

AGENDA

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

Budget & Finance Committee Chair: Robert Byrd

**Thursday, September 8, 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 3
- Thursday, July 14, 2016
 - B. Approve the Monthly Financial Statements Month Ending July 31, 2016 67
 - C. Contract: Approve One New Agreement and Two Contract Renewals 73
and Authorize Staff to Complete
Final Contract Execution Upon Approval from the Board
3. **INFORMATION**
Remarks by the Commission Chair of the Board
- **Sheila Kuehl, Commission Chair**
4. **INFORMATION** 78
Executive Director's Report
- **Kim Belshé, Executive Director**

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

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	- Tara Ficek, Director of Programs, Health	
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	- Christina Altmayer, Vice President of Programs	
10.	INFORMATION	
	Public Comment (for items not on the agenda)	
11.	ACTION	
	Adjournment	



SUMMARY ACTION MINUTES

FIRST 5 LA
Board of Commissioners Meeting
July 14, 2016
1:30-4:30 pm

COMMISSIONERS PRESENT:

Commissioners:
Judy Abdo (Vice Chair)
Duane Dennis
Cynthia Harding
Sheila Kuehl (Chair)
Christopher Thompson
Joseph Ybarra
Marlene Zepeda

Ex-Officio Commissioners:

Philip Browning
Patricia Curry
Karla Pleitez Howell
Deanne Tilton

COMMISSIONERS ABSENT:

Jane Boeckmann [Excused]
Nancy Au [Excused]

STAFF PRESENT:

Kim Belshé, Executive Director
Raoul Ortega, Finance Director
Teresa Nuno, Chief of Programs and Planning
Linda Vo, Commission Secretary
John Wagner, Chief Operating Officer

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 1:32 pm. Quorum was present.
2. Consent
 - A. Approve Commission Meeting Summary Action Minutes and Transcript - Thursday, June 9, 2016
 - B. Approve the Monthly Financial Statements Month Ending May 31, 2016
 - C. Contracts: Approve One New Agreement, Two Amendments, Three Renewals and Authorize Staff to Complete Final Contract Execution Upon Approval from the Board
 - D. Approve First 5 CA State Advocacy Funding

Abstention: Christopher Thompson from 2C

M/S (Dayton Gilleland/ Duane Dennis)
THE ITEM WAS APPROVED

COMMISSION: (Items 3 – 7)

3. Remarks by the Commission Chair of the Board
4. Executive Director's Report
5. Break
6. 2015-20 Strategic Plan Year 1 Update

A presentation was given by Ms. Altmayer on the 1st year of implementation of our Strategic Plan 2015-20. Following the presentation, Commissioners and lead staff broke out into four groups led by our four outcome leads.

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

SUMMARY ACTION MINUTES

ADJOURNMENT:

The Commission adjourned at 4:16 pm.

NEXT MEETING:

The next Commission meeting will take place on September 8, 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.

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MEETING OF FIRST 5 BOARD OF COMMISSIONERS
Thursday, July 14, 2016
750 North Alameda Street, First Floor
Los Angeles, California 90012

REPORTED BY:
HEATHERLYNN GONZALEZ
CSR #13646

1 Thursday, July 14, 2016; Los Angeles, California

2 1:31 p.m.

3 -oOo-

4 SUPERVISOR KUEHL: If everyone could please find
5 a seat. Good afternoon.

6 COMMISSIONER DENNIS: Good afternoon.

7 SUPERVISOR KUEHL: Let us call this meeting of
8 the First 5 LA board to order. The audience was out of
9 order. So everybody switch seats. No, I'm kidding. That
10 isn't what we do here.

11 May we have a roll call, please?

12 SECRETARY: Nancy Au.

13 Jane Boeckmann.

14 Phillip Browning.

15 COMMISSIONER BROWNING: Here.

16 SECRETARY: Patricia Curry.

17 COMMISSIONER CURRY: Here.

18 SECRETARY: Duane Dennis.

19 COMMISSIONER DENNIS: Here.

20 SECRETARY: Karla Pleitez Howell.

21 COMMISSIONER PLEITEZ HOWELL: Here.

22 SECRETARY: Dayton Gilleland

23 COMMISSIONER GILLELAND: Here.

24 SECRETARY: Cynthia Harding.

25 COMMISSIONER HARDING: Here.

1 SECRETARY: Christopher Thompson.

2 COMMISSIONER THOMPSON: Here.

3 SECRETARY: Deanne Tilton.

4 COMMISSIONER TILTON: Here.

5 SECRETARY: Marlene Zepeda.

6 Judy Abdo.

7 COMMISSIONER ABDO: Here.

8 SECRETARY: Sheila Kuehl.

9 SUPERVISOR KUEHL: Here.

10 SECRETARY: Quorum is present.

11 SUPERVISOR KUEHL: All right. Quorum is present.

12 Let us move then to Item 2, which is an action item. And,
13 Mr. Wagner, up to you.

14 MR. STEELE: Chair, before Mr. Wagner starts, we
15 just need to note that on Item 2C Commissioners Harding
16 and Thompson each have a conflict of interest with one of
17 those contracts on that item and they will be abstaining
18 from the vote on item 2C.

19 SUPERVISOR KUEHL: Okay. Commissioners named
20 understand? That's good. And in terms of if I call for a
21 vote and there's no objection, those who have conflict are
22 not included in the aye vote.

23 MR. STEELE: That's correct.

24 SUPERVISOR KUEHL: Okay. Mr. Wagner.

25 MR. WAGNER: Thank you, Madam Chair, and good

1 afternoon, commissioners. Happy Bastille Day.

2 First, a couple things to call out for your
3 consideration and attention on the consent item before
4 you, which is Item Number 2. We have one new contract,
5 two amendments, and three renewals. The new contract is
6 for work with the Raben Group. After an open and
7 competitive solicitation, the Raben group was selected to
8 continue it's work with us as our federal advocate
9 advancing our strategies and policies in Washington, DC.
10 This solicitation was for a total of four years, and the
11 contract for fiscal year 16-17 is for \$125,000.

12 There are two contract amendments which I
13 indicated. The first is with Tulsi Consulting to continue
14 their work with us on the organizational alignment efforts
15 and transformational efforts for First 5 LA to better
16 align the structure of the organization to the work we
17 have under the 2015-2020 strategy plan. This amendment
18 would add \$165,000 to their contract and extend the
19 contract date through December 31, 2016.

20 The second amendment is with Justus McGