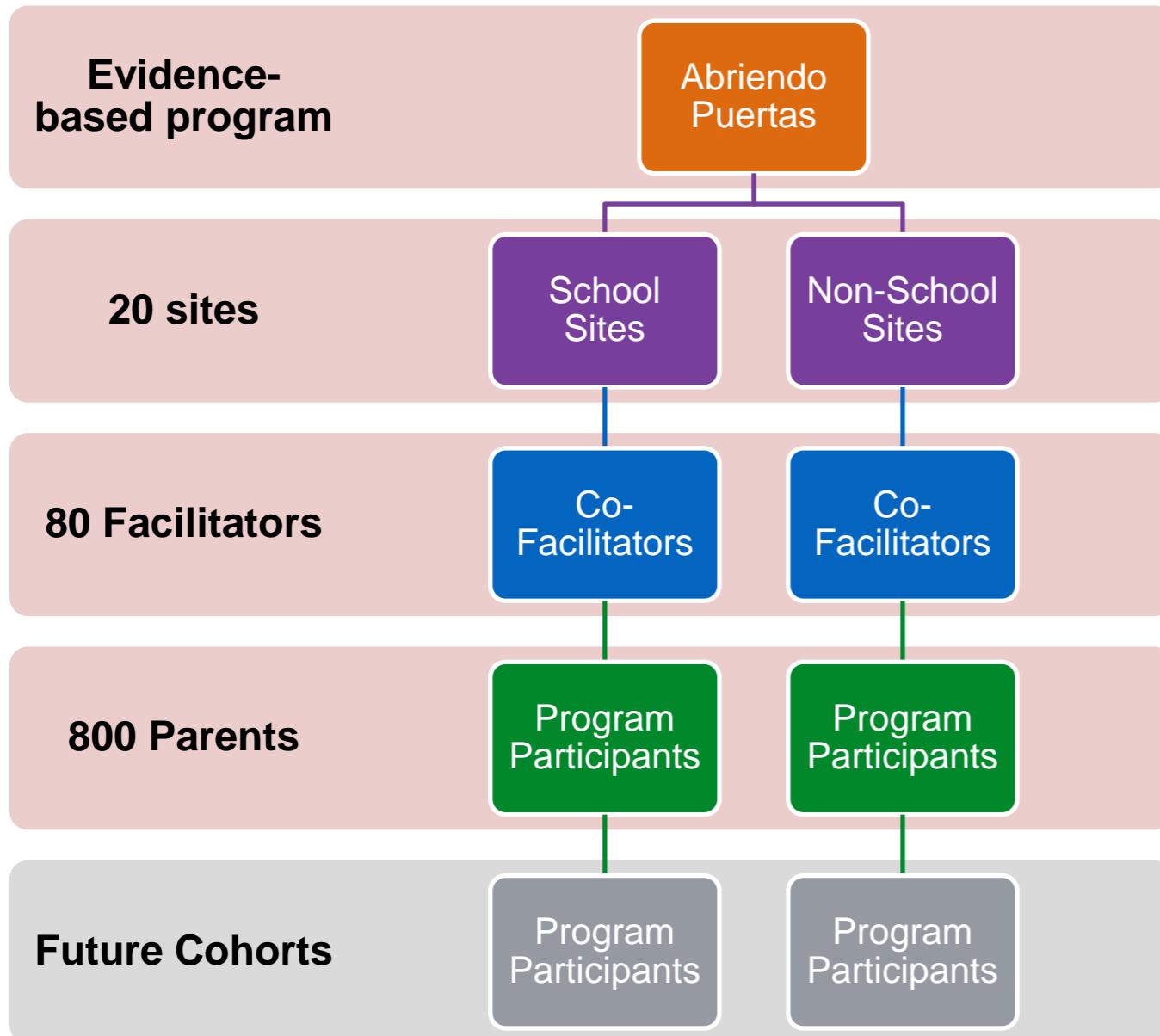
- **Community Capacity Building.** Help individuals and groups that live and work in neighborhood and communities take greater ownership and responsibility for the children and families who live within them by fostering safe, healthy and vibrant communities

222

First 5 LA & Partners' Investment Approach



Phase 1: Increase Provider Capacity



➔ Diverse Provider Settings

➔ Build Provider Capacity

➔ Connect Families with Advocacy Opportunities

➔ Sustainability

Phases & Objectives

Phase 1: Learning & Researching

(FY16-17 & FY 17-18)

\$900,000

(High-end estimated cost)

- **Objective:** To understand provider capacity and identify program implementation barriers and best practices

Phase 2: Learning & Developing Partnerships

(FY 18-19)

- **Objective:** To build provider capacity across diverse settings to promote sustainability and develop partnerships for Phase 3

Phase 3: Learning & Co- Creating

(FY 19-20)

- **Objective:** To develop a culturally and linguistically responsive curriculum for a high need population, in partnership with others

- **Major Cost Drivers:** operations, Train-the-Facilitator Institutes, technical assistance, translation, implementation grants
- **Outcome:** A deeper understanding of provider best practices, barriers, and real cost of program implementation to inform Phases 2 & 3
- **Contract:** Abriendo Puertas (fiscal agent: Tides Foundation)

225

Next Steps:

Strategic Partnership with Abriendo Puertas

Seek Board approval to:

- Establish a Strategic Partnership with Abriendo Puertas/Opening Doors
- Authorize staff to execute an initial 18-month contract starting January 1, 2017 for an amount not to exceed \$900,000

226

Questions?



227

Los Angeles County Children and Families First – Proposition 10 Commission Comprehensive Annual Financial Report For the Year Ended June 30, 2016

228

Board of Commissioners Meeting

October 13, 2016



First5LA.org

Presentation Overview

- CAFR Journey
- Independent Auditor's Report
- Fund Balance
- 3 Year Comparisons
- Next Steps

CAFR Journey

- Audit process:
 - Fieldwork (3 weeks)
 - Reporting (2 weeks)
- Committee Meetings
 - Budget & Finance Committee
 - Program and Planning Committee
 - Executive Committee
- Board of Commissioners' approval

230

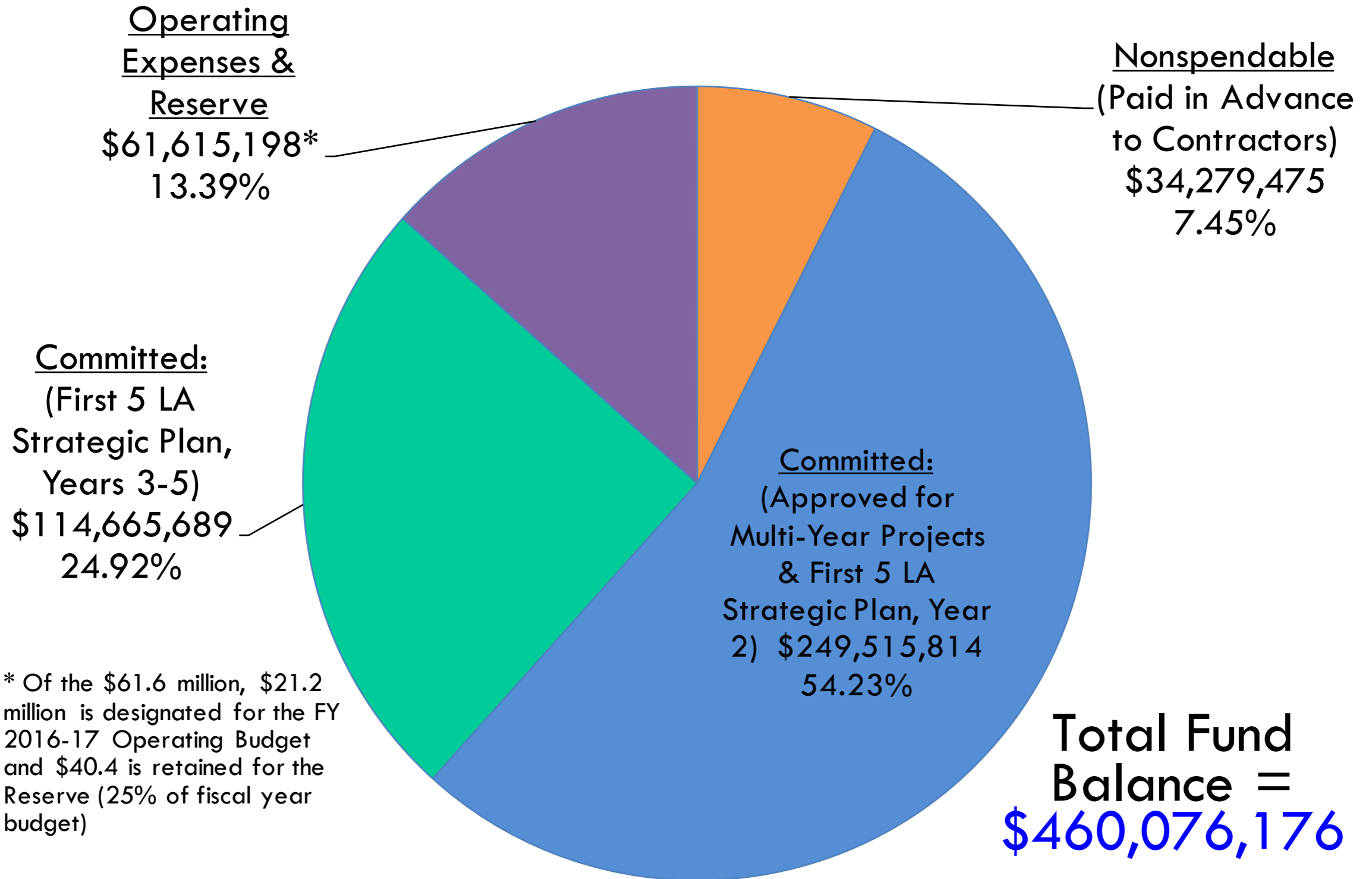
Independent Auditor's Report

Clean Audit:

- The CPA firm of Vavrinek, Trine, Day & Co. noted that the financial statements are presented fairly
- No adjusting entries
- No findings or observations

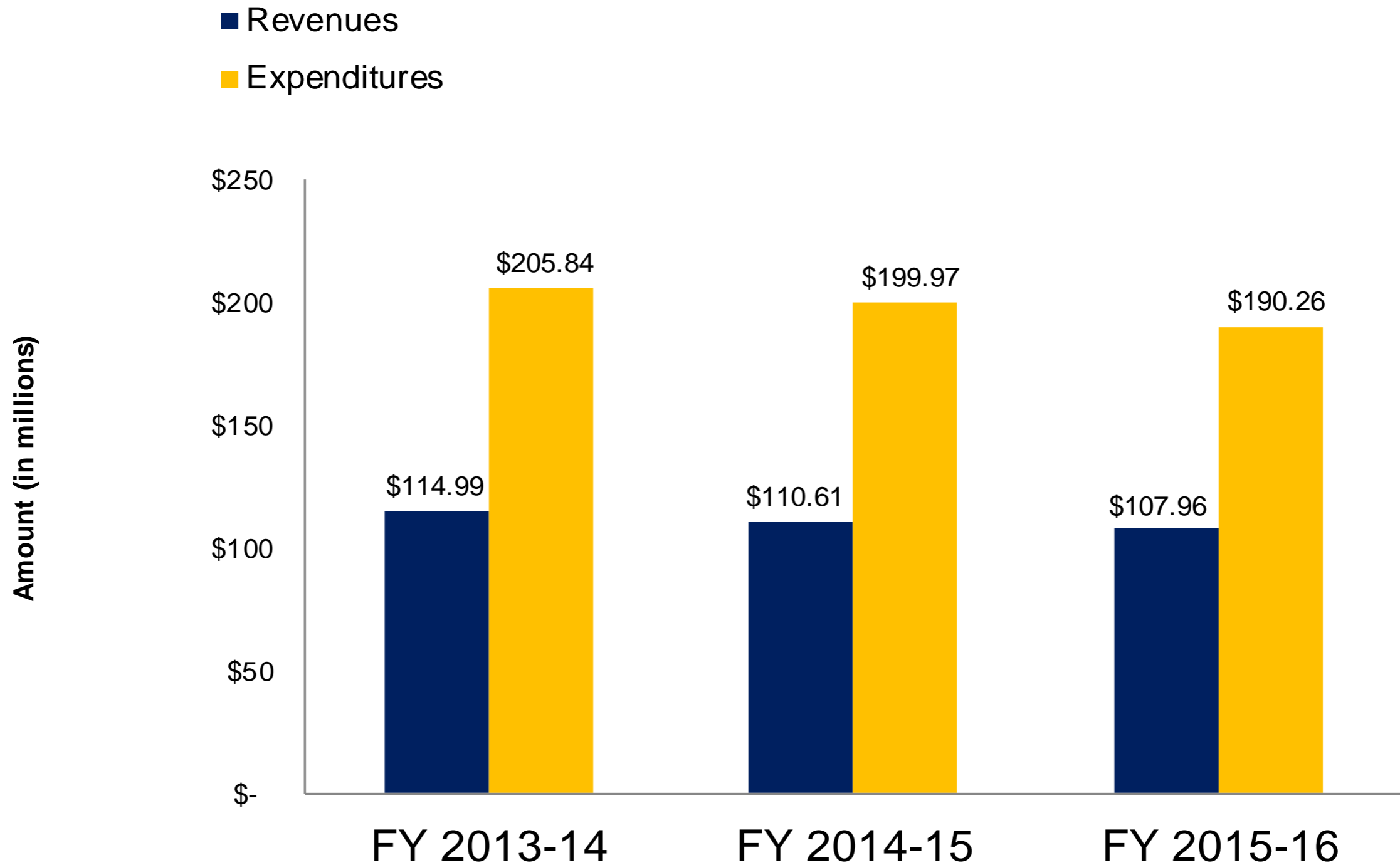
231

Fund Balance as of June 30, 2016



232

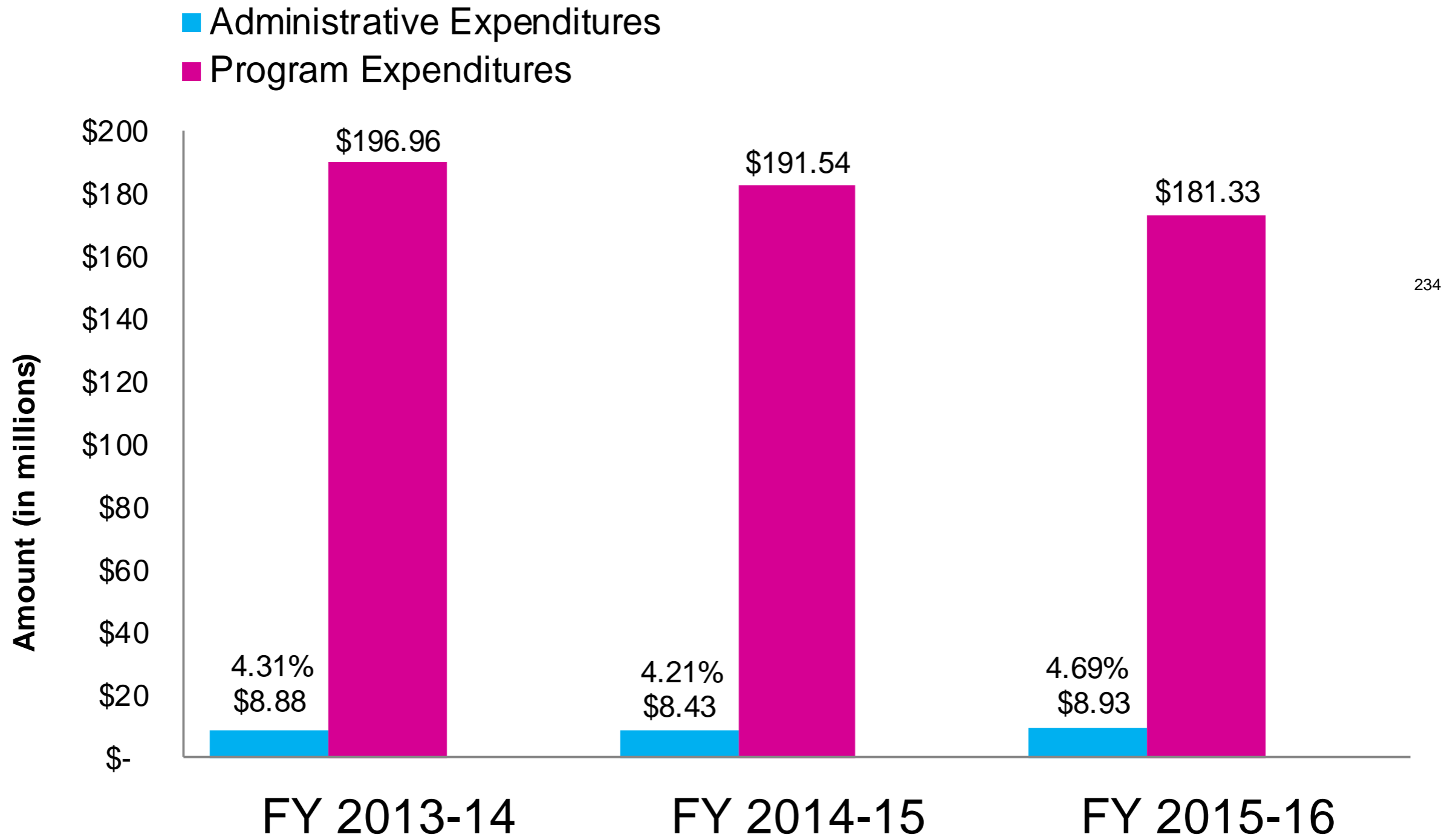
3-Year Comparison: Revenues vs. Expenditures



233

*Pass-through dollars are included in revenues and expenditures.

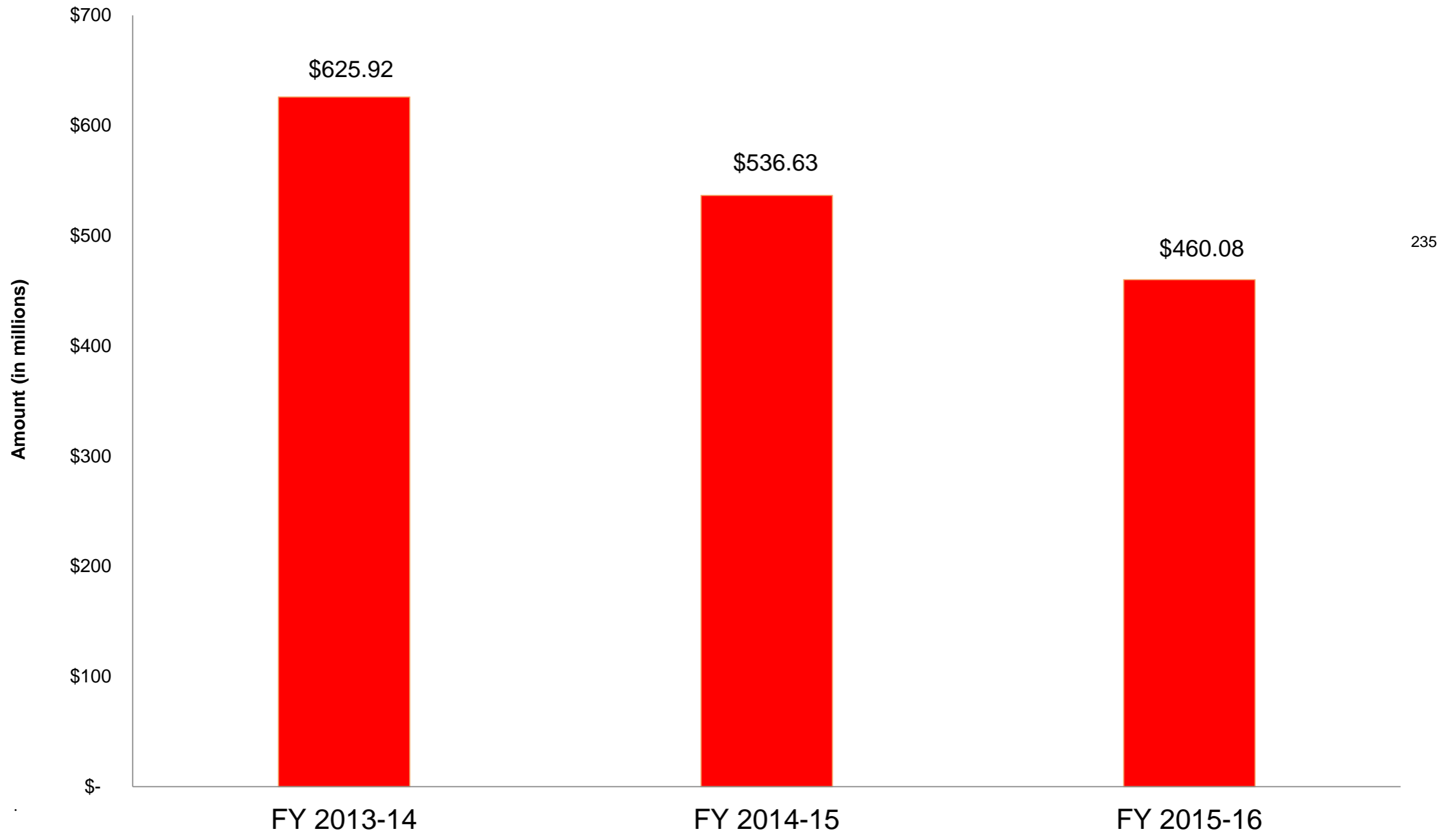
3-Year Comparison: Program and Administrative Expenditures



234

*Pass-through dollars are included in expenditures.

3-Year Comparison: Fund Balance



Next Steps

- Submission of the CAFR:
 - State Controller's Office
 - First 5 California
- Update the Long Term Financial Projection (LTFP)

236

Questions?



DRAFT COPY 09/22/16.1

**LOS ANGELES COUNTY
CHILDREN AND FAMILIES
FIRST – PROPOSITION 10 COMMISSION**
(a Component Unit of the
County of Los Angeles, California)

COMPREHENSIVE ANNUAL FINANCIAL REPORT

For the Year Ended June 30, 2016



DRAFT COPY 09/22/16.1

DRAFT COPY 09/22/16.1

**LOS ANGELES COUNTY
CHILDREN AND FAMILIES
FIRST – PROPOSITION 10 COMMISSION**
(a Component Unit of the
County of Los Angeles, California)

COMPREHENSIVE ANNUAL FINANCIAL REPORT

For the Year Ended June 30, 2016

Raoul Ortega

Director of Finance

DRAFT COPY 09/22/16.1

**LOS ANGELES COUNTY
CHILDREN AND FAMILIES FIRST – PROPOSITION 10 COMMISSION
FOR THE YEAR ENDED JUNE 30, 2016**

Table of Contents

DRAFT COPY 09/22/16.1

INTRODUCTION SECTION:	Page(s)
Letter of Transmittal.....	v
Board of Commissioners.....	vi
Organizational Chart.....	vii
GFOA Certificate of Achievement.....	viii
 FINANCIAL SECTION:	
Independent Auditors’ Report.....	1-2
Management’s Discussion and Analysis (Required Supplementary Information).....	3-11
Basic Financial Statements:	
Statement of Net Position and Governmental Fund Balance Sheet.....	12
Statement of Activities and Governmental Fund Revenues, Expenditures and Changes in Fund Balance.....	13
Notes to Basic Financial Statements.....	14-28
Required Supplementary Information:	
Schedule of Revenues, Expenditures and Changes in Fund Balance – Budget and Actual – General Fund.....	29
Note for the Required Supplementary Information.....	30
Other Supplementary Information:	
Schedule of CARES Plus Funding.....	31
 STATISTICAL SECTION (Unaudited):	
Financial Trends	
Net Position by Component.....	33
Changes in Net Position.....	34
Fund Balances – General Fund.....	35
Changes in Fund Balances – General Fund.....	36
Revenue Capacity	
First 5 California County Tax Revenue Projections for Fiscal Years 2015/2016 – 2019/2020.....	37
Cigarette Taxes and Other Tobacco Products Surtax Revenue, 1959-60 to 2014-15.....	38
Demographic Information	
Demographic Data and Economic Statistics.....	39
Unemployment Rate.....	40
Ten Largest Industries.....	41
Operating Information	
Capital Assets Statistics.....	42
Authorized Positions by Function.....	43
 COMPLIANCE SECTION:	
Independent Auditors’ Report on Internal Control Over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with <i>Government Auditing Standards</i>	44-45
Independent Auditors’ Report on State Compliance.....	46-47

October 13, 2016

Board of Commissioners
First 5 LA
750 North Alameda Street, Suite 300
Los Angeles, CA 90012

Dear Commissioners:

The Comprehensive Annual Financial Report (CAFR) of the Los Angeles County Children and Families First – Proposition 10 Commission (First 5 LA) for the year ending June 30, 2016, is hereby submitted, as mandated by applicable statutes. These statutes require First 5 LA to annually issue a report of its financial position and activity.

A complete audit of the report by an independent firm of certified public accountants is also required. Responsibility for both accuracy of the data and the completeness and fairness of the presentation, including all disclosures, rests with the Commission's management. The information in this report is intended to present the reader with a comprehensive view of the Commission's financial position and the results of its operations for the fiscal year, along with additional disclosures and financial information designed to provide an understanding of First 5 LA's financial activities.

Vavrinek, Trine, Day & Co., LLP, Certified Public Accountants, have issued an unmodified ("clean") opinion on First 5 LA's financial statements for the year ending June 30, 2016. The independent auditors' report is located at the beginning of the financial section of this report. Management also provides a narrative introduction, overview and analysis of the basic financial statements in the form of the Management's Discussion and Analysis (MD&A).

PROFILE OF THE COMMISSION

First 5 LA was created by the Los Angeles County Board of Supervisors in December 1998 following the passage of Proposition 10, through which California voters made an unprecedented investment in early childhood development.

Over the last sixteen years, First 5 LA has made a lasting positive impact in Los Angeles County through its allocations of almost \$2.0 billion toward grants, programs and operations that improve the well-being of young children and families.

LOCAL ECONOMY

Despite the recent economic downturn, the Los Angeles County economy has seen significant growth over the past decade. The overall population reached its peak of 10.5 million in 2009, followed by a 6.0% decline in 2010. In recent years, the population has gradually begun to increase, with the total population climbing to over 10.1 million in 2015. The most recent data for the County shows that per capita personal income increased to its highest level of \$49,400 in 2014, 3.8% above the 2013 level.

The County unemployment level rose significantly from a low of 4.8% in 2006 to a high of 12.6% in 2010, declining to 6.7% in 2015. The trade, transportation and utilities sector remains the dominant industry in the County with the highest number of employees and the largest percentage of total countywide employment. The educational and health services sector is currently the second largest employer. The professional/business services and government sectors remain at third and fourth,

respectively, with the leisure and hospitality sector currently ranking as the fifth largest industry in the County.

A SHIFT IN APPROACH

First 5 LA just completed its first year of implementation for the 2015-2020 Strategic Plan which marked a shift in approach from mainly funding programs toward a focus on policy and systems change and finding ways to effectively partner with others to advance important work. This new strategic approach is based on First 5 LA's desire to redirect its resources to have the greatest impact on families and children 0-5 in Los Angeles County.

This new approach is an important distinction from previous years and signals a transition that will allow Commission resources to have a broader impact for children and families across the County. Consistent with the Commission-approved strategic direction, First 5 LA will place greater emphasis on efforts to contribute to sustainable public financing, public policy and systems-level change, and less emphasis on funding direct services.

To ensure all children in L.A. County enter kindergarten ready to succeed in school and life, the Strategic Plan directs that the Commission's work focus on the following four priority outcome areas, as defined below:

Families: Increased family Protective Factors

- Work with parents and caregivers so that they have the skills, knowledge and access to resources they need to support their child's development.

Communities: Increased community capacity to support and promote the safety, healthy development, and well-being of children prenatal to age 5 and their families

- Support a community's ability to foster safe, healthy, engaged neighborhoods that help children and their families thrive.

Early Care and Education Systems: Increased access to high-quality early care and education

- Increase access to affordable, quality child care and preschool.

Health-Related Systems: Improved capacity of health, mental health, and substance abuse services systems to meet the needs of children prenatal to age 5 and their families

- Improve how health-related systems coordinate and deliver care to young children and their families in L.A. County.

The Commission continues to conduct all decision making processes in accordance with the governance guidelines, approved in March 2014 with the intention of advancing important First 5 LA goals, including:

- Transparency and consistency in First 5 LA's decision-making;
- Coordination, coherence and integration of First 5 LA investments; and
- Accountability for First 5 LA's declining revenues.

These guidelines continue to ensure that decisions made by the Commission are guided by the principles of financial responsibility, accountability, and adherence to the Commission's Strategic Plan.

DRAFT COPY 09/22/16.1

LOOKING AHEAD

First 5 LA enters into the second year of the 2015-2020 Strategic Plan mindful of the fiscal reality of declining resources, as well as the need to continue both refining the strategies and activities outlined in the 2015-2020 Strategic Plan, and assessing the alignment of current work to the new outcomes. We will continue working to advance Commission priorities with a renewed focus on sustainability and leveraging, and with consideration paid to the fiscal outlook presented in the most recent Long Term Financial Projection.

The next fiscal year reflects a continued gradual transition, as spending continues for nearly two dozen ongoing initiatives that will soon either end or ramp down, while simultaneously accounting for commitments made by the Commission. The Commission will continue to prioritize investments in Welcome Baby and Select Home Visiting, the Best Start Communities, and policy efforts, as well as providing resources for more developmental activity to advance the Early Care and Education Systems and Health-Related Systems outcome areas of the 2015-2020 Strategic Plan.

OTHER FINANCIAL INFORMATION

Internal Control

Management assumes full responsibility for the completeness and reliability of the information contained in this report, based upon a comprehensive framework of internal controls that has been established for this purpose. The internal control structure is designed to protect the Commission's assets from loss, theft or misuse and to ensure that adequate accounting data is compiled for the preparation of the financial statements in conformity with Generally Accepted Accounting Principles. Because the cost of internal control should not exceed anticipated benefits, the objective is to provide reasonable rather than absolute assurance that the financial statements are free of any material misstatements.

Budgetary and Accounting System

The Commission is not required to adopt a budget for the following year before the end of each fiscal year. However, the Commission has historically adopted a budget to ensure controlled spending. Any increase to previously adopted appropriations during the fiscal year requires Commission approval. The Executive Director has the authority to make adjustments to the operating budget in an amount not to exceed \$25,000, and any adjustments to the adopted fiscal year budget for programs must be approved by the Commission. Monthly financial updates are also provided to the Board of Commissioners. The Commission has not adopted or revised any financial policies that may have a significant impact on the current period's financial statements.

Long Term Financial Projection

Each year, First 5 LA updates its Long Term Financial Projection (LTFP), a five-year forecast that includes revenue, fund balance, program commitments, expenditure projections and operating expenses. The goal of the LTFP is to aid in the Commission's financial stewardship role by showing the long-term implications of funding decisions. Changes to the LTFP may be driven by updates to actual financial data or action taken by the Commission. The most recent LTFP approved by the Commission in February 2016 demonstrates that while resources are adequate to cover existing obligations in the short-term, the current rate of spending is unsustainable in the long-term.

DRAFT COPY 09/22/16.1

CERTIFICATE OF ACHIEVEMENT

The Government Finance Officers Association of the United States and Canada (GFOA) awarded a Certificate of Achievement for Excellence in Financial Reporting to First 5 LA for its comprehensive annual financial report for the fiscal year ended June 30, 2015. This was the eighth consecutive year that First 5 LA has achieved this prestigious award. In order to be awarded a Certificate of Achievement, First 5 LA must publish an easily readable and efficiently organized comprehensive annual financial report. This report must satisfy both generally accepted accounting principles and applicable legal requirements.

A Certificate of Achievement is valid for a period of one year only. We believe that our current comprehensive annual financial report continues to meet the Certificate of Achievement Program's requirements and we are submitting it to the GFOA to determine its eligibility for another certificate.

ACKNOWLEDGEMENTS

The Commission's Comprehensive Annual Financial Report was prepared through the combined efforts of all First 5 LA staff. Special recognition is due to the Finance Department staff for their effort to ensure timely and accurate reporting. I would also like to thank the Board of Commissioners for their responsible and thoughtful fiscal stewardship of First 5 LA's financial operations.

Sincerely,

Kim Belshé
Executive Director

KB: ro

FIRST 5 LA

DRAFT COPY 09/22/16.1

Commissioners

Sheila James Kuehl, Los Angeles County Supervisor, Chair
Judy Abdo, Vice Chair
Nancy Haruye Au
Jane Boeckmann
Duane Dennis
Cynthia A. Harding, M.P.H.
Christopher Thompson, M.D.
Joseph Ybarra Jr., Ph.D.
Marlene Zepeda, Ph.D.

Ex-Officio Commissioners

Philip L. Browning
Patricia Curry
Karla Pleitéz Howell
Deanne Tilton

Alternate Commissioners

William Arroyo, M.D.
Linda Aragon
Dayton Gilleland
Terry Ogawa
Sylvia S. Swilley, M.D.
Brandon Nichols

Executive Director

Kim Belshé

Chief Operating Officer

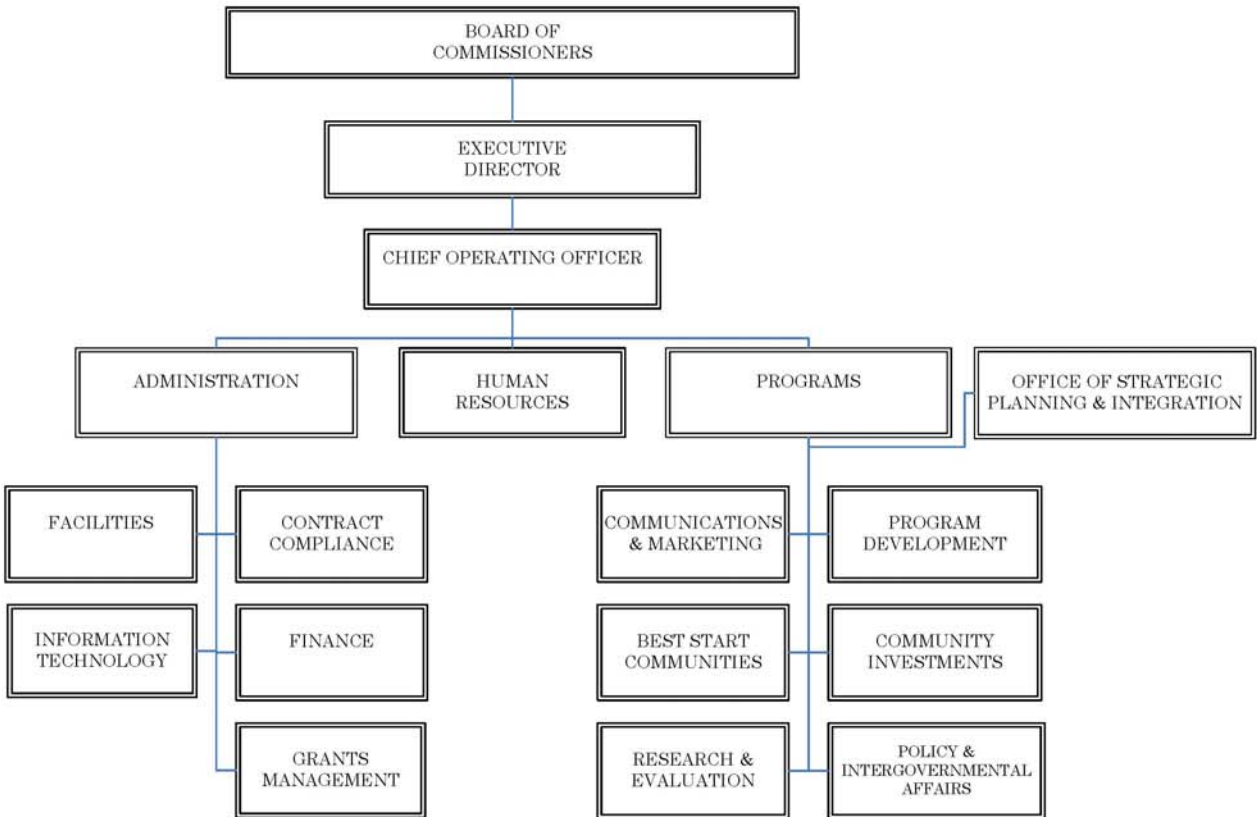
John A. Wagner

Department Chief

Teresa Nuno, Chief of Programs and Planning

Department Heads

Peter Barth, Policy and Intergovernmental Affairs
Gala Collins, Human Resources
Barbara DuBransky, Program Development
Jennifer L. Eckhart, Contract Compliance
Tara Ficek, Grants Management
Rafael González, Best Start Communities
Roozbeh Hamouni, Information Technology
Armando Jimenez, Research and Evaluation
Stacy Lee, Office of Strategic Planning and Integration
Raoul Ortega, Finance
Jennifer L. Pippard, Community Investments
Gabriel Sanchez, Communications and Marketing



DRAFT COPY 09/22/16.1



Government Finance Officers Association

Certificate of
Achievement
for Excellence
in Financial
Reporting

Presented to

**First 5 LA
California**

For its Comprehensive Annual
Financial Report
for the Fiscal Year Ended

June 30, 2015

Executive Director/CEO

DRAFT COPY 09/22/16.1

INDEPENDENT AUDITORS' REPORT

Board of Commissioners
Los Angeles County Children and Families
First – Proposition 10 Commission
Los Angeles, California

Report on the Financial Statements

We have audited the accompanying financial statements of the governmental activities and the general fund of the Los Angeles County Children and Families First – Proposition 10 Commission (Commission), a component unit of the County of Los Angeles, California, as of and for the year ended June 30, 2016, and the related notes to the financial statements, which collectively comprise the Commission's basic financial statements as listed in the table of contents.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express opinions on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Opinions

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities and the general fund of the Commission, as of June 30, 2016, and the respective changes in financial position thereof for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Emphasis of Matter

As described in Note 1 to the financial statements, the Commission adopted Governmental Accounting Standards Board (GASB) Statement No. 72, *Fair Value Measurement and Application*, effective July 1, 2015. Our opinion is not modified with respect to this matter.

Other Matters

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that management's discussion and analysis and budgetary comparison information on pages 3 through 11 and 29 through 31 be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Other Information

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the Commission's basic financial statements. The introductory section, schedule of CARES Plus funding, and statistical section, are presented for purposes of additional analysis and are not a required part of the basic financial statements.

The schedule of CARES Plus funding is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the basic financial statements. Such information has been subjected to the auditing procedures applied in the audit of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the schedule of CARES Plus funding is fairly stated in all material respects in relation to the basic financial statements as a whole.

The introductory and statistical sections have not been subjected to the auditing procedures applied in the audit of the basic financial statements and, accordingly, we do not express an opinion or provide any assurance on them.

Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued our report dated October ____, 2016 on our consideration of the Commission's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Commission's internal control over financial reporting and compliance.

Rancho Cucamonga, California
October ____, 2016

DRAFT COPY 09/22/16.1

**Los Angeles County Children and Families First – Proposition 10 Commission
Management’s Discussion and Analysis
(Unaudited)**

DRAFT COPY 9/22/16.1

This section of the Los Angeles County Children and Families First – Proposition 10 Commission (the “Commission”) comprehensive annual financial report presents management’s discussion and analysis of the Commission’s financial performance during the year ending June 30, 2016. This discussion and analysis is intended to be read in conjunction with the Commission’s basic financial statements and accompanying notes.

Financial Highlights

- The Commission received a total of \$93.7 million in revenues from First 5 California (the State), reflecting a 6.03% decrease of \$6.1 million from \$99.8 million in FY 2014-15. Total program revenues for FY 2015-16 in the amount of \$103.0 million includes tobacco taxes, as well as pass-through funds for programs such as the Child Signature Program, Medi-Cal Administrative Activities and the LA County Partnership for Families program funded through the Department of Children and Family Services.
- Commission expenses totaled \$190.3 million in FY 2015-16, representing a 4.86% decrease of \$9.7 million from \$200.0 million in FY 2014-15.
- The Commission’s liabilities decreased from \$41.2 million in FY 2014-15 to \$34.7 million in FY 2015-16, reflecting a total decrease of approximately \$6.6 million, or 15.93%.
- The Commission’s total net position decreased from \$555.4 million in FY 2014-15 to \$473.1 million in FY 2015-16, a decline of approximately \$82.3 million, or 14.82%.

Overview of the Financial Statements

The comprehensive annual financial report consists of two parts, this management’s discussion and analysis and the basic financial statements, including: government-wide financial statements, fund financial statements, and notes to the basic financial statements. The Commission’s financial statements offer key, high-level financial information about its activities.

Government-wide Financial Statements

The government-wide financial statements are designed to provide readers with a broad overview of the Commission’s finances, in a manner similar to a private-sector business. These statements provide both long-term and short-term information about the Commission’s overall financial status.

The Statement of Net Position includes information on all of the Commission’s assets and liabilities, with the difference between assets and liabilities reported as net position. Changes in net position may serve as a useful indicator of whether the financial position of the Commission is improving or deteriorating.

The Statement of Activities presents information showing how the Commission’s net position changed during the fiscal year. All changes in net position are reported as soon as the underlying event giving rise to the change occurs, regardless of the timing of related cash flows.

Fund Financial Statements

A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. Fund accounting is used to ensure and demonstrate compliance with finance-related legal requirements. All of the Commission’s activities are accounted for in the general fund.

Governmental fund financial statements focus on near-term inflows and outflows of spendable resources and on balances of spendable resources available at the end of the year.

While a nine-member Board of Commissioners governs the Commission, the Commission was created by, and ultimately is, under the authority of the Los Angeles County Board of Supervisors, in accordance with California State Law, through its appointment of the Board of Commissioners and its ability to remove the Commissioners at will. Consequently, the County of Los Angeles Auditor-Controller’s Office has designated the Commission as a “discretely presented component unit” of the County of Los Angeles and includes a summary of the Commission’s basic financial statements in the County’s basic financial statements.

DRAFT COPY 9/22/16.1

Government-wide Financial Statements Analysis

The following is a summary of the Commission’s assets, liabilities and net position comparing FY 2015-16 with FY 2014-15:

	FY 2015-16	FY 2014-15	Percent Increase (Decrease)	Increase (Decrease)
Assets:				
Current and other assets	\$496,180,753	\$584,759,224	(15.15 %)	(\$88,578,471)
Capital assets	11,593,026	11,885,041	(2.46)	(292,015)
Total assets	\$507,773,779	\$596,644,265	(14.90 %)	(\$88,870,486)
Liabilities:				
Long-term liabilities	\$552,741	\$577,909	(4.36 %)	(\$25,168)
Other liabilities	34,115,242	40,659,573	(16.10)	(6,544,331)
Total liabilities	\$34,667,983	\$41,237,482	(15.93 %)	(\$6,569,499)
Net Position:				
Unrestricted	\$461,512,770	\$543,521,742	(15.09 %)	(\$82,008,972)
Net investment in capital assets	11,593,026	11,885,041	(2.46)	(292,015)
Total net position	\$473,105,796	\$555,406,783	(14.82 %)	(\$82,300,987)
Total liabilities and net position	\$507,773,779	\$596,644,265	(14.90 %)	(\$88,870,486)

The Commission's total assets of \$507.8 million represent a decrease of \$88.9 million, or a 14.90% decline, compared with the prior year. Of this total, the decrease in current and other assets is approximately \$88.6 million. The key factor contributing to this reduction in total assets is that total expenses, including program expenses (such as provider grants and contractors), were higher than the total revenue by \$82.3 million.

The \$292,015 decrease in capital assets resulted from continued depreciation of the Commission's assets. The depreciation expense for FY 2015-16 was \$316,567. Additional information on capital assets can be found in Note 3 of this report.

Other liabilities in FY 2015-16 decreased by 16.10% over the prior year and are primarily due to a reduction in expenses which resulted in a decrease to Accounts Payable in the current year compared to the prior year in the amount of \$6.54 million.

The following is a summary of the Commission's revenues, expenses and change in net position comparing FY 2015-16 with FY 2014-15:

	FY 2015-16	FY 2014-15	Percent Increase (Decrease)	Increase (Decrease)
Revenues:				
Program revenues				
Tobacco taxes	\$87,942,700	\$89,475,135	(1.71 %)	(\$1,532,435)
Other state commission program funds	5,796,252	10,283,414	(43.63)	(4,487,162)
Medi-cal administrative activities	159,549	80,799	97.46	78,750
Partnership for families funds	9,001,152	4,615,313	95.03	4,385,839
Other program revenue	115,000	-	N/A	115,000
Total program revenues	\$103,014,653	\$104,454,661	(1.38 %)	(\$1,440,008)
General revenues				
Investment income	\$3,759,751	\$3,903,275	(3.68 %)	(\$143,524)
Net Increase (decrease) in fmv of investments	1,064,007	2,152,879	(50.58)	(1,088,872)
Other general income	119,100	104,072	14.44	15,028
Total general revenues	4,942,858	6,160,226	(19.76 %)	(1,217,368)
Total revenues	\$107,957,511	\$110,614,887	(2.40 %)	(\$2,657,376)
Expenses:				
Provider grants and other allocations	\$159,337,913	\$168,766,806	(5.59 %)	(\$9,428,893)
Pass-through grants	\$13,519,735	\$14,225,131	(4.96)	(705,396)
Salaries and benefits	14,357,480	13,423,832	6.96	933,648
Operating services	1,157,290	1,346,532	(14.05)	(189,242)
Consultant services	990,724	1,216,609	(18.57)	(225,885)
Professional services	323,336	404,560	(20.08)	(81,224)
Other expenses	255,453	264,892	(3.56)	(9,439)
Depreciation	316,567	322,346	(1.79)	(5,779)
Total expenses	\$190,258,498	\$199,970,708	(4.86%)	(\$9,712,210)
Change in net position:	(82,300,987)	(89,355,821)	7.90%	7,054,834
Net position – beginning	555,406,783	644,762,604	(13.86 %)	(89,355,821)
Net position – ending	\$473,105,796	\$555,406,783	(14.82 %)	(\$82,300,987)

Revenues

The Commission received a total of \$108.0 million in revenues for FY 2015-16, reflecting a decrease of \$2.7 million, or 2.40% compared with the prior year's total revenues of \$110.6 million. The overall changes in revenue are due to the following.

Tobacco Tax

Tobacco tax revenue decreased from \$89.5 million in FY 2014-15 to \$87.9 million in FY 2015-16, a reduction of \$1.5 million, or 1.71%. This decrease is primarily due to declining sales of tobacco products, the decline in birth in Los Angeles County and increased administrative fees assessed by the State Board of Equalization for the collection of tobacco taxes.

Other State Commission Program Funds

Other State Commission program funds decreased from \$10.3 million in FY 2014-15 to \$5.8 million in FY 2015-16, a reduction of \$4.5 million, or 43.63%. In FY 2015-16, the Commission recorded \$358,134 in IMPACT funds, \$5.0 million in Child Signature Program (CSP), \$399,423 in CARES Plus funds, and \$41,850 from First 5 California Surplus Money Investment Fund (SMIF). The decrease compared to prior year is primarily related to recording \$4.9 million less in CSP funds in FY 2015-16.

Medi-Cal Administrative Activities

The Medi-Cal Administrative Activities (MAA) program increased from \$80,799 in FY 2014-15 to \$159,549 in FY 2015-16. The program, contracted through the County of Los Angeles, assists in the administration of the Medi-Cal program by improving the availability and accessibility of Medi-Cal services to eligible participants. This increase is related to the timing of when First 5 LA received reimbursement from the State for Quarter 1 FY 2013-14 activity reported in FY 2014-15. It is important to note that MAA reimbursements are based on activities that are reimbursed from 18 months prior to billing.

Partnership for Families Funds

The Commission recorded \$9.0 million in revenue under the contract agreement with the Department of Children and Family Services (DCFS) to fund the Partnership for Families (PFF) program. While First 5 LA funding for PFF ended in December 2014, the program continued through funding from DCFS. First 5 LA agreed under contract to manage the program structure in order to allow DCFS additional time to continue with their formal procurement process and the eventual management of the program.

Other Program Revenue

The Commission recorded \$115,000 in revenue under the contract agreement with the Center for the Study of Social Policy (CSSP). First 5 LA partnered with CSSP to launch Project Developmental Understanding and Legal Collaboration for Everyone (Project DULCE) in Los Angeles County. Project DULCE is a clinical intervention based on the Strengthening Families approach, which puts parent engagement as a foundation, and is designed to address infant/family risks and needs at the earliest possible stage and partner with families to build strengths and capacities that foster optimal child health and development starting at birth.

Investment Income

The Commission earned \$3.8 million of investment income in FY 2015-16, which was a decrease of roughly \$143,524, or approximately 3.68%, compared with the \$3.9 million earned in the prior year. Though the overall rate of return increased from the prior year, the overall decrease is attributed to declining idle cash balance available for investments.

Fair Market Value Market Adjustment

First 5 LA separated the Fair Market Value adjustment under investment income from the Statement of Activities to more accurately reflect true interest earned. In FY 2015-16, the Fair Market Value adjustment is \$1.1 million, compared to \$2.2 million in FY 2014-15.

Other Revenues

The Commission generated other revenue primarily through a lease agreement it has with La Petite Academy. This revenue increased by \$15,028 from \$104,072 in FY 2014-15 to \$119,100 in FY 2015-16.

Expenses

The Commission expended approximately \$190.3 million in FY 2015-16 compared with \$200.0 million in FY 2014-15, a decrease of \$9.7 million, or 4.86%. The \$9.7 million net decrease in overall expenditures encompasses the following from FY 2015-16.

Provider Grants and Other Allocations

The Commission experienced a decrease of \$9.4 million, or 5.59%, expending approximately \$159.3 million in FY 2015-16 compared to \$168.8 million in FY 2014-15 for “Provider grants and other allocations”. The net decrease is a result of many initiatives ramping down or ending, even while some initiatives began to experience a ramp up of activities during FY 2015-16. The following details activity based on the Commission’s investment categories, reorganized per the new Strategic Plan, during the fiscal year:

- **2015-2020 Strategic Plan: Focusing for the Future:** FY 2015-16 marks the first year to align with the new five-year Strategic Plan, represented in three components of implementation activity. Due to program implementation delays, roughly \$45.8 million of this was expended in FY 2015-16, with 84% of expenditures being within the existing areas of Welcome Baby, Select Home Visiting and the capacity building investments in the Commission’s 14 Best Start Communities.
- **Legacy Investments:** This category includes existing multi-year programs scheduled to conclude or be realigned with the 2015-2020 Strategic Plan during the new Strategic Plan term. FY 2015-16 reflected a \$12.3 million reduction in programs that expired in FY 2014-15, including \$5.3 million for the Partnership for Families investment, which continued on as a “pass through grant,” by way of the Department of Children and Family Services. There were also significant decreases in funding for several other programs identified within Legacy Investments.
- **Research and Evaluation:** This includes current and past investments that align and contribute to the 2015-2020 Strategic Plan and the commitment to learning. FY 2015-16 reflects the first year in the transition to the new Monitoring, Evaluation, and Learning (MEL) framework which intends to provide the structure for organizing First 5 LA’s Research and Evaluation activities. The reduction in FY 2015-16 costs is indicative of the realignment of funds among the Data Development and Integration and Program Evaluation initiatives, as well as the expiration of two initiatives, Research Partnerships and Results Dissemination, compared to FY 2014-15. Total expenditures in FY 2015-16 amounted to approximately \$6.6 million, about \$1.9 million less than the \$8.5 million incurred in FY 2014-15.

Pass-through Grants

For FY 2015-16, \$13.5 million was recorded as “pass through grants” compared to \$14.2 million in FY 2014-15, a reduction of \$705,396 or 4.96%. Of the \$13.5 million, \$4.9 million was for the First 5 California Child Signature Program (CSP), \$8.5 million for the Los Angeles County Department of Children and Family Services Partnership for Families (LAC-PFF) program and \$99,392 for Medi-Cal Administrative Activities.

Salaries and Benefits

Salaries and Benefits increased from FY 2014-15 by \$933,648 or 6.96%. This is due to an increase in the number of authorized positions, fewer vacant positions than in FY 2014-15, a 10% increase to the Health benefits, as well as an ongoing increase in salary costs attributed to the implementation of the compensation philosophy by the Commission in November 2014.

Operating Services

Compared to the prior year, there was a 14.05% decrease in costs related to general operating services, a result of the underutilization of general operating costs throughout the organization such as Mileage and Parking, Mobile devices, Postage, Printing, Subscriptions and Publications, and Office Supplies. Additionally, although it was included in the budget, the FY 2015-16 Worker's Compensation Insurance fee was paid in advance at the end of FY 2014-15 which lead to an unforeseen cost in FY 2014-15 and a decrease in FY 2015-16.

Consultant Services

Consultant services decreased by \$225,885 or 18.57% compared with FY 2014-15. This variance is largely due to an overestimation of resources, delayed project/activity implementation (FE, SharePoint, R&E MEL framework), and services/supports that were identified to no longer be required in FY 2015-16. Furthermore, approximately \$170,000 in costs incurred in FY 2014-15 associated with the Executive Coaching and the Compensation and Benefits study did not continue into FY 2015-16.

Professional Services

Professional services decreased from FY 2014-15 by \$81,224 or 20.08%. Professional Development budgeted services were underutilized in FY 2015-16 by all departments save for Public Affairs (now Communications & Marketing), and Research and Evaluation (R&E). There were also fewer costs related to legal fees, membership dues, and Commission stipends, as well as to the fact that First 5 LA prepaid dues for the FY 2015-16 First 5 Association annual membership in FY 2014-15.

Analysis of the Governmental Fund Statements

The activities are contained in the general fund of the Commission. The focus of the Commission's governmental funds is to provide information on near-term inflows, outflows and balances of spendable resources. Such information is useful in assessing the Commission's financing requirements. In particular, fund balance may serve as a useful measure of the Commission's net resources, both committed and available for future operation needs.

As of the end of FY 2015-16, the Commission's general fund reported a total ending fund balance of \$460 million, a decrease of \$76.6 million (14.27%) in comparison with the prior fiscal year balance of \$537 million.

Total fund balance decreased due to an ongoing disparity between annual incoming revenue and the expenses that are required to advance the activities and strategies outlined in the 2015-2020 Strategic Plan, including the ongoing responsibility to multi-year commitments for specific initiatives.

Budgetary Highlights

Based on the information provided in the Schedule of Revenues, Expenditures and Changes in Fund Balance – Budget and Actual – General Fund, the following analysis is presented.

Final Revenue Budget vs. Actual Revenue

The information below provides a summary of the primary factors that caused the variance between revenue estimates and actual revenue.

Tobacco Taxes

Actual tobacco tax revenue of \$87.9 million was approximately 8.73% higher than the anticipated amount of \$80.9 million. The original estimate was based on data from the State Board of Equalization dated June 2, 2015. On June 27, 2016, updated State projections estimated \$88.4 million in revenue for FY 2015-16, roughly \$497,118 or .56% above actual.

State Commission Program Funds

State Commission Program Funds in the amount of \$10.4 million were recorded in FY 2015-16 for IMPACT funds, Child Signature Program, CARES Plus and from the First 5 California Surplus Money Investment Fund (SMIF).

Investment Income

Investment income of \$3.8 million was earned in FY 2015-16. The monthly average return of 0.83% is higher than the 0.75% anticipated and included in the Long Term Financial Projection approved by the Commission in February 2016.

Original Expenditure Budget vs. Final Expenditure Budget

In March 2016 the Commission approved an overall reduction of \$11.5 million or 5.0% from the original approved \$229.7 million FY 2015-16 Budget, the following provides a brief summary of the primary factors that contributed to the decrease in the final budgeted expenditures compared with the original budgeted expenditures.

Provider Grants and Other Allocations

The overall Program Budget (Provider Grants and Other Allocations) was adjusted downward during the year by \$11.5 million, or 5.50%. In April 2016 the Commission approved this mid-year budget revision reducing the Families: Welcome Baby/Select Home Visiting investment by \$5.6 million, the Communities: Community Capacity Building investments by \$893,000, Legacy Investments by \$5.1 million and Research & Evaluation projects by roughly \$334,000. The overall reduction is driven by a couple factors, including the termination of an existing Select Home Visiting contract and a Welcome Baby hospital contract that did not come to fruition as anticipated. In addition, slower than expected ramp up, actual contracts being executed for lower than the initial budget estimates and underutilization within some of the direct service programs influenced the overall reduction within this category.

General Operating Expenditures

Funds were adjusted downward by \$55,600 at mid-year. This decrease of 3.50% includes a number of transfers both in and out and is primarily due to a net reduction in Telephones and Modems costs of \$19,200 and a reduction in costs related to Hardware and Software Maintenance of \$30,000. The reduction in costs for telephones and modems is due to a new contract executed with the provider that reduced cost by approximately thirty percent.

Consultant Services

Funds were adjusted upward at mid-year, resulting in a net increase of \$44,955 or 2.59%. This is driven primarily by additional funds needed under Other Professional Fees related to provisions of evening security for the building that were not anticipated during the initial budget development in FY 2015-16.

Travel and Meeting

Funds were adjusted upward at mid-year by \$14,250 to reflect revised projections based on expenditures through January 2015.

Final Expenditure Budget vs. Actual Expenditure Amounts

The following provides a summary of the primary factors causing the significant variances in the actual expenditures compared with the final budgeted expenditures.

Provider Grants and Other Allocations

The total Provider Grants and Other Allocations variance for FY 2015-16 is \$38.1 million. The FY 2015-16 budget to actual variance is a result of new program designs and the overestimation of resources required to execute the programs. Additional contributing factors impacting the underutilization of Provider Grants and Other are as followed; prolonged program planning and development, delays in contract/vendor negotiations and initiatives ramping down or ending (even while some initiatives began to experience a ramp up of activities during initiatives ramping down or ending). Of that variance, the Legacy Investments represent \$21.2 million, or 55.5%, 2015-2020 Strategic Plan Investments represent \$16.2 million, or 42.5%, and Research & Evaluation Projects represents \$774,752, or 2.03%.

Pass-through Grants

The total expenditures related to pass-through grants were \$13.5 million for FY 2015-16. Commission's annual fiscal year budget is developed to include planned expenditures of Commission funds only; programs that are funded via pass-through grants in which the Commission acts as an intermediary are not included in the annual budget to accurately represent expenditures of Commission funded provider grants and other allocations.

Salaries and Benefits

Salary and benefit costs were lower than budgeted, with a variance of \$2.0 million. This is due to a combination of regular employee turnover and vacant positions, as well as a conservative budgeting approach. Specifically, for FY 2015-16 vacant positions were budgeted at the mid-range of the salary guidelines and were also budgeted for a full 12 months.

Workers Compensation Insurance

Costs related to Workers Compensation Insurance were lower than budgeted, because costs for FY 2015-16 premiums were paid in FY 2014-15. In addition, a return premium from the insurance policy was received in September 2016, resulting in a negative expenditure figure for the fiscal year.

Telephones & Modems

FY 2015-16 expenditures in this area were wholly offset by a refund received during the year from the long-distance telephone company that actually exceeded costs for the fiscal year, resulting in a negative expenditure figure.

Equipment Repairs and Maintenance

Equipment Repairs and Maintenance were lower than budgeted, with a variance of \$24,124, or 89%. This is due to fewer repairs and maintenance needs than originally anticipated for FY 2015-16.

Hardware and Software Maintenance

Hardware and Software Maintenance costs were higher than budgeted, with a variance of \$58,216, or 26%. This was due to a large number of annual maintenance service costs for FY 2016-17 that were paid in June 2016.

Professional Dues – First 5 Association

Costs related to annual dues for the First 5 Association were lower than budgeted because dues for the FY 2015-16 annual First 5 Association membership were actually paid in FY 2014-15.

Professional Development

Professional Development costs were lower than budgeted, with a variance of \$146,622, or 72%. This is primarily due to the organization's efforts to establish a comprehensive professional development approach, which resulted in some intended expenses temporarily being placed on hold.

Staff Recruitment

Costs for Staff Recruitment were higher than budgeted, with a variance of \$115, or less than 1%. This is due to slightly higher costs for executive recruitment than originally anticipated.

Program Events

Costs for Program Events were lower than budgeted, with a variance of \$36,238, or 91%, because anticipated policy and advocacy events did not take place as originally expected.

Consultant Services

The budget to actual variance of \$787,731, or 44%, is primarily due to an overestimation of resources coupled with delayed project implementation, including Financial Edge NXT, SharePoint reengineering, and the Monitoring, Evaluation and Learning (MEL) framework.

The final budget for Operations remained the same at \$20.8 million for FY 2015-16, while the Program Budget was decreased by \$11.5 million due to reductions driven by slower than anticipated ramp up, actual contracts coming in lower than the original budget estimates and underutilization within some of the direct service programs.

Other Potentially Significant Matters

The State projects a continuing decrease of State Tax Allocations revenue. The projected annual revenue decrease is estimated to be 2.20% through FY 2016-17 based on the Department of Finance projections published June 27, 2016. In addition, the passage of SBx2-7 by Senator Ed Hernandez (D-West Covina) raises the tobacco purchasing age from 18 to 21. Though the true impacts of this law are unknown, the state's Legislative Analyst's Office (LAO) assumes the reduction in tobacco consumption will reduce Proposition 10 revenues by up to \$24 million per year. The initial projections from both the Department of Finance and the Board of Equalization indicates an additional reduction of prop 10 tobacco tax revenue for Los Angeles County ranging from 2.33% up to 5.33%.

Contacting the Commission's Financial Management

This financial report is designed to provide the public with an overview of the Commission's financial operations and condition. If you have questions about this report or need additional information, please contact the Commission's Director of Finance at (213) 482-7545 or 750 N. Alameda Street Suite 300, Los Angeles, California 90012.

**LOS ANGELES COUNTY
CHILDREN AND FAMILIES FIRST - PROPOSITION 10 COMMISSION
STATEMENT OF NET POSITION AND GOVERNMENTAL FUND BALANCE SHEET
JUNE 30, 2016**

	<u>General Fund</u>	<u>Adjustments (Note 1)</u>	<u>Statement of Net Position</u>
Assets			
Cash	\$ 8,027,828	\$ -	\$ 8,027,828
Investments	432,469,922	-	432,469,922
State receivable	20,987,269	-	20,987,269
Investment income receivable	416,259	-	416,259
Advances to grantees	34,279,475	-	34,279,475
Capital assets:			
Not depreciated	-	2,039,000	2,039,000
Depreciable capital assets (net)	-	9,554,026	9,554,026
Total assets	<u>\$ 496,180,753</u>	<u>\$ 11,593,026</u>	<u>\$ 507,773,779</u>
Liabilities			
Accounts payable and accrued liabilities	\$ 34,098,762	\$ -	\$ 34,098,762
Other liabilities	-	16,480	16,480
Compensated absences:			
Due within one year	-	78,963	78,963
Due in more than one year	-	473,778	473,778
Total liabilities	<u>34,098,762</u>	<u>569,221</u>	<u>34,667,983</u>
Deferred Inflows of Resources			
Unavailable revenue - State Commission Program Funds	1,937,484	(1,937,484)	-
Unavailable revenue - Other	68,331	(68,331)	-
Total deferred inflows of resources	<u>2,005,815</u>	<u>(2,005,815)</u>	<u>-</u>
Fund balance/net position			
Fund balance:			
Nonspendable	34,279,475	(34,279,475)	-
Committed	249,515,814	(249,515,814)	-
Assigned	114,665,689	(114,665,689)	-
Unassigned	61,615,198	(61,615,198)	-
Total fund balance	<u>460,076,176</u>	<u>(460,076,176)</u>	<u>-</u>
Net position:			
Net investment in capital assets	-	11,593,026	11,593,026
Unrestricted	-	461,512,770	461,512,770
Total net position	<u>-</u>	<u>473,105,796</u>	<u>473,105,796</u>
Total liabilities, deferred inflows of resources and fund balances/net position	<u>\$ 496,180,753</u>	<u>\$ 11,593,026</u>	<u>\$ 507,773,779</u>

See accompanying notes to the basic financial statements.

**LOS ANGELES COUNTY
CHILDREN AND FAMILIES FIRST - PROPOSITION 10 COMMISSION
STATEMENT OF ACTIVITIES AND GOVERNMENTAL FUND REVENUES,
EXPENDITURES AND CHANGES IN FUND BALANCE
FOR THE YEAR ENDED JUNE 30, 2016**

DRAFT COPY 09/22/16.1

	General Fund	Adjustments (Note 1)	Statement of Activities
Revenues			
Program revenues			
Operating grants and contributions:			
Tobacco taxes	\$ 87,942,700	\$ -	\$ 87,942,700
State Commission Program Funds	10,433,575	(4,637,323)	5,796,252
Medi-Cal Administrative Activities	159,549	-	159,549
Partnership for Families Funds	9,914,472	(913,320)	9,001,152
Other program revenue	115,000	-	115,000
Total program revenues	108,565,296	(5,550,643)	103,014,653
General revenues			
Investment income	3,759,751	-	3,759,751
Net increase in FMV of investments	1,064,007	-	1,064,007
Other general income	50,769	68,331	119,100
Total general revenues	4,874,527	68,331	4,942,858
Total revenues	113,439,823	(5,482,312)	107,957,511
Expenditures/expenses			
Provider grants and other allocations	159,337,913	-	159,337,913
Pass-through grants	13,519,735	-	13,519,735
Salaries and benefits	14,382,648	(25,168)	14,357,480
Operating services	1,157,290	-	1,157,290
Consultant services	990,724	-	990,724
Professional services	323,336	-	323,336
Other expenses	255,453	-	255,453
Capital outlay	24,552	(24,552)	-
Depreciation	-	316,567	316,567
Total expenditures/expenses	189,991,651	266,847	190,258,498
Excess/(deficiency) of revenues over/(under) expenditures	(76,551,828)	-	-
Change in Fund Balance	(76,551,828)	76,551,828	-
Change in Net Position	-	(82,300,987)	(82,300,987)
Fund balance/net position			
Beginning of year	536,628,004	18,778,779	555,406,783
End of year	\$ 460,076,176	\$ 13,029,620	\$ 473,105,796

See accompanying notes to the basic financial statements.

**LOS ANGELES COUNTY
CHILDREN AND FAMILIES FIRST – PROPOSITION 10 COMMISSION
NOTES TO BASIC FINANCIAL STATEMENTS
FOR THE YEAR ENDED JUNE 30, 2016**

DRAFT COPY 09/22/16.1

NOTE 1 – ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Reporting Entity

With the passage of a ballot initiative in November 1998, California (the “State”) voters approved the establishment of the Los Angeles County Children and Families First – Proposition 10 Commission (the “Commission”), a component unit of Los Angeles County. A thirteen-member Board of Commissioners governs the Commission. The Commission was created by and ultimately is under the authority of the Los Angeles County Board of Supervisors, in accordance with California State Law, through its appointment of the Board of Commissioners and its ability to remove the commissioners at will. The Commission is a public entity legally separate and apart from the County. The initiative, Proposition 10, mandated an additional 50-cent-per-pack tax on cigarettes and a comparable increase in the tax of other tobacco products and required that the new funds be used on programs focused exclusively on early childhood development for children prenatal up to five years of age.

Following the directive of Proposition 10 to fund programs at the community level, each of the State’s 58 counties created a Proposition 10 Commission as well as a trust fund to receive Proposition 10 revenues. In Los Angeles County, the Board of Supervisors passed an ordinance in December 1998 to establish the Los Angeles County Children and Families First – Proposition 10 Commission, and in May 1999 the Commission held its first meeting, elected officers and established a number of ad hoc committees to address organizational and planning issues. The Commissioners and others who were involved in the effort regarded Proposition 10 as an extraordinary and unprecedented opportunity to begin making a difference in the lives of pregnant women, young children and their families, and to do so at a point in their lives when it can make the most difference. In August 2002, the Commission introduced a new branding identity, First 5 LA, to signify the importance of the first five years of life.

The Commission’s vision statement is that all children throughout Los Angeles’ diverse communities, “are born healthy and raised in a safe, loving and nurturing environment so that they grow up healthy in mind, body, and spirit, are eager to learn with opportunities to reach their full potential.” The Commission’s mission, in partnership with others, is to “strengthen families, communities, and systems of services and support so all children in LA County enter kindergarten ready to succeed in school and life.”

Upon termination of the Commission, all assets of the Commission shall be returned to the State of California. The liabilities of the Commission shall not become liabilities of the County upon either termination of the Commission or the liquidation or disposition of the Commission’s remaining assets.

Basis of Accounting and Measurement Focus

Government-wide Financial Statements

Government-wide financial statements consist of the statement of net position and the statement of activities. These statements are presented on an economic resources measurement focus. All economic resources and obligations of the reporting government are reported in the financial statements.

**LOS ANGELES COUNTY
CHILDREN AND FAMILIES FIRST - PROPOSITION 10 COMMISSION
NOTES TO BASIC FINANCIAL STATEMENTS
FOR THE YEAR ENDED JUNE 30, 2016**

DRAFT COPY 09/22/16.1

NOTE 1 – ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Government-wide Financial Statements (Continued)

The government-wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting. With this measurement focus, all assets and liabilities associated with operation of the Commission's fund are included on the statement of net position. The statement of activities presents a comparison of the direct expenses and program revenues for the Commission's governmental activities. Program revenues include grants and contributions restricted for the operational requirements of a particular program. Grants and similar items are recognized as revenue as soon as all eligibility requirements have been met. Program revenues include tobacco taxes, and state school matching funds. General revenues are all revenues that do not qualify as program revenues and include investment income and other income. Net position represent the resources that the Commission has available for use in providing services. Net position is composed of net investment in capital assets and unrestricted funds. At June 30, 2016, the Commission reported unrestricted net position of \$461,512,770.

Fund Financial Statements

The fund financial statements consist of the balance sheet and the statement of revenues, expenditures and changes in fund balance of the Commission's general fund. These statements are presented on a current-financial resources measurement focus. The fund financial statements focus on near-term inflows and outflows of spendable resources and on balances of spendable resources available at the end of the fiscal year. The statement of revenues, expenditures and changes in fund balance for the governmental fund generally presents increases (revenues) and decreases (expenditures) in net current resources. All operations of the Commission are accounted for in the general fund.

The fund financial statements have been prepared on the modified accrual basis of accounting. Revenues are recognized in the accounting period in which they become both measurable and available to finance expenditures of the current period. Revenues are considered available if they are received within 60 days after year-end. Revenues susceptible to accrual include tax revenues, grants, and investment income. Expenditures are recognized in the accounting period in which the fund liability is incurred except for compensated absences which are recorded only when payment is due.

Adjustments Between Fund Financial Statements and Government-Wide Financial Statements

Capital Assets

Capital assets are not considered to be financial resources and therefore, are not reported as an asset in the fund financial statements. Capital assets in the amount of \$11,593,026 are capitalized and reported at cost, net of accumulated depreciation, in the government-wide financial statements. Capital assets purchased during the year in the amount of \$24,552 are reported as expenditures on the fund financial statements and capitalized on the government-wide financial statements. Depreciation expense for the year ended June 30, 2016 amounted to \$316,567 and is included in the government-wide financial statements.

**LOS ANGELES COUNTY
CHILDREN AND FAMILIES FIRST - PROPOSITION 10 COMMISSION
NOTES TO BASIC FINANCIAL STATEMENTS
FOR THE YEAR ENDED JUNE 30, 2016**

DRAFT COPY 09/22/16.1

NOTE 1 – ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Adjustments Between Fund Financial Statements and Government-Wide Financial Statements (Continued)

Long-Term Liabilities

As of June 30, 2016, the Commission estimated its liability for vested compensated absences to be \$552,741. Compensated absence obligations are considered long-term in nature and are reported in the fund financial statements as expenditures in the period paid or when due and payable at year-end under the modified accrual basis of accounting. The compensated absences have been accrued in the government-wide financial statements and are included in long-term liabilities. The change in compensated absences during the year of \$25,168 is reported in the statement of activities and does not require the use of current financial resources.

For the year ended June 30, 2016, the Commission maintained a security deposit in the amount of \$16,480 related to a facility use agreement with La Petite Academy for use of the first floor of the Commission’s building for the period of July 1, 2012 through June 30, 2020.

Unavailable Revenue

Under the modified accrual basis of accounting, revenue is recognized in the fund financial statements if it has been collected after year-end within the Commission’s established availability period of 60 days. All other accrued revenues due to the Commission are recognized as unavailable revenue at year-end in the fund financial statements. Governmental funds recognized unavailable revenue where receivables are not available to liquidate liabilities of the current period. As of June 30, 2016, the Commission has unavailable revenue of \$2,005,815. The change in unavailable revenue during the year of \$5,482,312 is reported in the statement of activities as this revenue was recognized in the prior year statement of activities.

Net Position

In the government-wide financial statements, net position represents the difference between assets less liabilities and is classified into two components.

- Net investment in capital assets – This balance reflects the net position of the Commission that are invested in capital assets. This amount is generally not accessible for other purposes.
- Unrestricted net position – This balance represents the net amount of the assets and liabilities that are available for general use.

Fund Balance

Fund balance classifications comprise a hierarchy based primarily on the extent to which a government is bound to observe constraints imposed upon the use of the resources reported in governmental funds. The Commission established the following classifications and definitions of fund balance for the year ended June 30, 2016:

- a. Nonspendable
Portion of net resources that cannot be spent because they are not in an expendable form (e.g. Advances to Grantees) or the portion of net resources that cannot be spent because they must be maintained intact (e.g. revolving fund or the principal of an endowment).

**LOS ANGELES COUNTY
CHILDREN AND FAMILIES FIRST - PROPOSITION 10 COMMISSION
NOTES TO BASIC FINANCIAL STATEMENTS
FOR THE YEAR ENDED JUNE 30, 2016**

DRAFT COPY 09/12/16.1

NOTE 1 – ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Adjustments Between Fund Financial Statements and Government-Wide Financial Statements (Continued)

Fund Balance (Continued)

- b. Restricted (externally enforceable limitations on use)
Amounts constrained to specific purposes by their providers (such as creditors, grantors, contributors, or laws and regulations of other governments: e.g. funds advanced by First 5 CA under specific agreements for services such as matching funds for specific initiatives. Amounts constrained by limitations imposed by law through constitutional provisions or enabling legislation (e.g. funds legally restricted by County, state, or federal legislature, or a government’s charter or constitution; or amounts collected from non-spendable items such as long term portion of loan outstanding if those amounts are subject to legal constraint).

- c. Committed (self-imposed limitations in place prior to end of the period)
Amounts constrained by limitations imposed at the highest level of decision making authority that requires the same formal action at the same level to remove or modify. The formal action required by the Board of Commissioners for funds to be committed is action by way of resolution allocating funding for a specific program or initiative.

- d. Assigned (limitation resulting from intended use)
Amounts or limitations that are constrained by the Commission’s intent to be used for a specific purpose (the purpose of the assignment must be narrower than the general fund itself) and are not either restricted or committed. Adoption of a Strategic Plan or Long Term Financial Plan with general spending parameters would be examples of the Commission’s intent and would constitute an assignment. Accordingly, modification to the Commission’s intent would not require formal action. Further, the Commission may designate a body/committee or an official who can specify such purposes. However as of June 30, 2016, the Commission had not made such a designation.

- e. Unassigned (residual net resources)
Resources in the fund balance that cannot be reported in any other classification including a minimum fund balance reserve based on 25% of the operating and programmatic budget. It also includes the negative residual fund balance that cannot be eliminated by offsetting assigned fund balance amounts.

When both restricted and unrestricted resources are available for use, it is the Commission’s policy to use restricted resources first and then unrestricted resources as needed. The spending priority of fund balance is restricted, committed, assigned, and then unassigned.

**LOS ANGELES COUNTY
CHILDREN AND FAMILIES FIRST - PROPOSITION 10 COMMISSION
NOTES TO BASIC FINANCIAL STATEMENTS
FOR THE YEAR ENDED JUNE 30, 2016**

DRAFT COPY 09/22/16.1

NOTE 1 – ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Effect of New Governmental Accounting Standards Board (GASB) Pronouncements

Effective This Fiscal Year

GASB Statement No. 72 – In February 2015, GASB issued Statement No. 72, *Fair Value Measurement and Application*. This Statement addresses accounting and financial reporting issues related to fair value measurements. The definition of fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. This Statement provides guidance for determining a fair value measurement for financial reporting purposes. This Statement also provides guidance for applying fair value to certain investments and disclosures related to all fair value measurements. This statement is effective for periods beginning after June 15, 2015. The Commission implemented this statement effective July 1, 2015.

GASB Statement No. 73 – In June 2015, GASB issued Statement No. 73, *Accounting and Financial Reporting for Pensions and Related Assets That Are Not within the Scope of GASB Statement 68, and Amendments to Certain Provisions of GASB Statements 67 and 68*. The objective of this Statement is to improve the usefulness of information about pensions included in the general purpose external financial reports of state and local governments for making decisions and assessing accountability. This Statement establishes requirements for defined benefit pensions that are not within the scope of Statement No. 68, *Accounting and Financial Reporting for Pensions*, as well as for the assets accumulated for purposes of providing those pensions. In addition, it establishes requirements for defined contribution pensions that are not within the scope of Statement 68. It also amends certain provisions of Statement No. 67, *Financial Reporting for Pension Plans*, and Statement 68 for pension plans and pensions that are within their respective scopes. This statement is effective in two phases for periods beginning after June 15, 2015 and June 15, 2016. The Commission has determined that the requirements of this statement effective in the current year do not have a material impact on the financial statements. The Commission has not determined the effect on the financial statements for the requirements effective in fiscal year 2017.

GASB Statement No. 76 – In June 2015, GASB issued Statement No. 76, *The Hierarchy of Generally Accepted Accounting Principles for State and Local Governments*. The objective of this Statement is to identify—in the context of the current governmental financial reporting environment—the hierarchy of generally accepted accounting principles (GAAP). This statement is effective for periods beginning after June 15, 2015. The Commission implemented this statement effective July 1, 2015. The Commission has determined that this statement does not have a material impact on the financial statements.

GASB Statement No. 79 – In December 2015, GASB issued Statement No. 79, *Certain External Investment Pools and Pool Participants*. The Statement addresses accounting and financial reporting for certain external investment pools and pool participants. The Statement establishes criteria for an external investment pool to qualify for making the election to measure all of its investments at amortized cost for financial reporting purposes. The Statement establishes additional note disclosure requirements for qualifying external investment pools that require measurement of their investments at amortized cost for financial reporting purposes and for governments that participate in those pools. Both the qualifying external investment pools and their participants are required to disclose information about any limitations or restrictions on participant withdrawals. The Statement is effective for the periods beginning after June 15, 2015. The Commission has determined that this statement does not have a material impact on the financial statements.

**LOS ANGELES COUNTY
CHILDREN AND FAMILIES FIRST - PROPOSITION 10 COMMISSION
NOTES TO BASIC FINANCIAL STATEMENTS
FOR THE YEAR ENDED JUNE 30, 2016**

NOTE 1 – ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Effect of New Governmental Accounting Standards Board (GASB) Pronouncements (Continued)

Effective in Future Fiscal Years

GASB Statement No. 74 – In June 2015, GASB issued Statement No. 74, *Financial Reporting for Postemployment Benefit Plans Other Than Pension Plans*. The objective of this Statement is to improve the usefulness of information about postemployment benefits other than pensions (other postemployment benefits or OPEB) included in the general purpose external financial reports of state and local governmental OPEB plans for making decisions and assessing accountability. This statement is effective for periods beginning after June 15, 2016. The Commission has not determined the effect on the financial statements.

GASB Statement No. 75 – In June 2015, GASB issued Statement No. 75, *Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions*. The primary objective of this Statement is to improve accounting and financial reporting by state and local governments for postemployment benefits other than pensions (other postemployment benefits or OPEB). It also improves information provided by state and local governmental employers about financial support for OPEB that is provided by other entities. This statement is effective for periods beginning after June 15, 2017. The Commission has not determined the effect on the financial statements.

GASB Statement No. 77 – In August 2015, GASB issued Statement No. 77, *Tax Abatement Disclosures*. This Statement requires governments that enter into tax abatement agreements to disclose certain information about the agreements. The requirements of this Statement are effective for reporting periods beginning after December 15, 2015. The Commission has not determined the effect on the financial statements.

GASB Statement No. 78 – In December 2015, GASB issued Statement No. 78, *Pensions Provided through Certain Multiple-Employer Defined Benefit Pension Plans*. The Statement amends the scope and applicability of GASB Statement No. 68 to exclude certain types of cost-sharing multiple-employer plans. The Statement is effective for the periods beginning after December 15, 2015. The Commission has not determined the effect on the financial statements.

GASB Statement No. 80 – In January 2016, GASB issued Statement No. 80, *Blending Requirements for Certain Component Units – An Amendment of GASB Statement No. 14*. The objective of the Statement is to improve financial reporting by clarifying the financial statement presentation requirements for certain component units. This Statement amends the blending requirements established in paragraph 53 of Statement No. 14, *The Financial Reporting Entity, as amended*. The additional criterion requires blending of a component unit incorporated as a not-for-profit corporation in which the primary government is the sole corporate member. The Statement is effective for the reporting periods beginning after June 15, 2016. The Commission has not determined the effect of the statement.

DRAFT COPY 09/22/16.1

**LOS ANGELES COUNTY
CHILDREN AND FAMILIES FIRST - PROPOSITION 10 COMMISSION
NOTES TO BASIC FINANCIAL STATEMENTS
FOR THE YEAR ENDED JUNE 30, 2016**

NOTE 1 – ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Effect of New Governmental Accounting Standards Board (GASB) Pronouncements (Continued)

Effective in Future Fiscal Years (Continued)

GASB Statement No. 81 – In March 2016, GASB issued Statement No. 81, *Irrevocable Split-Interest Agreements*. The objective of the Statement is to improve financial reporting for irrevocable split-interest agreements by providing recognition and measurement guidance for situations in which a government is a beneficiary of the agreement. The Statement requires that a government that receives resources pursuant to an irrevocable split-interest agreement recognize assets, liabilities, and deferred inflows of resources at the inception of the agreement. Furthermore, the Statement requires that a government recognize assets representing its beneficial interests in irrevocable split-interest agreements that are administered by a third party, if the government controls the present service capacity of the beneficial interests. The Statement requires that a government recognize revenue when the resources become applicable to the reporting period. The Statement is effective for the reporting periods beginning after December 15, 2016. The Commission has not determined the effect of the statement.

GASB Statement No. 82 – In March 2016, GASB issued Statement No. 82, *Pension Issues – An Amendment of GASB Statements No. 67, No. 68, and No. 73*. The objective of the Statement is to address certain issues that have been raised with respect to Statements No. 67, *Financial Reporting for Pension Plans*, No. 68, *Accounting and Financial Reporting for Pensions*, and No. 73, *Accounting and Financial Reporting for Pensions and Related Assets That Are Not within the Scope of GASB Statement 68, and Amendments to Certain Provisions of GASB Statements 67 and 68*. Specifically, the Statement addresses issues regarding (1) the presentation of payroll-related measures in required supplementary information, (2) the selection of assumptions and the treatment of deviations from the guidance in an Actuarial Standard of Practice for financial reporting purposes, and (3) the classification of payments made by employers to satisfy employee (plan member) contribution requirements. The Statement is effective for the reporting periods beginning after June 15, 2016. The Commission has not determined the effect of the statement.

Investments

The Commission participates in the common investment pool of Los Angeles County. Investments are reported at fair value which is the amount at which financial instruments could be exchanged in a current transaction between willing parties. The Commission categorizes the fair value measurements of its investments based on the hierarchy established by generally accepted accounting principles. The fair value hierarchy, which has three levels, is based on the valuation inputs used to measure an asset's fair value: Level 1 inputs are quoted prices in active markets for identical assets; Level 2 inputs are significant other observable inputs; Level 3 inputs are significant unobservable inputs. The Commission does not have any investments that are measured using Level 3 inputs. The Los Angeles County Treasurer is responsible for establishing and consistently applying a policy for identifying those events that might affect fair value measurements.

DRAFT COPY 09/22/16.1

**LOS ANGELES COUNTY
CHILDREN AND FAMILIES FIRST - PROPOSITION 10 COMMISSION
NOTES TO BASIC FINANCIAL STATEMENTS
FOR THE YEAR ENDED JUNE 30, 2016**

DRAFT COPY 09/22/16.1

NOTE 1 – ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Advances to Grantees

The Commission may provide advances to grantees/contractors that are repayable by the end of the fiscal year unless otherwise stipulated by contract or agreement. The Commission provided three advances to grantees for the fiscal year ended June 30, 2016. The largest of the advances is provided to Los Angeles Universal Preschool which provides quality preschool education and early childhood programs regardless of their families' income.

Advances to Grantees:

Los Angeles Universal Preschool	\$ 25,320,585
Los Angeles Health Care Plan	8,254,590
University of California - Los Angeles Dental Home Project	704,300
Total Advances to Grantees	<u>\$ 34,279,475</u>

Capital Assets

Capital assets are composed of buildings, building improvements, computer software and accessories, office equipment and furniture and fixtures and are recorded at cost. Donated capital assets are recorded at acquisition value at the date of donation. The Commission capitalizes assets with a cost in excess of \$5,000 and special projects with a useful life greater than one year. The Commission depreciates capital assets using a straight-line method over the estimated useful life of fifty years for buildings, four years for computers and five years for office equipment and furniture and fixtures. Building improvements are depreciated over the remaining useful life of the building.

Deferred Inflows of Resources

Deferred inflows of resources represent an acquisition of fund balance that applies to a future period and will not be recognized as an inflow of resources (revenue) until that time. The Commission has one type of deferred inflow, unavailable revenue, which occurs only under the modified accrual basis of accounting. Accordingly, the item is reported only in the governmental fund balance sheet. This amount is deferred and recognized as an inflow of resources in the period that the amounts become available.

Use of Estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States requires management to make estimates and assumptions that affect the amounts reported in the financial statements and accompanying notes. Actual results could differ from those estimates.

**LOS ANGELES COUNTY
CHILDREN AND FAMILIES FIRST - PROPOSITION 10 COMMISSION
NOTES TO BASIC FINANCIAL STATEMENTS
FOR THE YEAR ENDED JUNE 30, 2016**

DRAFT COPY 09/22/16.1

NOTE 2 – CASH AND INVESTMENTS

Total cash and investments at fair value, as of June 30, 2016 are as follows:

Cash:	
Cash on hand	\$ 150
Cash in bank	8,027,678
Total Cash	<u>8,027,828</u>
Investments with County Treasurer:	
Pooled cash and investments	432,469,922
Total investments with County Treasurer	<u>432,469,922</u>
Total Cash and Investments	<u><u>\$ 440,497,750</u></u>

Cash in Bank

The *California Government Code* requires California banks and savings and loan associations to secure the Commission's deposits by pledging government securities as collateral. The market value of pledged securities must equal 110% of an agency's deposits. California law also allows financial institutions to secure an agency's deposits by pledging first trust deed mortgage notes having a value of 150% of an agency's total deposits and collateral is considered to be held in the name of the Commission. At June 30, 2016, cash held by financial institutions of \$8,425,312 was entirely insured and collateralized as described above. The book balance at June 30, 2016 was \$8,027,678.

Pooled Cash and Investments

Investments with the Los Angeles County Treasurer at June 30, 2016 are stated at fair value. The fair value of pooled investments is determined annually and is based on current market prices. The fair value of each participant's position in the pool is the same as the value of the pool shares. The method used to determine the value of participants' equity withdrawn is based on the book value of the participants' percentage participation at the date of such withdrawals. As of June 30, 2016, the Commission's percentage of participation is 1.64. The Los Angeles County Treasury is sponsored and administered by the County of Los Angeles and oversight is conducted by the County Treasury Oversight Committee. At June 30, 2016, the weighted average maturity for the County pool approximated 608 days and the County pool is not rated. For further information regarding the Los Angeles County Investment Pool, refer to the County of Los Angeles Comprehensive Annual Financial Report.

Fair Value Measurements

The Commission categorizes its fair value measurements within the fair value hierarchy established by generally accepted accounting principles. The hierarchy is based on the valuation inputs used to measure the fair value of the asset. Level 1 inputs are quoted prices in active markets for identical assets, Level 2 inputs are significant other observable inputs; Level 3 inputs are significant unobservable inputs. As of June 30, 2016, the Commission held no individual investments. All funds are invested in the Los Angeles County Investment Pool.

**LOS ANGELES COUNTY
CHILDREN AND FAMILIES FIRST - PROPOSITION 10 COMMISSION
NOTES TO BASIC FINANCIAL STATEMENTS
FOR THE YEAR ENDED JUNE 30, 2016**

DRAFT COPY 09/22/16.1

NOTE 2 – CASH AND INVESTMENTS (Continued)

Fair Value Measurements (Continued)

In instances where inputs used to measure fair value fall into different levels in the above fair value hierarchy, fair value measurements in their entirety are categorized based on the lowest level input that is significant to the valuation. The Commission’s assessment of the significance of particular inputs to these fair value measurements requires judgment and considers factors specific to each asset or liability.

Deposits and withdrawals are made on the basis of \$1 and not fair value. Accordingly, the Commission’s proportionate share of investments in the Los Angeles County Investment Pool at June 30, 2016 is uncategorized and not defined as a Level 1, Level 2, or Level 3 input.

The table below identifies the investment types that are authorized by the California Government Code or the Commission’s investment policy, where more restrictive. The table also identifies certain provisions of the California Government Code or the Commission’s investment policy for a Specifically Invested Portfolio, where more restrictive, that address interest rate risk, credit risk, and concentration of credit risk.

Type	Limit Per Issuer	Total Limit	Maximum Maturity
Certificates of Deposits (CDs)	5%	30%	5 Years
Commercial Paper (CP)	5%	40%	5 Years
Corporate Notes	5%	30%	5 Years
Federal Agencies	15%	60%	5 Years
U.S. Treasuries	100%	100%	5 Years
Los Angeles County Investment Pool	None	None	N/A

The County Treasurer's Investment Policy diversifies investments among issues and issuers with a minimum credit rating to mitigate credit risk. For an issuer of short-term debt, the rating must be no less than P-1/A (Moody's) or A-1/A (S&P) while an issuer of long-term debt shall be rated no less than A.

**LOS ANGELES COUNTY
CHILDREN AND FAMILIES FIRST - PROPOSITION 10 COMMISSION
NOTES TO BASIC FINANCIAL STATEMENTS
FOR THE YEAR ENDED JUNE 30, 2016**

DRAFT COPY 09/23/16.1

NOTE 3 – CAPITAL ASSETS

	Balance July 1, 2015	Increases	Decreases	Balance June 30, 2016
Capital assets, not depreciated:				
Land	\$ 2,039,000	\$ -	\$ -	\$ 2,039,000
Capital assets, depreciable:				
Building and improvements	12,076,512	-	-	12,076,512
Computer software and accessories	1,755,170	24,552	-	1,779,722
Office equipment	331,035	-	-	331,035
Furniture and fixtures	627,670	-	-	627,670
Total Depreciable Capital Assets	14,790,387	24,552	-	14,814,939
Less accumulated depreciation:				
Building and improvements	(2,435,216)	(242,680)	-	(2,677,896)
Computer software and accessories	(1,614,776)	(43,353)	-	(1,658,129)
Office equipment	(266,685)	(30,534)	-	(297,219)
Furniture and fixtures	(627,669)	-	-	(627,669)
Total Accumulated Depreciation	(4,944,346)	(316,567)	-	(5,260,913)
Total Capital Assets, Depreciable (Net)	9,846,041	-	-	9,554,026
Capital Assets, Net	\$ 11,885,041	\$ (292,015)	\$ -	\$ 11,593,026

NOTE 4 – CHANGES IN COMPENSATED ABSENCES

Compensated absences liability activities for the year ended June 30, 2016 is as follows:

	Balance July 1, 2015	Increases	Decreases	Balance June 30, 2016	Due Within One Year
Compensated absences	\$ 577,909	\$ 623,361	\$ (648,529)	\$ 552,741	\$ 78,963

**LOS ANGELES COUNTY
CHILDREN AND FAMILIES FIRST - PROPOSITION 10 COMMISSION
NOTES TO BASIC FINANCIAL STATEMENTS
FOR THE YEAR ENDED JUNE 30, 2016**

DRAFT COPY 09/23/16.1

NOTE 5 – FUND BALANCE

Fund balance is classified using a hierarchy based primarily on the extent to which a government is bound to observe constraints imposed upon the use of the resources reported in governmental funds. Fund balance at June 30, 2016 consists of the following:

INITIATIVE/PROGRAM ALLOCATION	NONSPENDABLE
Advances:	
LA Care Health Plan	\$ 8,254,590
LAUP	25,320,585
UCLA Dental Home Project	704,300
TOTAL	\$ 34,279,475
	COMMITTED
At-Risk Fathers Investment	\$ 598,500
Baby Friendly Hospitals/Family Place Libraries	24,133,679
Black Infant Health	5,714,561
Children's Dental Care	20,342,895
Children's Vision Care	1,582,789
Communications & Marketing	5,345,000
Communications - Conference Funding	300,000
Communities	18,883,000
Data Development & Integration	861,000
Data Partnership with Funders	2,353,121
Early Care & Education Systems	24,199,000
Early Identification & Intervention - Autism & Other Developmental Delays	701,073
Families	38,081,000
Healthy Food Access	1,764,514
Health Related Systems	2,421,000
Information Resource and Referral	1,260,000
LAUP	12,233,753
Little by Little/One Step Ahead	21,412,981
Parent-Child Interaction Therapy	12,529,944
Reducing Childhood Obesity	6,034,967
Policy Advocacy Fund	1,263,000
Policy Agenda/Advocacy	2,442,000
Program Evaluation	4,707,000
Resource Mobilization - ECE	800,000
Resource Mobilization - Funder Partnerships	75,000
Resource Mobilization - Health	326,000
Resource Mobilization - Organizational Capacity Building	125,000
Resource Mobilization - Project Development	250,000
Universal Assessment of Newborns	34,783,040
Workforce Development	555,000
Workforce Development - ECE Workforce Consortium	3,436,997
TOTAL	\$ 249,515,814

**LOS ANGELES COUNTY
CHILDREN AND FAMILIES FIRST - PROPOSITION 10 COMMISSION
NOTES TO BASIC FINANCIAL STATEMENTS
FOR THE YEAR ENDED JUNE 30, 2016**

DRAFT COPY 09/25/16

NOTE 5 – FUND BALANCE (Continued)

		ASSIGNED
Strategic Plan	\$	114,665,689
TOTAL	\$	114,665,689
UNASSIGNED		
Unassigned	\$	61,615,198
TOTAL	\$	61,615,198
Total Fund Balance	\$	460,076,176

The minimum fund balance reserve of \$40,380,040 is included as part of unassigned fund balance.

NOTE 6 – PROGRAM EVALUATION

In accordance with the *Standards and Procedures for Audits of California Counties Participating in the California Children and Families Program*, issued by the California State Controller, the Commission is required to disclose the amounts expended during the fiscal year on program evaluation. Program evaluation costs pertain to those activities undertaken to support the collection, production, analysis and presentation of evaluation information for Commission management, Commissioners and other interested parties.

The Commission spent \$6,413,876 on program evaluation during the year ended June 30, 2016.

NOTE 7 – DEFERRED COMPENSATION PLANS

All regular and limited-term employees of the Commission participate in the 403(b) Savings and Investment Plan, a defined contribution plan administered by The Standard. Benefit provisions under the plan are established by the California Government Code Section 31694(a) and other applicable statutes. The 403(b) Savings and Investment Plan provides for service retirement, death, and disability benefits to plan members. The plan can be amended by executive management of the Commission.

Regular and limited-term employees are eligible to receive both an elective and a non-elective contribution based on years of completed service with the organization. The elective contribution requires employee participation in order to receive the employer match, and is between 1% and 3% depending on the employee’s contribution and the years of service the employee has completed with the organization: 1% for less than one year, 2% after one year and 3% for after two years or more of completed service. The Commission also makes a separate, non-elective contribution into the retirement plan regardless of employee participation. This non-elective employer contribution is between 3% and 7.5% based on years of completed service with the organization: 3% for less than 5 years, 4.5% for 5 to 9 years, 6% for 10 to 14 years, and 7.5% after 15 years or more of completed service. Employer contributions are not 100% vested until an employee has completed three years of service with the organization, with a graded vesting schedule for employees who complete at least one year of service. The Commission contributed a total of \$704,691 which comprised of \$286,038 in elective contribution and \$418,653 in non-elective contribution for the fiscal year ended June 30, 2016.

**LOS ANGELES COUNTY
CHILDREN AND FAMILIES FIRST - PROPOSITION 10 COMMISSION
NOTES TO BASIC FINANCIAL STATEMENTS
FOR THE YEAR ENDED JUNE 30, 2016**

DRAFT COPY 09/15/16

NOTE 8 – UNAVAILABLE REVENUE

The general fund reports unavailable revenue on the governmental fund balance sheet in connection with resources that have been earned, but are not yet available to finance expenditures of the current fiscal period. This type of deferred inflow of resources occurs only under the modified accrual basis of accounting. Accordingly, unavailable revenue is reported only in the general fund balance sheet. At the end of the current fiscal year, the components of unavailable revenue resulting from funds not received within the 60-day period of availability were as follows:

Unavailable Revenue:	
Child Signature Program	\$ 1,368,755
CARES Plus Program	323,756
IMPACT Program	244,973
Other	68,331
Total Unavailable Revenue	\$ 2,005,815

NOTE 9 – RISK MANAGEMENT

The Commission is exposed to various risks of loss related to general liability, property liability, health benefits, workers’ compensation and auto. These risks are addressed through commercial insurance policies.

The Commission’s property and liability insurance is provided by insurance companies that are “Non-Admitted” insurance companies in the State of California. If such a company becomes insolvent, the California Insurance Guarantee Association will not settle unpaid claims.

No claims or suits are pending against the Commission arising out of proposed claim settlements covered by insurance. No settlements exceeded insurance coverage during the last three years.

NOTE 10 – COMMITMENTS AND CONTINGENCIES

Operating Lease

The Commission leases equipment from a third party which expires in July 2019 and is non-cancelable. The future minimum rental payments due under the lease are as follows:

For Year Ending June 30,	Annual
2017	\$ 58,744
2018	18,522
2019	18,522
2020	1,544
Total	\$ 97,332

The Commission recognized \$91,206 in lease expense for the year ended June 30, 2016.

**LOS ANGELES COUNTY
CHILDREN AND FAMILIES FIRST - PROPOSITION 10 COMMISSION
NOTES TO BASIC FINANCIAL STATEMENTS
FOR THE YEAR ENDED JUNE 30, 2016**

DRAFT COPY 09/22/16.1

NOTE 10 – COMMITMENTS AND CONTINGENCIES (Continued)

Future Funding

The Commission has entered into future funding commitments with various entities, which are contingent on State funding.

NOTE 11 – RELATED PARTY TRANSACTIONS

The Commission incurred expenses totaling \$61,343 for County of Los Angeles services provided during the year ended June 30, 2016.

The Commission paid \$139,141,543 of provider grants, operating services, consultant services, and professional services to organizations which are represented by 10 members of the Board of Commissioners.

NOTE 12 – FIRST 5 CALIFORNIA CARES PLUS PROGRAM

CARES Plus is designed to improve the quality of early learning programs by focusing on increasing the quality, effectiveness, and retention of early educators. As a statewide professional development program, its main objectives are to improve both the quality of early learning programs, and ultimately, learning and developmental outcomes for young children. The Commission claimed \$399,423 in CARES Plus Phase II reimbursable expenses for the period ended June 30, 2016. Phase II funds have a four-to-one Commission match to each dollar of First 5 funding.

NOTE 13 – CHILD SIGNATURE PROGRAM

The Child Signature Program is designed to prepare at-risk children for kindergarten by increasing opportunities for children to advance into elementary school with a focus on language, literacy, early math skills, and social and emotional development. As a statewide program, the Child Signature Program works to invest in high quality preschool programs that enhance the quality of care and education that children receive. The Commission claimed \$4,996,844 in Child Signature Program reimbursable expenses for the period ended June 30, 2016.

REQUIRED SUPPLEMENTARY INFORMATION
LOS ANGELES COUNTY
CHILDREN AND FAMILIES FIRST - PROPOSITION 10 COMMISSION
SCHEDULE OF REVENUES, EXPENDITURES, AND
CHANGES IN FUND BALANCE – BUDGET AND ACTUAL – GENERAL FUND
FOR THE YEAR ENDED JUNE 30, 2016

	Original Budget	Final Budget	Actual	Variance Positive (Negative)
Revenues				
Tobacco taxes	\$ 80,883,996	\$ 80,883,996	\$ 87,942,700	\$ 7,058,704
State Commission Program Funds	-	-	10,433,575	10,433,575
Medi-Cal Administrative Activities	-	-	159,549	159,549
Partnership for Families Funds	-	-	9,914,472	9,914,472
Other program revenue	-	-	115,000	115,000
Investment income	3,539,485	3,539,485	3,759,751	220,266
Net increase (decrease) in FMV of investments	-	-	1,064,007	1,064,007
Other general income	154,253	154,253	50,769	(103,484)
Total revenues	<u>84,577,734</u>	<u>84,577,734</u>	<u>113,439,823</u>	<u>28,862,089</u>
Expenditures				
Program Costs				
Provider grants and other allocations	208,922,000	197,460,000	159,337,913	38,122,087
Pass-through grants	-	-	13,519,735	(13,519,735)
Total Program Costs	<u>208,922,000</u>	<u>197,460,000</u>	<u>172,857,648</u>	<u>24,602,352</u>
Operations & Administration				
Personnel related expenditures				
Salaries and wages	12,387,038	12,387,038	11,184,136	1,202,902
Fringe Benefits	3,980,943	3,980,943	3,198,512	782,431
Total Personnel Related Expenditures	<u>16,367,981</u>	<u>16,367,981</u>	<u>14,382,648</u>	<u>1,985,333</u>
General Operating Expenditures				
ADP Payroll Charges	31,000	31,000	30,842	158
Workers' Compensation Insurance	100,000	100,000	(6,690)	106,690
Utilities	155,000	165,000	148,221	16,779
Corporate Insurance	76,000	76,000	67,775	8,225
Mileage and Parking	61,850	65,850	53,729	12,121
Telephones and Modems	65,000	45,800	(4,227)	50,027
Cell Phones and Mobile Devices	52,250	43,350	37,658	5,692
Outside Printing	19,200	21,700	15,991	5,709
Other Supplies	12,150	12,150	8,270	3,880
Postage and Delivery	13,300	13,500	12,295	1,205
Educational Supplies	5,300	5,300	902	4,398
Office Supplies	83,980	79,780	71,251	8,529
Subscriptions and Publications	10,060	9,860	5,368	4,492
Equipment Rental	118,200	118,200	99,838	18,362
Building Repairs and Maintenance	180,000	180,000	179,056	944
Equipment Repairs and Maintenance	32,000	27,000	2,876	24,124
Offsite Storage	23,700	23,700	15,463	8,237
Hardware and Software Maintenance	258,000	228,000	286,216	(58,216)
Miscellaneous Service Charges	27,000	27,000	17,567	9,433
Miscellaneous/Contingency	75,000	70,200	53,175	17,025
Capital Outlay	120,000	120,000	13,464	106,536
Human Resources Related Costs	68,000	68,000	48,250	19,750
Total General Operating Expenditures	<u>1,586,990</u>	<u>1,531,390</u>	<u>1,157,290</u>	<u>374,100</u>
Professional Services				
Audit	70,000	70,000	65,675	4,325
Legal	175,000	175,000	116,614	58,386
Professional Dues	82,100	86,350	37,709	48,641
Professional Dues - First 5 Association	50,000	50,000	-	50,000
Professional Development	210,800	202,945	56,323	146,622
Staff Recruitment	25,000	25,000	25,115	(115)
Commission Stipends	34,000	34,000	21,900	12,100
Total Professional Services	<u>646,900</u>	<u>643,295</u>	<u>323,336</u>	<u>319,959</u>
Consultant Services				
Consultant Fees	1,491,000	1,488,705	724,009	764,696
Other Professional Fees	237,500	276,950	255,115	21,835
External Reviewers	5,000	12,800	11,600	1,200
Total Consultant Services	<u>1,733,500</u>	<u>1,778,455</u>	<u>990,724</u>	<u>787,731</u>
Travel and Meetings				
Airfare	86,242	95,242	54,183	41,059
Program Events	40,000	40,000	3,762	36,238
Lodging	84,876	95,276	50,232	45,044
Conference Registration	89,485	101,665	78,456	23,209
Local Meetings	115,900	94,320	43,705	50,615
Per Diem	42,488	46,738	25,115	21,623
Total Travel and Meetings	<u>458,991</u>	<u>473,241</u>	<u>255,453</u>	<u>217,788</u>
Capital Improvements	-	-	24,552	(24,552)
Total Operating Expenditures	<u>20,794,362</u>	<u>20,794,362</u>	<u>17,134,003</u>	<u>3,660,359</u>
Total Program Costs and Operating Expenditures	<u>229,716,362</u>	<u>218,254,362</u>	<u>189,991,651</u>	<u>28,262,711</u>
Excess (deficiency) of revenues over (under) expenditures	<u>\$ (145,138,628)</u>	<u>\$ (133,676,628)</u>	<u>\$ (76,551,828)</u>	<u>\$ 57,124,800</u>
Fund balance - Beginning of year			536,628,004	
Fund balance - End of year			<u>\$ 460,076,176</u>	

See accompanying note to required supplementary information.

**LOS ANGELES COUNTY
CHILDREN AND FAMILIES FIRST - PROPOSITION 10 COMMISSION
NOTE FOR THE REQUIRED SUPPLEMENTARY INFORMATION
FOR THE YEAR ENDED JUNE 30, 2016**

DRAFT COPY 09/23/16

NOTE 1 – BUDGET ADOPTION

The Commission adopts a budget annually in accordance with generally accepted accounting principles based on estimates of revenue and anticipated expenditures. The Board of Commissioners has given the Executive Director authority to make budget adjustments between line items in the Commission’s annual budget for Operating and Administrative costs in an amount not to exceed \$25,000. Any budget adjustment between line items in excess of \$25,000 requires approval of the Board of Commissioners.

The accompanying Schedule of Revenues, Expenditures, and Changes in Fund Balance – Budget and Actual – General Fund includes the budgeted expenditures for the year, along with management’s estimate of revenues for the year. The legal level of budgetary control is at the total fund level. The total budget for FY 2015-16 was \$218.3 million, which included \$197.5 million for Program costs and \$20.8 million for Operating and Administrative costs.

In FY 2015-16, \$13.5 million was recorded as “pass through grants”, which includes \$8.5 million for the Los Angeles County Department of Children and Family Services Partnership for Families (LAC-PFF) program, \$4.9 million for the First 5 California Child Signature Program (CSP), and \$99,391 for Medi-Cal Administrative Activities. The Commission does not establish a budget for pass-through grants.

DRAFT COPY 09/22/16.1

OTHER SUPPLEMENTARY INFORMATION

**LOS ANGELES COUNTY
 CHILDREN AND FAMILIES FIRST - PROPOSITION 10 COMMISSION
 SCHEDULE OF CARES PLUS FUNDING
 FOR THE YEAR ENDED JUNE 30, 2016**

DRAFT COPY 06/23/16.1

<u>Program</u>	<u>Source</u>	<u>Revenue Funds</u>	<u>Expenditures</u>
CARES Plus	First 5 LA Program Funds	\$ 399,423	\$ 399,423
	County, Local Funds	1,597,691	1,597,691

**LOS ANGELES COUNTY
CHILDREN AND FAMILIES FIRST – PROPOSITION 10 COMMISSION
STATISTICAL SECTION
(UNAUDITED)**

DRAFT COPY 9/2/16.1

The information in this section is not covered by the Independent Auditor's Report, but it is presented as supplemental data for the benefit of the readers of the comprehensive annual financial report. The objectives of statistical section information are to provide financial statement users with additional information to understand and assess the Commission's economic condition.

Pages

Financial Trends

These schedules contain trend information to help the reader understand how the Commission's financial performance and well-being have changed over time. 33-36

Revenue Capacity

These schedules contain trend information to help the reader assess the Commission's most significant revenue base. 37-38

Demographic Information

These schedules offer economic and demographic indicators to help the reader understand how the information in the Commission's financial report relates to the services the Commission provides and the activities it performs. 39-40

Operating Information

This schedule contains infrastructure data to help the reader understand how the information in the Commission's financial report relates to the services the Commission performs. 41-43

Sources:

Unless otherwise noted, the information in these schedules is derived from the comprehensive annual financial reports for the relevant years.

**LOS ANGELES COUNTY
CHILDREN AND FAMILIES FIRST – PROPOSITION 10 COMMISSION
NET POSITION BY COMPONENT
LAST TEN FISCAL YEARS**

DRAFT COPY 09/23/16.1

	Fiscal Year									
	2016	2015	2014	2013	2012	2011	2010*	2009	2008	2007
Restricted	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 881,019,859	\$ 885,944,312	\$ 846,935,336
Unrestricted	461,512,770	543,521,742	632,680,166	723,252,516	829,030,048	434,206,491	859,235,104	-	-	-
Net investment in capital assets	11,593,026	11,885,041	12,082,438	12,355,226	12,777,760	13,114,194	13,405,843	13,873,311	13,847,697	13,651,567
Total net position	<u>\$ 473,105,796</u>	<u>\$ 555,406,783</u>	<u>\$ 644,762,604</u>	<u>\$ 735,607,742</u>	<u>\$ 841,807,808</u>	<u>\$ 447,320,685</u>	<u>\$ 872,640,947</u>	<u>\$ 894,893,170</u>	<u>\$ 899,792,009</u>	<u>\$ 860,486,903</u>

* The Commission presented net position as unrestricted beginning with 2010.

**LOS ANGELES COUNTY
CHILDREN AND FAMILIES FIRST – PROPOSITION 10 COMMISSION
CHANGES IN NET POSITION
LAST TEN FISCAL YEARS**

DRAFT COPY 09/23/16

	Fiscal Year									
	2016	2015	2014	2013	2012	2011	2010	2009	2008	2007
Revenues										
Tobacco taxes	\$ 87,942,700	\$ 89,475,135	\$ 90,280,307	\$ 94,112,590	\$ 100,187,619	\$ 100,269,182	\$ 102,504,928	\$ 114,925,729	\$ 122,655,958	\$ 125,602,050
State School Readiness	-	-	-	-	-	28,465,232	19,011,847	15,445,577	15,098,348	11,563,470
State Commission Program Funds	5,796,252	10,283,414	18,009,907	2,749,082	8,098,412	7,933,188	7,162,800	6,438,881	5,673,958	2,200,312
Medi-Cal Administrative Activities	159,549	80,799	232,408	316,369	483,325	507,869	740,794	925,511	-	-
Partnership for Families Fund*	9,001,152	4,615,313	-	-	-	-	-	-	-	-
Other program revenue	115,000	-	-	-	-	-	-	-	-	-
Investment income	3,759,751	3,903,275	6,368,593	(3,402,141)	915,935	12,004,422	16,094,660	28,102,852	34,996,079	42,823,178
Net increase (decrease) in FMV of investments	1,064,007	2,152,879	-	-	-	-	-	-	-	-
Other revenues	119,100	104,072	100,320	98,880	9,048	290,093	465,061	453,762	467,302	290,768
Total revenues:	\$ 107,957,511	\$ 110,614,887	\$ 114,991,535	\$ 93,874,779	\$ 109,694,339	\$ 149,469,986	\$ 145,980,090	\$ 166,292,312	\$ 178,891,645	\$ 182,579,778
Expenses										
Provider grants and other allocations	\$ 159,337,913	\$ 168,766,806	\$ 189,910,283	\$ 185,753,622	\$ 124,709,026	\$ 133,261,213	\$ 157,019,407	\$ 160,239,867	\$ 130,894,482	\$ 129,614,460
Pass-through grants	13,519,735	14,225,131	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
AB 99	N/A	N/A	N/A	N/A	(424,388,705)	424,388,705	N/A	N/A	N/A	N/A
First 5 California (SRI)	N/A	N/A	N/A	N/A	1,137,220	2,506,120	N/A	N/A	N/A	N/A
Salaries and benefits	14,357,480	13,423,832	12,682,373	11,583,915	11,153,057	10,685,423	8,818,136	8,161,291	6,638,952	5,841,908
Operating services	1,157,290	1,346,532	1,207,259	1,159,609	1,138,850	1,324,708	832,164	1,090,947	693,968	855,192
Consultant services	990,724	1,216,609	956,488	549,676	331,046	1,523,221	677,379	653,301	415,736	415,822
Professional services	323,336	404,560	543,038	426,726	540,606	398,819	208,008	400,036	276,610	204,353
Other expenses	255,453	264,892	183,974	149,116	114,384	116,223	80,355	69,045	90,880	85,332
Depreciation	316,567	322,346	353,258	452,182	471,732	585,814	596,868	576,664	575,911	471,698
Total expenses:	\$ 190,258,498	\$ 199,970,708	\$ 205,836,673	\$ 200,074,846	\$ (284,792,784)	\$ 574,790,246	\$ 168,232,317	\$ 171,191,151	\$ 139,586,539	\$ 137,488,765
Change in net position	\$ (82,300,987)	\$ (89,355,821)	\$ (90,845,138)	\$ (106,200,066)	\$ 394,487,123	\$ (425,320,260)	\$ (22,252,227)	\$ (4,898,839)	\$ 39,305,106	\$ 45,091,013

* Beginning January 2015, the Partnership for Families initiative is being funded by the LA County Department of Children and Family Services (DCFS), with First 5 LA acting as a pass-through entity and receiving reimbursement from DCFS.

**LOS ANGELES COUNTY
CHILDREN AND FAMILIES FIRST – PROPOSITION 10 COMMISSION
FUND BALANCES – GENERAL FUND
LAST TEN FISCAL YEARS***

DRAFT COPY 09/22/16.1

	Fiscal Year									
	2016*	2015*	2014*	2013*	2012*	2011*	2010	2009	2008	2007
Fund Balance										
Nonspendable	\$ 34,279,475	\$ 39,411,636	\$ 37,578,099	\$ 27,022,268	\$ 19,960,620	\$ -				
Committed	249,515,814	340,879,636	451,133,640	561,003,855	631,710,435	632,471,832				
Assigned	114,665,689	78,113,279	57,716,899	64,902,466	153,086,390	-				
Unassigned	61,615,198	78,223,453	79,494,722	70,816,380	16,691,138	(205,716,806)				
Total Fund Balance	<u>\$ 460,076,176</u>	<u>\$ 536,628,004</u>	<u>\$ 625,923,360</u>	<u>\$ 723,744,969</u>	<u>\$ 821,448,583</u>	<u>\$ 426,755,026</u>				
Reserved										
Reserved for encumbrances							\$ 129,094,692	\$ 341,203,752	\$ 504,505,166	\$ 639,223,219
Reserved for obligations							189,699,943	45,820,595	52,670,634	13,125,130
Reserved for First 5 California							19,004,928	30,050,843	52,161,039	31,794,550
Total Reserved							<u>\$ 337,799,563</u>	<u>\$ 417,075,190</u>	<u>\$ 609,336,839</u>	<u>\$ 684,142,899</u>
Unreserved										
Designated							\$ 249,875,172	\$ 284,028,356	\$ 272,696,682	\$ 162,356,525
Unreserved							271,842,909	174,167,089	-	-
Total Fund Balance							<u>\$ 859,517,644</u>	<u>\$ 875,270,635</u>	<u>\$ 882,033,521</u>	<u>\$ 846,499,424</u>

* Fund balance presentation changed in fiscal year 2010-2011 due to the implementation of GASB 54.

**LOS ANGELES COUNTY
CHILDREN AND FAMILIES FIRST – PROPOSITION 10 COMMISSION
CHANGES IN FUND BALANCES – GENERAL FUND
LAST TEN FISCAL YEARS**

DRAFT COPY 09/29/16.1

	Fiscal Year									
	2016	2015	2014	2013	2012	2011	2010	2009	2008	2007
Revenues										
Tobacco taxes	\$ 87,942,700	\$ 89,475,135	\$ 90,280,307	\$ 94,112,590	\$ 100,187,619	\$ 100,269,182	\$ 102,504,928	\$ 114,925,729	\$ 122,655,958	\$ 127,012,312
State School Readiness	-	-	-	-	-	39,242,565	19,011,847	15,445,577	15,098,348	13,534,763
State Commission Program Funds	10,433,575	11,050,327	10,668,187	10,741,413	7,960,036	95,713	2,441,868	4,633,722	2,198,287	1,480,228
Medi-Cal Administrative Activities	159,549	80,799	232,408	316,369	483,325	507,869	740,794	925,511	-	-
Partnership for Families Funds*	9,914,472	3,701,993	-	-	-	-	-	-	-	-
Other program revenue	115,000	-	-	-	-	-	-	-	-	-
Investment income	3,759,751	3,903,275	6,368,593	(3,402,141)	915,935	12,004,422	16,094,660	28,102,852	34,996,079	42,823,178
Net increase (decrease) in FMV of investments	1,064,007	2,152,879	-	-	-	-	-	-	-	-
Other income	50,769	104,072	100,320	98,880	9,048	290,093	427,960	415,048	428,588	252,054
Total revenues:	\$ 113,439,823	\$ 110,468,480	\$ 107,649,815	\$ 101,867,110	\$ 109,555,963	\$ 152,409,844	\$ 141,222,057	\$ 164,448,439	\$ 175,377,260	\$ 185,102,535
Expenditures:										
Provider grants and other allocations	\$ 159,337,913	\$ 168,766,806	\$ 189,910,283	\$ 185,753,622	\$ 124,709,026	\$ 133,261,213	\$ 157,019,407	\$ 160,239,867	\$ 130,894,482	\$ 129,614,460
Pass-through grants	13,519,735	14,225,131	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
AB 99	N/A	N/A	N/A	N/A	(424,388,705)	424,388,705	N/A	N/A	N/A	N/A
First 5 California (SRI)	N/A	N/A	N/A	N/A	1,137,220	2,506,120	N/A	N/A	N/A	N/A
Salaries and benefits	14,382,648	13,414,357	12,589,911	11,502,328	11,144,681	10,619,053	8,774,370	8,155,851	6,599,446	5,831,492
Operating services	1,157,290	1,346,532	1,207,258	1,159,609	1,138,850	1,324,708	832,164	1,090,947	693,968	855,192
Consultant services	990,724	1,216,609	956,488	549,676	331,046	1,523,221	677,379	653,301	415,736	415,822
Professional services	323,336	404,560	543,038	426,726	540,606	398,819	208,008	400,036	276,610	204,353
Other expenses	255,453	264,892	183,974	149,116	114,384	116,223	80,355	69,045	90,880	85,332
Capital outlay	24,552	124,949	80,471	29,648	135,298	294,166	123,599	602,278	872,041	228,605
Total expenditures:	\$ 189,991,651	\$ 199,763,836	\$ 205,471,423	\$ 199,570,724	\$ (285,137,594)	\$ 574,432,228	\$ 167,715,282	\$ 171,211,325	\$ 139,843,163	\$ 137,235,256
Excess (deficiency) of revenues over (under) expenditures	\$ (76,551,828)	\$ (89,295,356)	\$ (97,821,608)	\$ (97,703,614)	\$ 394,693,557	\$ (422,022,384)	\$ (26,493,225)	\$ (6,762,886)	\$ 35,534,097	\$ 47,867,279

* Beginning January 2015, the Partnership for Families initiative is being funded by the LA County Department of Children and Family Services (DCFS), with First 5 LA acting as a pass-through entity and receiving reimbursement from DCFS.

**LOS ANGELES COUNTY
CHILDREN AND FAMILIES FIRST – PROPOSITION 10 COMMISSION
FIRST 5 CALIFORNIA COUNTY TAX REVENUE PROJECTIONS FOR
FY 2015/2016 - FY 2019/2020**

DRAFT COPY 09/22/16.1

2013 Actual Births	2013 Actual Birthrate	2015-2016 Tax Revenue Received	2014 Actual Births	2014 Actual Birthrate	2016-2017 Tax Revenue Projection	2015 Projected Births	2015 Projected Birthrate	2017-2018 Tax Revenue Projection	2016 Projected Births	2016 Projected Birthrate	2018-2019 Tax Revenue Projection	2017 Projected Births	2017 Projected Birthrate	2019-2020 Tax Revenue Projection
127,194	25.727%	\$ 87,942,700	130,150	25.867%	\$ 87,017,941	128,210	25.423%	\$ 82,746,658	128,355	25.271%	\$ 79,673,821	128,355	25.119%	\$ 76,826,944

Source:
 "First 5 California County Tax Revenue Projections for FY 2015-16 through 2019-20"
 (Updated 9/8/16 Utilizing DOF June Revise 2016 Tobacco Tax Projections and DOF Birth Projections for California State and Counties 1970-2023)

**LOS ANGELES COUNTY CHILDREN AND FAMILIES FIRST – PROPOSITION 10 COMMISSION
CIGARETTE TAXES AND OTHER TOBACCO PRODUCTS SURTAX REVENUE, 1959-60 TO 2014-15
(In thousands of dollars)**

DRAFT COPY 09/22/16.1

Fiscal	Cigarette tax				Other tobacco products surtax	
	Revenue ^{a/}	Distributors ^f	Gross	Refunds	OTP	Rate
2014-15	\$748,022,000	\$6,413,000	\$754,434,000	\$837,000	\$86,949,000	28.95%
2013-14	751,513,000	6,443,000	757,956,000	600,000	86,424,000	29.82%
2012-13	782,115,000	6,705,000	788,820,000	498,000	82,548,000	30.68%
2011-12	820,322,000	7,032,000	827,355,000	1,017,000	80,424,000	31.73%
2010-11	828,831,000	7,105,000	835,937,000	1,308,000	77,016,000	33.02%
2009-10	838,709,000	7,187,000	845,896,000	1,583,000	84,617,000	41.11%
2008-09	912,724,000	7,819,000	920,543,000	626,000	85,506,000	45.13%
2007-08	955,030,000	8,185,000	963,215,000	727,000	85,929,000	45.13%
2006-07	998,723,000	8,558,000	1,007,281,000	1,330,000	79,946,000	46.76%
2005-06	1,026,497,000	8,795,000	1,035,293,000	1,707,000	67,348,000	46.76%
2004-05	1,024,272,000	8,778,000	1,033,051,000	1,653,000	58,441,000	46.76%
2003-04	1,021,366,000	8,755,000	1,030,121,000	4,721,000	44,166,000	46.76%
2002-03	1,031,772,000	8,845,000	1,040,617,000	13,248,000	40,996,000	48.89%
2001-02	1,067,004,000	9,146,000	1,076,150,000	10,774,000	50,037,000	52.65% ^{d/}
2000-01	1,110,692,000	9,503,000	1,120,195,000	8,741,000	52,834,000	54.89%
1999-00	1,166,880,000	9,980,000	1,176,859,000	9,413,000	66,884,000	66.50%
1998-99	841,911,000 ^{e/}	7,206,000	849,117,000	6,808,000	42,137,000 ^{f/}	61.53% ^{f/}
1997-98	612,066,000	5,244,000	617,309,000	5,448,000	39,617,000	29.37%
1996-97	629,579,000	5,394,000	634,973,000	5,060,000	41,590,000	30.38%
1995-96	639,030,000	5,469,000	644,499,000	6,193,000	32,788,000	31.20%
1994-95	656,923,000	5,628,000	662,551,000	11,159,000	28,460,000	31.20%
1993-94	647,993,000 ^{g/}	5,553,000	653,546,000	8,353,000	19,773,000	23.03%
1992-93	667,479,000	5,715,000	673,195,000	9,138,000	21,480,000	26.82%
1991-92	711,275,000	6,086,000	717,362,000	7,791,000	22,016,000	29.35%
1990-91	729,612,000	6,242,000	735,854,000	7,904,000	24,064,000	34.17%
1989-90	770,042,000 ^{h/}	6,581,000	776,623,000	11,615,000	24,956,000 ^{h/}	37.47%
1988-89	499,712,000 ^{h/}	4,273,000	503,984,000	4,968,000	9,994,000 ^{h/}	41.67%
1987-88	254,869,000	2,180,000	257,049,000	2,970,000		
1986-87	257,337,000	2,202,000	259,539,000	2,661,000		
1985-86	260,960,000	2,231,000	263,190,000	2,834,000		
1984-85	265,070,000	2,267,000	267,337,000	2,390,000		
1983-84	265,265,000	2,267,000	267,532,000	2,756,000		
1982-83	273,748,000	2,336,000	276,084,000	2,060,000		
1981-82	278,667,000	2,383,000	281,050,000	1,843,000		
1980-81	280,087,000	2,395,000	282,482,000	1,567,000		
1979-80	272,119,000	2,327,000	274,446,000	1,645,000		
1978-79	270,658,000	2,315,000	272,973,000	1,408,000		
1977-78	275,042,000	2,352,000	277,394,000	1,239,000		
1976-77	270,502,000	2,315,000	272,817,000	832,000		
1975-76	269,852,000	2,309,000	272,161,000	927,000		
1974-75	264,182,000	2,262,000	266,444,000	745,000		
1973-74	259,738,000	2,222,000	261,960,000	632,000		
1972-73	253,089,000	2,167,000	255,256,000	626,000		
1971-72	248,398,000	2,127,000	250,525,000	677,000		
1970-71	240,372,000	2,058,000	242,430,000	552,000		
1969-70	237,220,000	2,032,000	239,253,000	455,000		
1968-69	238,836,000	2,046,000	240,882,000	492,000		
1967-68	208,125,000 ^{i/}	1,862,000	209,987,000	328,000		
1966-67	75,659,000	1,543,000	77,202,000	129,000		
1965-66	74,880,000	1,528,000	76,407,000	88,000		
1964-65	74,487,000	1,520,000	76,007,000	61,000		
1963-64	71,530,000	1,459,000	72,989,000	71,000		
1962-63	70,829,000	1,445,000	72,274,000	79,000		
1961-62	68,203,000	1,390,000	69,593,000	47,000		
1960-61	66,051,000 ^{j/}	1,675,000 ^{k/}	67,726,000	76,000		
1959-60	61,791,000 ^{l/}	767,000 ^{l/}	62,558,000	67,000		

^{a.} Net of refunds for tax indicia on cigarettes that become unfit for use (See Refunds).
^{b.} A discount of .85 percent of gross value of tax indicia is granted to distributors for affixing the stamps. From July 1, 1960, until August 1, 1967, the discount rate was 2 percent.
^{c.} Includes sales of indicia purchased on credit. Effective July 16, 1961, distributors have been able to purchase tax indicia on credit.
^{d.} From July 1, 2001, through September 9, 2001, the surtax rate on smokeless tobacco ranged from 131 percent for moist snuff to 490 percent for chewing tobacco. Effective September 10, 2001, the surtax rate on smokeless tobacco was lowered to 52.65 percent.
^{e.} Effective January 1, 1999, the overall tax rate on cigarettes was increased from 37 cents to 87 cents per pack under voter-approved Proposition 10. The additional 50-cent-per-pack tax was imposed to raise funds for early childhood development programs. Excludes \$87,978,766 in 1998-99 from the floor stocks taxes for both cigarettes and other tobacco products levied on January 1, 1999.
^{f.} From July 1, 1998, through December 31, 1998, the surtax rate was 26.17 percent for other tobacco products. Effective January 1, 1999, the new surtax imposed under Proposition 10 raised the combined surtax rate to 61.53 percent for other tobacco products. The new surtax is equivalent (in terms of the wholesale costs of other tobacco products) to a 50-cent-per-pack tax on cigarettes.
^{g.} Effective January 1, 1994, the overall tax rate on cigarettes was increased from 35 cents to 37 cents per pack. The additional 2-cent-per-pack tax was imposed to raise funds for breast cancer research and education.
^{h.} Effective January 1, 1989, an additional 25-cent-per-pack surtax was imposed on cigarettes and a new 41.67 percent surtax was imposed on other tobacco products.
^{i.} Excludes \$57,927,866 in 1968-69 and \$595,000 in 1969-70 from the floor stocks tax levied on January 1, 1989.
^{j.} Effective August 1, 1967, the tax rate was increased from 3 cents to 7 cents per pack. On October 1, 1967, the rate was further increased to 10 cents per pack, with the stipulation that 30 percent of the tax be allocated to cities and counties. Includes \$6,515,209 from the 4-cent-per-pack floor stocks tax levied on August 1, 1967, and \$4,889,485 from the 3-cent-per-pack floor stocks tax imposed October 1, 1967.
^{k.} Refunds made for distributors' discounts in the 1960-61 fiscal year on purchases made in the 1959-60 fiscal year have been deducted. These refunds amounted to \$324,000.
^{l.} Effective July 1, 1960, a discount was allowed at the time tax indicia were purchased.
^{l.} Includes \$2,673,048 from the 3-cent-per-pack floor stocks tax imposed July 1, 1959; and also includes the amount of distributors' discounts which were refunded after purchase of indicia. During July and August of 1959, the tax was collected by invoice and no discount was allowed on these collections of \$8,123,700, nor on the \$2,673,048 tax on floor stocks.

**LOS ANGELES COUNTY
CHILDREN AND FAMILIES FIRST – PROPOSITION 10 COMMISSION
DEMOGRAPHIC DATA AND ECONOMIC STATISTICS
2006-2015**

DRAFT COPY 2/2/16.1

Demographic Data

	2006**	2007**	2008**	2009***	2010 (1)	2011 (1)	2012 (1)	2013 (1)	2014 (1)	2015 (1)
Total Population	10,216,702	10,252,245	10,341,412	10,449,155	9,824,194	9,862,211	9,945,864	10,010,961	10,082,664	10,147,670
White	2,903,508	2,856,544	2,822,775	2,938,369	2,743,456	2,719,057	2,721,500	2,709,464	2,693,506	2,677,368
Black	876,209	862,622	853,032	882,167	826,260	828,970	830,607	831,808	833,267	834,505
American Indian	25,584	25,056	24,588	30,808	19,509	19,619	19,652	19,629	19,658	19,654
Asian	1,360,995	1,387,824	1,423,826	1,378,338	1,327,692	1,332,691	1,342,581	1,357,306	1,373,175	1,387,891
Native Hawaiian & Other Pacific Islander	27,544	27,773	28,137	29,001	23,191	23,103	23,277	23,433	23,579	23,721
Hispanic or Latino	4,807,354	4,864,925	4,944,987	5,008,069	4,702,784	4,753,038	4,818,170	4,874,755	4,940,756	5,001,012
Other	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Multi-race	215,509	227,501	244,067	182,403	181,302	185,733	190,077	194,566	198,723	202,919
Female	5,123,747	5,151,888	5,195,931	5,266,592	4,980,734	4,998,722	5,039,635	5,071,249	5,105,963	5,137,391
Male	5,092,955	5,100,357	5,145,481	5,182,563	4,843,460	4,863,489	4,906,229	4,939,712	4,976,701	5,009,679
Under 5 years	742,159	728,334	731,216	716,228	644,882	645,529	645,026	644,356	658,930	664,168
5-9 years	760,560	732,624	735,376	744,818	631,973	625,415	632,530	637,383	638,471	641,563
10-14 years	902,600	852,918	802,998	769,538	674,968	658,984	648,192	638,396	631,525	625,574
15-19 years	820,767	885,245	926,946	870,100	749,322	732,741	716,854	700,066	683,907	670,120
20-24 years	647,886	690,477	712,834	725,816	751,717	755,888	758,178	759,628	757,233	748,352
25-29 years	580,169	621,590	647,647	677,682	758,633	762,396	756,706	754,773	755,997	757,871
30-39 years	1,417,302	1,352,485	1,307,857	1,420,833	1,429,814	1,429,718	1,441,415	1,454,389	1,466,136	1,477,437
40-49 years	1,604,965	1,582,764	1,578,500	1,592,529	1,421,700	1,418,870	1,423,408	1,416,725	1,408,130	1,403,932
50-59 years	1,234,103	1,259,906	1,295,706	1,315,677	1,229,799	1,253,379	1,281,390	1,303,781	1,321,414	1,331,973
60-69 years	722,021	754,663	794,316	827,207	784,117	817,011	856,522	891,983	930,186	971,603
70-79 years	459,992	459,524	465,714	466,110	439,892	447,281	462,564	479,911	497,179	515,304
80+ years	324,179	331,715	342,302	322,617	307,377	314,999	323,079	329,570	333,556	339,173

Source:

* US Census Bureau, 2000 Census, SF1

** State of California, Department of Finance, E-3 Race / Ethnic Population Estimates with Age and Sex Detail, 2000-2008. Sacramento, CA, June 2010.

*** State of California, Department of Finance, Race/Ethnic Population with Age and Sex Detail, 2000-2050. Sacramento, CA, July 2007. (data are projections calculated between census surveys)

(1) State of California, Department of Finance, Population Projections for California and Its Counties 2010-2060. Sacramento, CA, January 2013. (These data supersede the previously used data source.)

Economic Data

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
LA County Personal Income	384,722,373	398,281,877	410,482,294	395,372,354	404,473,004	425,673,042	455,788,782	466,098,988	499,767,889	N/A
LA County Per Capita Personal Income	39,508	41,058	42,165	40,396	41,163	43,062	45,800	46,506	49,400	N/A
California Personal Income	1,499,308,841	1,564,289,335	1,596,229,973	1,537,094,676	1,578,553,439	1,685,635,498	1,805,193,769	1,856,614,186	1,944,369,223	2,061,337,141
California Per Capita Personal Income	41,623	43,152	43,608	41,587	42,282	44,749	47,505	48,434	50,109	52,651
United States Personal Income	11,376,405,000	11,990,104,000	12,429,234,000	12,080,223,000	12,417,659,000	13,189,935,000	13,873,161,000	14,151,427,000	14,708,582,165	15,324,108,725
United States Per Capita Personal Income	38,127	39,804	40,873	39,379	40,144	42,332	44,200	44,765	46,129	47,669

Source:

Bureau of Economic Analysis: <http://www.bea.gov/iTable/iTable.cfm?reqid=70&step=1&isuri=1&acrdn=4> (Tables SA1-3 and CA1-3)

Personal income data are shown in thousands of dollars; per capita income data are shown in dollars.

2015 economic data is not yet available for Los Angeles County

**LOS ANGELES COUNTY
CHILDREN AND FAMILIES FIRST – PROPOSITION 10 COMMISSION
UNEMPLOYMENT RATE
2000 – 2015**

DRAFT COPY 09/23/16.1

Area	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001	2000
United States	5.3%	6.2%	7.4%	8.1%	8.9%	9.6%	9.3%	5.8%	4.6%	4.6%	5.1%	5.5%	6.0%	5.8%	4.7%	4.0%
California	6.2%	7.5%	8.9%	10.4%	11.8%	12.4%	11.3%	7.2%	5.4%	4.9%	5.4%	6.2%	6.8%	6.7%	5.4%	4.9%
Los Angeles County	6.7%	8.3%	9.9%	10.9%	12.3%	12.6%	11.6%	7.5%	5.1%	4.8%	5.4%	6.5%	7.0%	6.8%	5.7%	5.4%

Source:
Bureau of Labor Statistics (<http://www.bls.gov/>; annual averages)

**LOS ANGELES COUNTY
CHILDREN AND FAMILIES FIRST – PROPOSITION 10 COMMISSION
TEN LARGEST INDUSTRIES (1)
2015 AND 2006**

DRAFT COPY 2/23/16

Industry	June 30, 2015			June 30, 2006		
	Number of Employees	Rank	Percentage of Total	Number of Employees	Rank	Percentage of Total
Trade, Transportation & Utilities	814,700	1	17.34%	807,000	1	17.72%
Educational & Health Services	763,100	2	16.24%	575,800	4	12.64%
Professional & Business Services	623,000	3	13.26%	601,300	3	13.20%
Government	574,400	4	12.23%	598,000	2	13.13%
Leisure & Hospitality	487,600	5	10.38%	394,100	6	8.65%
Manufacturing	362,800	6	7.72%	467,600	5	10.27%
Financial Activities	211,100	7	4.49%	247,300	7	5.43%
Information	190,900	8	4.06%	209,100	8	4.59%
Other Services	155,900	9	3.32%	147,100	10	3.23%
Construction	128,200	10	2.73%	159,300	9	3.50%
Sub-total Ten Largest Industries	4,311,700		91.79%	4,206,600		92.35%
All Other Industries	385,900		8.22%	348,500		7.65%
Total Industries	4,697,600		100.00%	4,555,100		100.00%

Note:

(1) Employment by industry is presented because employment data for individual employers was unavailable.

Source:

County of Los Angeles Comprehensive Annual Financial Report for the year ended June 30, 2015:

<http://ceo.lacounty.gov/pdf/portal/CAFR%202014%20.pdf>

**LOS ANGELES COUNTY
CHILDREN AND FAMILIES FIRST – PROPOSITION 10 COMMISSION
CAPITAL ASSETS STATISTICS**

Capital Assets (Land, Building, Furniture & Equipment) are used by the Commission for general operating and administrative function. The Commission has only one (1) centrally located building supported by other capital assets.

DRAFT COPY 09/22/16.1

**LOS ANGELES COUNTY
CHILDREN AND FAMILIES FIRST – PROPOSITION 10 COMMISSION
AUTHORIZED POSITIONS BY FUNCTION
2011-2016**

DRAFT COPY 09/22/16.1

Functional Area	2016 (5)	2015 (4)	Fiscal Year 2014 (3)	2013 (2)	2012 (1)	2011 (1)
Executive	5	4.5	5.5	3	2	2
Administration	37.5	34.5	34	35	33	29
Programs	106	101.5	91.5	92	91	96
Total	148.5	140.5	131	130	126	127

Note:
(1) Data are budgeted authorized positions approved as part of the fiscal year budget. Prior to FY 2010-11, positions were reported by department only, and not according to functional area.

Source:
 (1) First 5 LA Approved FY 2011-12 Operating Budget (FY 2010-11 data were included for comparison purposes)
 (2) First 5 LA Approved FY 2012-13 Operating Budget
 (3) First 5 LA Approved FY 2013-14 Operating Budget
 (4) First 5 LA Approved FY 2014-15 Operating Budget
 (5) First 5 LA Approved FY 2015-16 Operating Budget

INDEPENDENT AUDITORS' REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH GOVERNMENT AUDITING STANDARDS

Board of Commissioners
Los Angeles County Children and Families
First – Proposition 10 Commission
Los Angeles, California

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of the governmental activities and the general fund of the Los Angeles County Children and Families First – Proposition 10 Commission (Commission), a component unit of the County of Los Angeles, California, as of and for the year ended June 30, 2016, and the related notes to the financial statements, which collectively comprise the Commission's basic financial statements, and have issued our report thereon dated October __, 2016. Our report included an emphasis-of-matter regarding the Commission's adoption of Governmental Accounting Standards Board (GASB) Statement No. 72, *Fair Value Measurement and Application*, effective July 1, 2015.

Internal Control Over Financial Reporting

In planning and performing our audit of the financial statements, we considered the Commission's internal control over financial reporting (internal control) to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Commission's internal control. Accordingly, we do not express an opinion on the effectiveness of the Commission's internal control.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. *A material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis. *A significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or, significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

Compliance and Other Matters

As part of obtaining reasonable assurance about whether the Commission's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the entity's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the entity's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

Rancho Cucamonga, California
October __, 2016

INDEPENDENT AUDITORS' REPORT ON STATE COMPLIANCE

Board of Commissioners
Los Angeles County Children and Families
First – Proposition 10 Commission
Los Angeles, California

Compliance

We have audited the Los Angeles County Children and Families First – Proposition 10 Commission's (Commission), a component unit of the County of Los Angeles, California, compliance with the requirements specified in the *State of California's Standards and Procedures for Audits of Local Entities Administering the California Children and Families Act*, issued by the State Controller's Office, applicable to the Commission's statutory requirements identified below for the year ended June 30, 2016.

Management's Responsibility

Management is responsible for compliance with the requirements of the laws and regulations applicable to the California Children and Families Act.

Auditors' Responsibility

Our responsibility is to express an opinion on the Commission's compliance with the requirements referred to above based on our audit. We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America, the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, and the State of California's *Standards and Procedures for Audits of Local Entities Administering the California Children and Families Act*, issued by the State Controller's Office. Those standards and the State of California's *Standards and Procedures for Audits of Local Entities Administering the California Children and Families Act* require that we plan and perform the audit to obtain reasonable assurance about whether noncompliance with the requirements referred to above that could have a direct and material effect on the statutory requirements listed below. An audit includes examining, on a test basis, evidence about the Commission's compliance with those requirements and performing such other procedures as we considered necessary in the circumstances.

We believe that our audit provides a reasonable basis for our opinion on compliance. However, our audit does not provide a legal determination of the Commission's compliance with those requirements. In connection with the audit referred to above, we selected and tested transactions and records to determine the Commission's compliance with the state laws and regulations applicable to the following items:

DRAFT COPY 09/22/16.1

<u>Description</u>	<u>Audit Guide Procedures</u>	<u>Procedures Performed</u>
Contracting and Procurement	6	Yes
Administrative Costs	3	Yes
Conflict-of-Interest	3	Yes
County Ordinance	4	Yes
Long-range Financial Plans	2	Yes
Financial Condition of the Commission	1	Yes
Program Evaluation	3	Yes
Salaries and Benefit Policies	2	Yes

Opinion

In our opinion, the Commission complied, in all material respects, with the compliance requirements referred to above that could have a direct and material effect on the California Children and Families Program for the year ended June 30, 2016.

Purpose of Report

The purpose of this report on compliance is solely to describe the scope of our testing over compliance and the results of that testing based on the State of California's *Standards and Procedures for Audits of Local Entities Administering the California Children and Families Act*, issued by the Controller's Office. Accordingly, this report is not suitable for any other purpose.

Rancho Cucamonga, California
 October __, 2016

Board of Commissioners
Los Angeles County Children and Families
First – Proposition 10 Commission
Los Angeles, California

We have audited the financial statements of the governmental activities and the general fund of the Los Angeles County Children and Families First – Proposition 10 Commission (Commission), a component unit of Los Angeles County, California for the year ended June 30, 2016. Professional standards require that we provide you with information about our responsibilities under generally accepted auditing standards and *Government Auditing Standards* as well as certain information related to the planned scope and timing of our audit. We have communicated such information related to the planned scope and timing to the Budget and Finance Committee on May 24, 2016. Professional standards also require that we communicate to you the following information related to our audit.

Significant Audit Findings

Qualitative Aspects of Accounting Practices

Management is responsible for the selection and use of appropriate accounting policies. The significant accounting policies used by the Commission are described in Note 1 to the financial statements. As described in Note 1 to the financial statements, the Commission adopted Governmental Accounting Standards Board (GASB) Statement No. 72, *Fair Value Measurement and Application*, effective July 1, 2015. We noted no transactions entered into by the Commission during the year for which there is a lack of authoritative guidance or consensus. All significant transactions have been recognized in the financial statements in the proper period.

Accounting estimates are an integral part of the financial statements prepared by management and are based on management's knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ significantly from those expected. The most sensitive estimates affecting the Commission's financial statements were:

Management's estimate of the fair value of investments as disclosed in Note 1 to the financial statements is based on information provided by the County of Los Angeles. We evaluated the key factors and assumptions used to develop these estimates in determining that it is reasonable in relation to the financial statements taken as a whole.

The financial statement disclosures are neutral, consistent, and clear.

Difficulties Encountered in Performing the Audit

We encountered no significant difficulties in dealing with management in performing and completing our audit.

Disagreements with Management

For purposes of this letter, a disagreement with management is a financial accounting, reporting, or auditing matter, whether or not resolved to our satisfaction, that could be significant to the financial statements or the auditor's report. We are pleased to report that no such disagreements arose during the course of our audit.

Management Representations

We have requested certain representations from management that are included in the management representation letter dated October ___, 2016.

Management Consultations with Other Independent Accountants

In some cases, management may decide to consult with other accountants about auditing and accounting matters, similar to obtaining a “second opinion” on certain situations. If a consultation involves application of an accounting principle to the Commission’s financial statements or a determination of the type of auditor’s opinion that may be expressed on those statements, our professional standards require the consulting accountant to check with us to determine that the consultant has all the relevant facts. To our knowledge, there were no such consultations with other accountants.

Other Audit Findings or Issues

We generally discuss a variety of matters, including the application of accounting principles and auditing standards, with management each year prior to retention as the Commission’s auditors. However, these discussions occurred in the normal course of our professional relationship and our responses were not a condition to our retention.

Other Matters

We applied certain limited procedures to management’s discussion and analysis and budgetary comparison information, which are required supplementary information (RSI) that supplements the basic financial statements. Our procedures consisted of inquiries of management regarding the methods of preparing the information and comparing the information for consistency with management’s responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We did not audit the RSI and do not express an opinion or provide any assurance on the RSI.

We were engaged to report on the Schedule of CARES Plus Funding which accompanies the financial statements but are not RSI. With respect to this supplementary information, we made certain inquiries of management and evaluated the form, content, and methods of preparing the information to determine that the information complies with accounting principles generally accepted in the United States of America, the method of preparing it has not changed from the prior period, and the information is appropriate and complete in relation to our audit of the financial statements. We compared and reconciled the supplementary information to the underlying accounting records used to prepare the financial statements or to the financial statements themselves.

We were not engaged to report on the introductory section and statistical section, which accompany the financial statements but are not RSI. Such information has not been subjected to the auditing procedures applied in the audit of the basic financial statements, and accordingly, we do not express an opinion or provide any assurance on it.

Restriction on Use

This information is intended solely for the information and use of the Board of Commissioners and management of Los Angeles County Children and Families First – Proposition 10 Commission and is not intended to be, and should not be, used by anyone other than these specified parties.

Rancho Cucamonga, California
October ___, 2016

DRAFT COPY 09/22/16

First 5 LA

SUBJECT:

First 5 LA endorsement of state ballot initiatives

RECOMMENDATION:

Approve First 5 LA Commission endorsement of California Propositions 55 and 56

BACKGROUND:

On November 8, 2016, California voters will decide whether or not to approve 17 different state ballot initiatives focused on diverse issues including public safety, governance, facility development, and hospital fees, among others. According to staff analysis, two initiatives in particular are significantly aligned with First 5 LA's strategic priorities: Proposition 55, which asks voters to approve an extension of the Proposition 30-approved income tax, and Proposition 56, which increases taxes on tobacco products including electronic cigarettes.

As a public entity, First 5 LA is allowed to take positions on propositions and share factual information about these positions with the public, though First 5 LA has not traditionally engaged in ballot measures. The last time First 5 LA's Commission engaged in a state ballot initiative was in 2009, when voters were asked via Proposition 1D to divert First 5 revenues toward state programs. First 5 LA opposed Proposition 1D, which failed with 66% of voters voting against the measure. Other First 5 Commissions and the First 5 Association are engaging in state ballot initiatives this year. As of October 8, 2016, the First 5 Association is supporting Proposition 56, and the Santa Clara, Santa Cruz, and Marin First 5 Commissions are supporting both Propositions 55 and 56. In addition, Alameda First 5 will vote on both propositions on October 20.

If the Commission decides to take a formal position on Propositions 55 and 56, First 5 LA would communicate the decision in its minutes, on its website, and its regularly published newsletter. It could also respond to requests for its analysis of impacts from members of the public. First 5 LA will not engage in campaign activities.

DISCUSSION:

With a central focus on policy and systems change in First 5 LA's 2015-2020 strategic plan, staff are increasingly engaged in the public policy issues that impact children 0-5 and their families. Ballot initiatives are an important part of the public policymaking process in California, directing billions of dollars to programs and services statewide. Staff recommends that First 5 LA proactively assess and engage in ballot initiatives that directly impact strategic plan-related priorities. For the upcoming election, staff recommends the Commission endorse two of the 17 statewide initiatives that significantly impact First 5 LA and our policy priorities.

Proposition 55 would extend the existing income tax increases approved by voters via Proposition 30 in 2012 through 2030, providing up to \$9 billion in revenue for education and health services. Up to \$2 billion would support healthcare services, with the bulk of funding continuing to support K-14 education. Proposition 30 has provided essential relief to the K-14 education system, allowing districts and the state to reinvest in K-14, and also early care and education (ECE) programs that were decimated during the recent recession.

Recent expansions to early learning programs on school district campuses, like the Los Angeles Unified School District's expanded transitional kindergarten (ETK) program or expanded state preschool offerings, were instituted following the influx of Proposition 30 revenues. Indeed, LAUSD's most recent budget included a \$44 million allocation for expanded transitional kindergarten. Moreover, more than half of the state's California State Preschool Program (CSPP) seats are currently offered through school districts and county offices of education.

While Proposition 55 does not guarantee funding for early education, First 5 LA's partners within school districts have identified that Proposition 55 funding will enable school districts to continue funding existing investments. Moreover, they have stated that continuing or increasing investments in ECE will be difficult without an extension of existing taxes.

Proposition 55 would address First 5 LA's strategic priority on ECE and sustainable funding. Opposition arguments do not address impacts on the 0-5 year population. A support position would reflect the importance of supporting ECE funding beyond Proposition 10 funds, and would also position First 5 LA as a leading voice for ECE work with K-12 partners.

Proposition 55 has been endorsed by the First 5 Association, First 5 Santa Cruz, First 5 Santa Clara, and First 5 Marin, among other education, health, and labor organizations.

Proposition 56 would increase existing tobacco taxes by \$2 per pack of cigarettes and levy an equivalent tax on electronic cigarettes. The primary purpose of the tax is to reduce smoking rates, which are on the rise within the teenage population and have significant health impacts not only on tobacco-product users but victims of second-hand smoke. The secondary purpose of the tax is to raise revenues to support health services for low income Californians through Medi-Cal and other public health programs. Currently, 1.4 million 0-5 year olds across California are served by Medi-Cal and more than 369,700 0-5 year olds in LA County are served by Medi-Cal.

First 5s will not directly benefit from the increased tax on traditional tobacco products, but will receive revenue stabilization funding to offset the expected decrease in Proposition 10 revenues due to the increased tax. First 5s will receive a portion of new revenues (up to \$40 million annually statewide) from electronic tobacco products.

Increased First 5 funding through e-cigarettes could begin to address sustainability imperatives for First 5s across the state. Opposition arguments focus upon the importance of competing priorities but do not address impacts on the 0-5 year population.

Proposition 56 has been endorsed by the First 5 Association, First 5 Santa Cruz, First 5 Santa Clara, and First 5 Marin, among other education, health, and labor organizations.

If the Commission chooses to endorse these two state initiatives, First 5 LA staff will be allowed to communicate the approved position through traditional communication channels and communicate expected impacts and analysis when asked by partners and the public. As a public entity, First 5 LA is not allowed to campaign for ballot measures. Staff will not engage in lobbying, voter mobilization, campaign activities, or other prohibited activities.

Recommendations to Endorse Propositions 55 and 56

October 13, 2016



Overview of Presentation on Goals



- **Context for considering endorsement of initiatives**
- **Analysis and recommendation to endorse Proposition 55**
- **Analysis and recommendation to endorse Proposition 56**
- **Questions and discussion**



Our Strategic Plan focuses on “systems change, collaboration and public policy. This shift reflects both the Commission’s strategic imperative to maximize impact for young children through the systems and policies that can affect the greatest number of children prenatal to 5....”

304

Policy

Systems

Scale

First 5 LA may take a position on ballot measures that impact our Strategic Plan Outcome areas

Permissible Informational Activities

A public agency may engage in informational activities, such as:

- Reviewing and preparing an objective analysis of a measure.
- Taking a position on a ballot measure in an open and public meeting, stating the position in the minutes, and posting those minutes on the agency's website.
- Posting the agency's position on the agency's website or in a regularly published electronic newsletter.
- Making the agency's position available to the public upon request.
- Accepting invitations to present the agency's views before organizations interested in the ballot measure's effects.

First 5 LA will not engage in campaign activities related to ballot measures

Impermissible Campaign Activities

Campaign activities expressly advocate for or against a ballot measure. Campaign activities may include:

- Gathering signatures on a measure.
- Urging a particular vote.
- Producing “typical campaign” materials.
- Providing a link on the agency’s website to a campaign.
- Preparing campaign type materials to use in support of the agency’s position.

Question of the Day



- **Board to vote on endorsement of two statewide initiatives on November 2016 ballot**
 - **Proposition 55: Extension for Higher Income Taxes to Fund Education and Health**
 - **Proposition 56: \$2/pack Increase to Tobacco and New Taxes for E-cigarettes to Fund Health**

Considerations for Analyzing Ballot Measures

Measures

Impact on Young Children

Alignment with Strategic Priorities

Sustainability

Likelihood of Success

Reputational Risk

Partnership Implications

Strategic Plan Outcome Areas



Families



Communities



Health



ECE

Proposition

55

Analysis

Prop. 55: 12-year extension of Prop. 30

- Extends existing taxes on top 1.5% of income earners (\$250K/year +)
- Expected to generate \$4-9 B annually
 - \$2-4.5B: K-14 education
 - \$0-2B: Medi-Cal for low-income people
 - \$60M-1.5B: budget reserves, debt

High alignment with ECE and sustainability:

- Funding to K-12 school districts, many of which invested in ECE after Prop. 30
- Medi-Cal funding in young children's health
- 0-5 yr old funding beyond First 5 LA funding

Positions First 5 LA as leading ECE advocate with K-12 partners

Proposition

55

Opposition

Opponents make the following arguments in opposition of Prop. 55:

- Extends a measure that was supposed to be temporary: broken promise
- Education, health care, and state government can be funded without new or higher taxes³¹¹
- Hurts small businesses
- Favors special interests and politicians.

Proposition 55

Context &
Recommendation

Proposition 55's Supporters:

- California Federation of Teachers, California Hospital Association, California Medical Association, California School Employees Association, California Teachers Association, SEIU Local 1000, Service Employees International Union California, California Democratic Party, **First 5 Association, First 5 Santa Cruz, First 5 Santa Clara, and First 5 Marin.**
- Raised \$41M

Proposition 55 Opponents:

- Howard Jarvis Taxpayers Association, California Chamber, California Republican Party
- No reported opposition funding

First 5 LA staff recommendation: ENDORSE

312



Proposition 56 Analysis

Proposition 56: Increase tobacco taxes, tax e-cigarettes

- Increase cigarette taxes by \$2 to \$2.87
- Impose new e-cigarette taxes
- Expected to generate \$1.1 and \$1.4 B/yr for (1) Medi Cal and other public health programs (2) tobacco prevention, control, research and training
- First 5 implications:
 - “Hold harmless” for expected decrease
 - \$10-40 M from e-cigarettes tax

Begins to address sustainability with new revenue stream; aligned with historical tobacco cessation efforts

Elevates 0-5 implications, but may draw negative targeting by tobacco/opposition



**Proposition
56
Opposition**

Opponents make the following arguments in opposition of Prop. 56:

- Funds insurance companies and special interests more than it would fund treatments for smoking related illnesses and youth smoking prevention.
- No funding for schools.
- Other issues are higher priority.
- Waste on overhead and bureaucracy.

Proposition 56

Context &
Recommendation

Proposition 56's Supporters:

- LA Chamber of Commerce, Save Lives California Coalition (SEIU CA, CA Hospitals Committee on Issues (CHCI), CA Association of Hospital and Health Systems (CAHSS), Tom Steyer), American Cancer Society, Cancer Action Network, American Lung Association in California, American Heart Association, **First 5 Association, First 5 Santa Cruz, First 5 Santa Clara, and First 5 Marin.**
- Raised \$17 M

Proposition 55 Opponents:

- Philip Morris USA Inc. and R.J. Reynolds Tobacco Company, Howard Jarvis Taxpayers
- Raised \$35.6 M

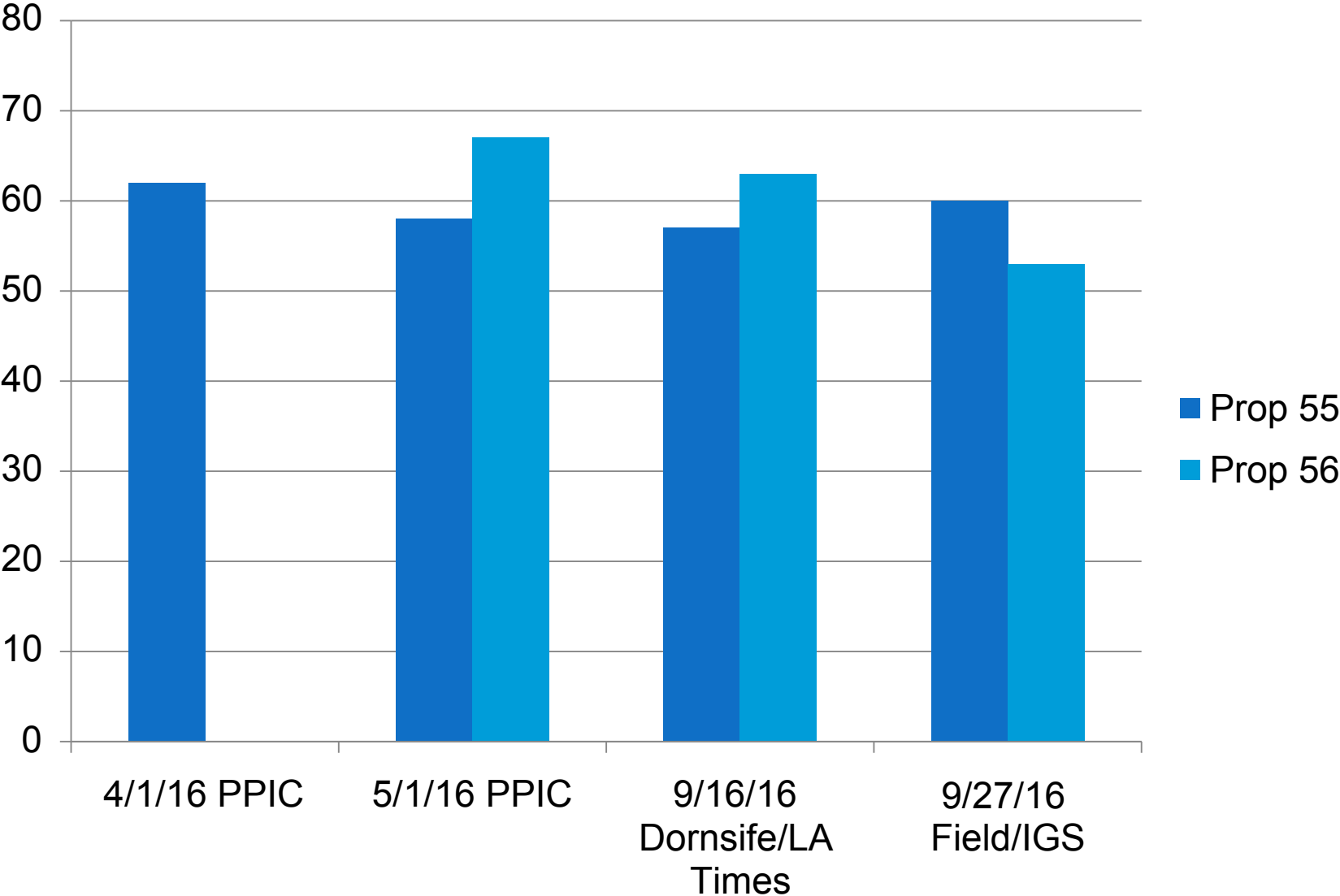
315

No tobacco tax has passed since 1998 and no history of taxing e-cigarettes.

First 5 LA staff recommendation: ENDORSE

Propositions 55 and 56 Polling Since Spring

Percentage of Voters in Support



**What would
endorsement
mean in
practice?**

If the Board takes a position on a ballot measure, we may:

- **state position in minutes and on agency's website**
- **post position in a regularly published electronic newsletter**
- **make position available to the public upon request**
- **accept invitations to present position and ballot measure's effects.**

317

Questions & Discussion



FIRST 5 LA

SUBJECT:

Early Care and Education Outcome: Receive update on Quality Rating and Improvement System (QRIS) Progress

BACKGROUND:

The outcome of First 5 LA's Early Care and Education Systems work is to increase access to quality early care and education. To achieve this outcome, there are three strategies: (1) advocate for greater public investment in quality early care and education, with a focus on both infant/toddler care and preschool, (2) support implementation of a uniform Quality Rating and Improvement System (QRIS) within L.A. County in order to build the evidence base to support advocacy and policy change, and (3) strengthen the professional development system for early care and education providers. The focus of this board item is on the second strategy, QRIS. First 5 LA's activities in this strategy fall into two broad categories: QRIS systems building through the QRIS Architects planning process and support for the continued implementation of QRIS and quality improvement supports to providers who had been previously engaged in the Federal Race to the Top Early Learning Challenge Grants that ended June 30, 2016.

At the July 2016 Commission meeting, the board reviewed progress and learning from the first year of the implementation of First 5 LA's Strategic Plan for 2015-20. The themes from that meeting were then presented and discussed by the board at the September 2016 Commission meeting. At that time, the Commission requested an update on the progress of the LA County QRIS Architects planning process. This board item is a response to that request.

DISCUSSION:

The Early Care and Education Outcome Area QRIS Update at the October 13 Commission meeting will provide the Commission with an overview of the work being done throughout the County to build a comprehensive QRIS including work with QRIS Architects group, the approach that the QRIS Architects group will take to establish a QRIS model for LA County, the accomplishments and challenges since the project began in January 2016, and the next steps.

No specific Commission action is required at this time. The presentation is provided as part of regular updates on the FY 2015-2020 Strategic Plan implementation. Katie Fallin Kenyon, Director of ECE, and Christina Bath-Collosi of VIVA Strategies + Communication will lead the presentation and discussion.

Quality Rating and Improvement System (QRIS) Update

Katie Fallin Kenyon, First 5 LA
Christina Bath-Collosi,
Viva Strategy + Communication

October 13, 2016

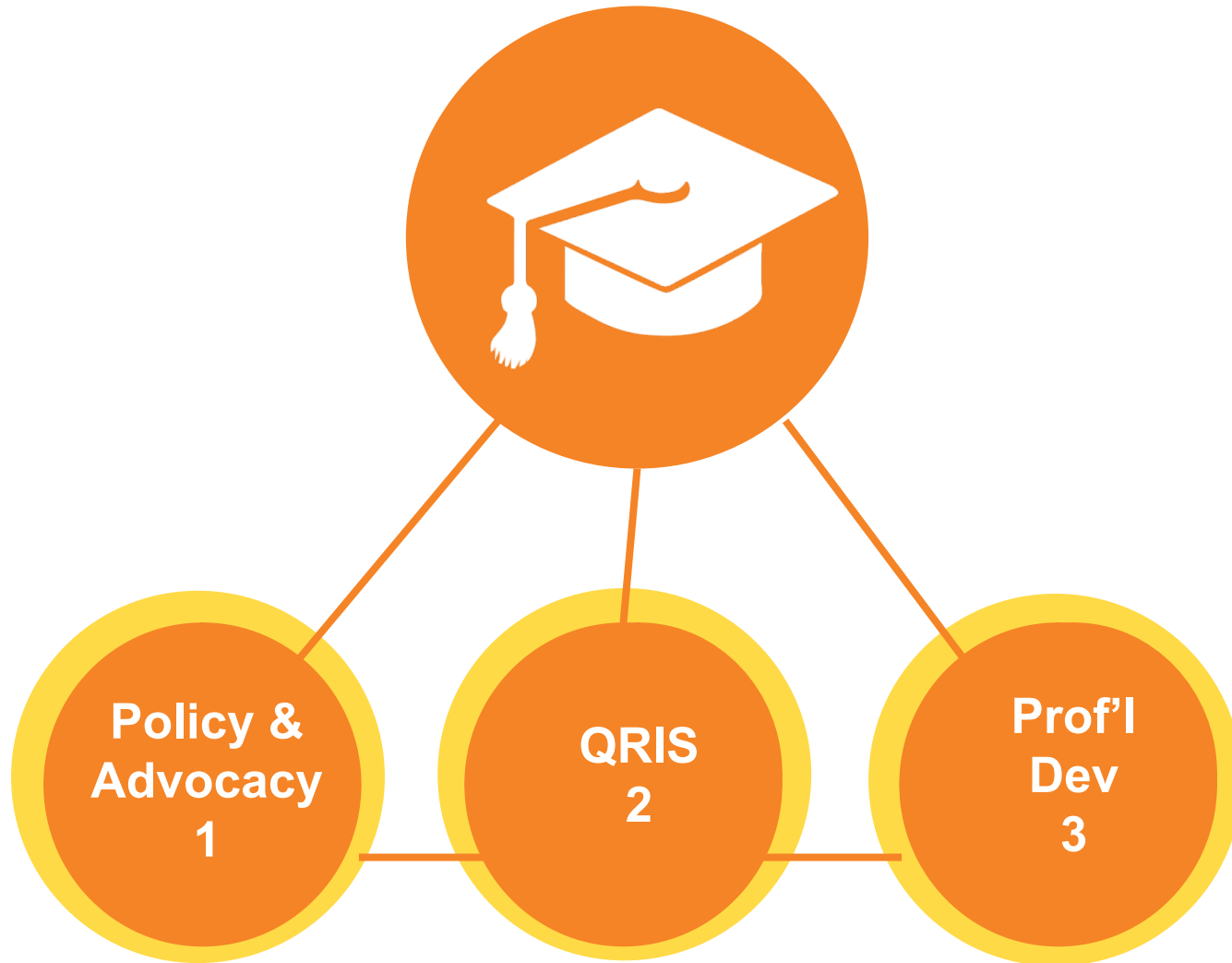


Presentation Goals

- Provide an overview of QRIS strategy
- Provide a progress update on the QRIS Systems Planning work with the QRIS Architects
- Reflect on accomplishments, challenges, and lessons learned

321

Early Care and Education Outcome



322

Early Care and Education Outcome

A large orange circle containing the text "QRIS Strategy" in white. A callout box with an orange border extends from the right side of the circle.

QRIS Strategy

“Support the implementation of a uniform Quality Rating and Improvement System (QRIS) within L.A. County in order to build the evidence base to support advocacy and policy change”

323

A central orange circle contains the text "QRIS Strategy". Three lines extend from the right side of the circle to three rectangular boxes on the right. The top box is orange and titled "QRIS Implementation". The middle box is orange and titled "QI Implementation". The bottom box is blue and titled "QRIS Systems Building".

QRIS Strategy

QRIS Implementation

- LAUP Contract
- Full QRIS with 239 rated sites
 - 47 Infant/Toddler sites
 - 70 Family Child Care Homes

QI Implementation

- CCALA Contract
- Quality Improvement support to 75-90³²⁴ sites (primarily Family Child Care Homes)

QRIS Systems Building

- First 5 CA IMPACT
- LA County QRIS Architects
- LA County QRIS Model

**"Children are the
living messages we
send to a time
we will not see."**

— John F. Kennedy,
35th President of the
United States





LA County QRIS Funding Streams

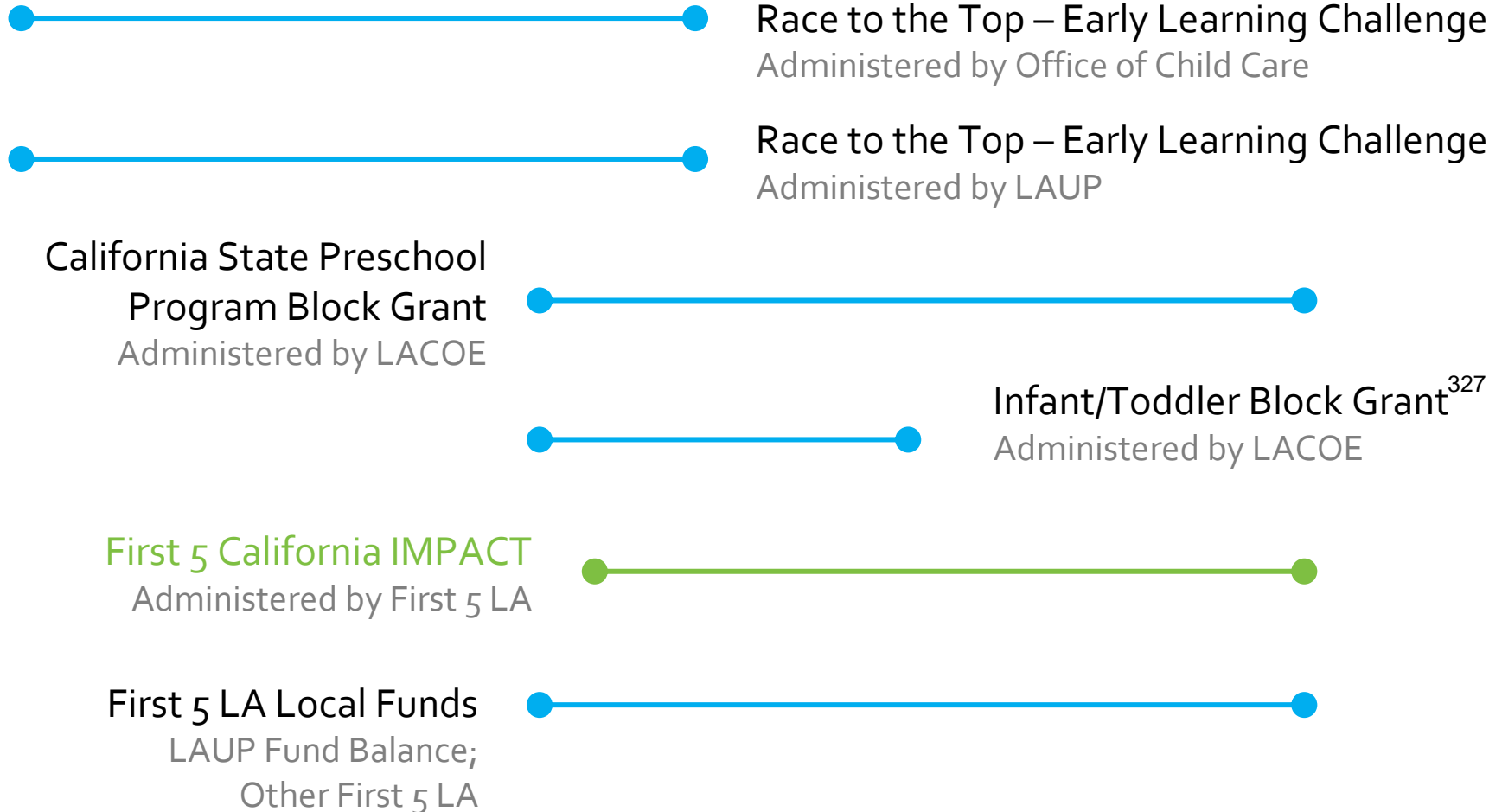
2012

2014

2016

2018

2020



LA County QRIS Architects' Approach

"This is our opportunity to pause, take a breath, and figure out how we all work together."

- LA Architect

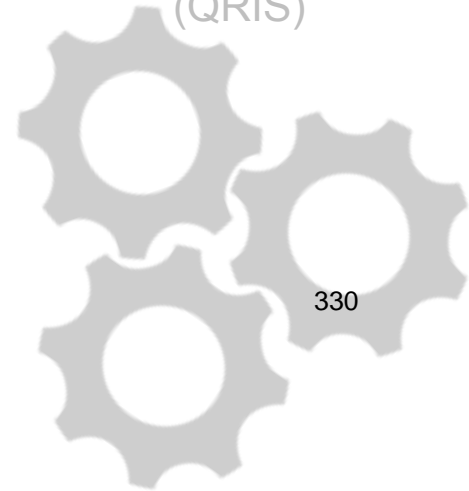


329

Architects' Approach



LA County
Quality Rating and
Improvement System
(QRIS)



January 2016 – August 2016
Memorandum of Understanding
(MOU) was developed

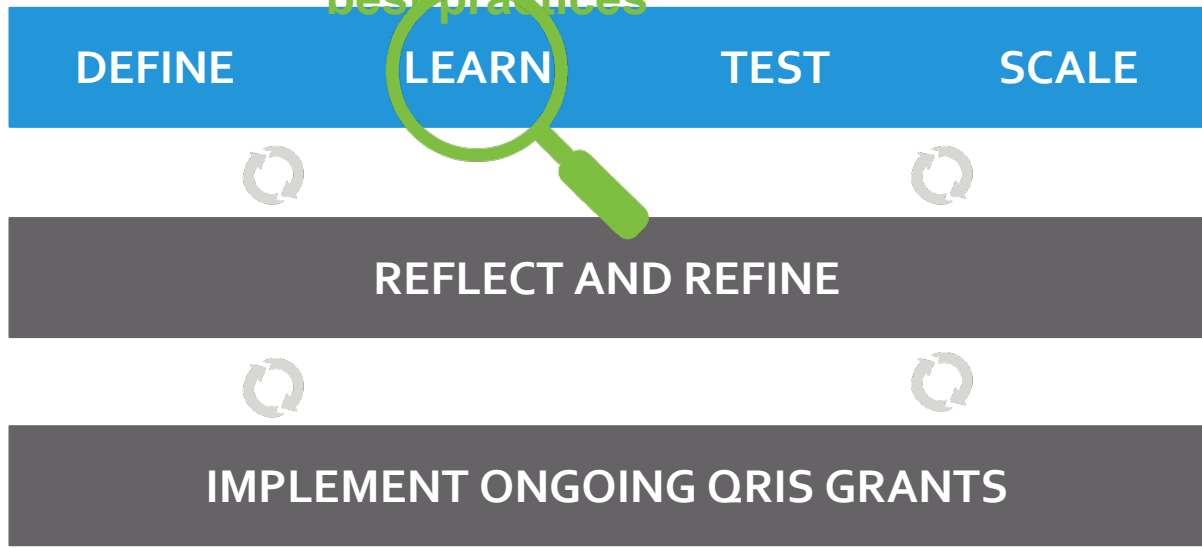


LA County
Quality Rating and
Improvement System
(QRIS)



Estimated Timeframe:
September 2016 – August
2017

Deepen QRIS knowledge through learning from local experience as well as state and national research and best practices



LA County
Quality Rating and
Improvement System
(QRIS)



Estimated Timeframe:
Sept. 2017- June 2018
Utilize reflections and learning to build and pilot the Architect developed QRIS model

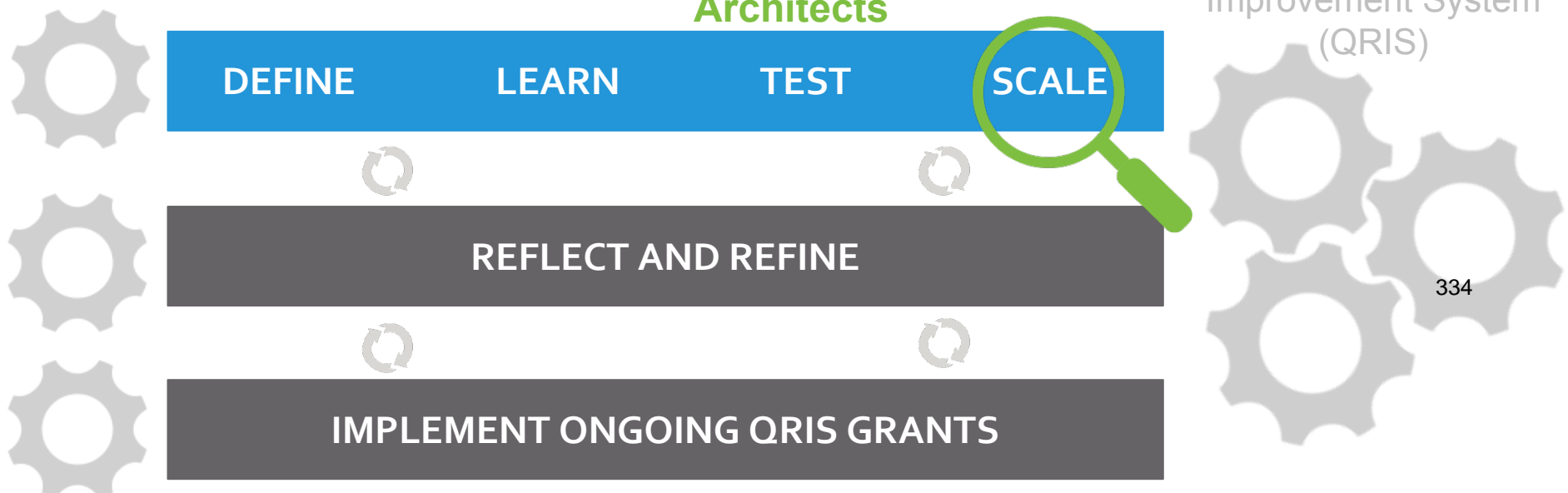


LA County
Quality Rating and
Improvement System
(QRIS)



Estimated Timeframe:
July 2018-June 2020
Expand QRIS in Los Angeles County using model developed by Architects

LA County Quality Rating and Improvement System (QRIS)



LA County
Quality Rating and
Improvement System
(QRIS)



DEFINE

LEARN

TEST

SCALE



REFLECT AND REFINE

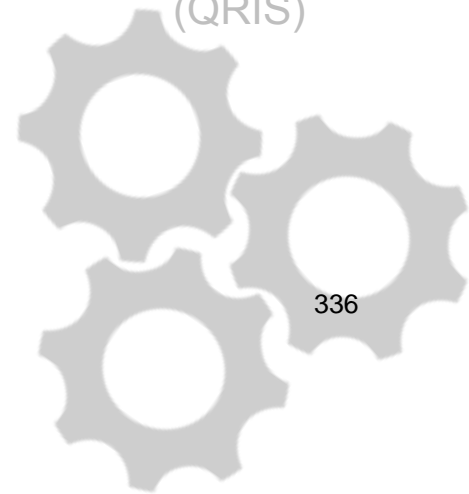
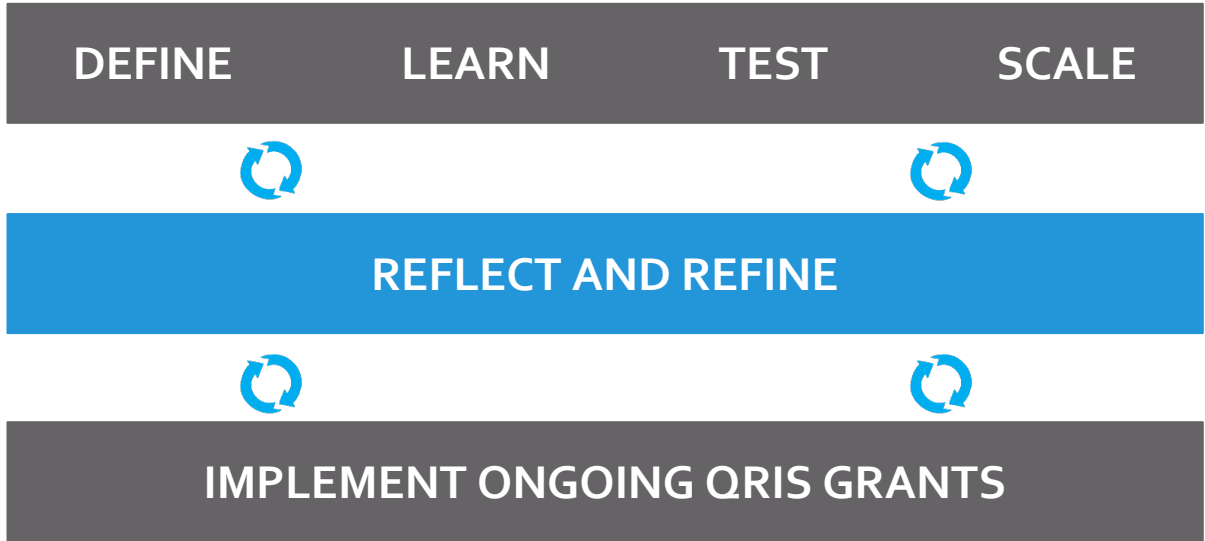


IMPLEMENT ONGOING QRIS GRANTS



335

LA County
Quality Rating and
Improvement System
(QRIS)





DEFINE LEARN TEST SCALE

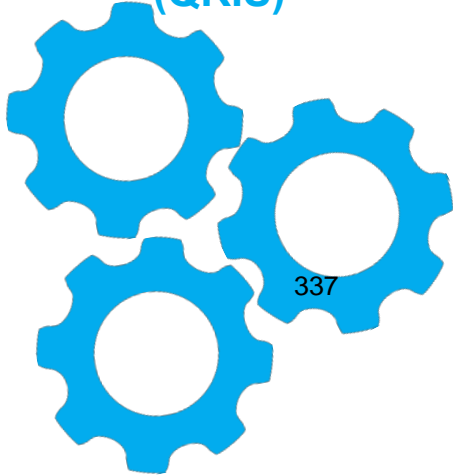


REFLECT AND REFINE



IMPLEMENT ONGOING QRIS GRANTS

LA County Quality Rating and Improvement System (QRIS)



337



“This approach is what LA County needs to do if...we’re going to have a countywide system.”

- LA Architect

Systems Building Achievement

339

Memorandum of Understanding Components

Shared QRIS vision

Foundational QRIS components established

Decision-making process

Commitment to establish data collection and sharing process

Partnership commitments to fellow Architects working together established

Discussions (January 2016 – June 2016)

Architects'
Memorandum of Understanding was signed by partners³⁴⁰
August 2016

Learn Phase Goals



LA County
Quality Rating and
Improvement System
(QRIS)



Learn Phase

(September 2016-August 2017)

The QRIS Architects will learn about relevant local, state, and national QRIS research and best practices, as well as lessons learned from previous and current efforts.

- Share and discuss local learning, practices, and findings
- Research and best practices scan
- Learning Journeys
- National content experts³⁴²
- LA County parent and educator focus groups
- Share findings with advocates and stakeholders

What Has Worked

Clearly defined end goal is what's best for kids



Strong vision statements are driving our effort

Future-focused space didn't exist before



QRIS implementers and early learning system builders are together at the table

Focused on building a system from the foundation up



MOU ensures i's are dotted and t's are crossed

Challenges We've Faced

Getting on the same page



- Different definitions of systems building
- Documenting accurate decisions/opinions during meeting—stoplight system helped

Staying future-focused



- Today demands so much time and energy
- Urge to make changes right away

344

Strengthening our partnerships



- Perceived judgment of the current model
- Differences in resources among participants



LOS ANGELES COUNTY
QRIS ARCHITECTS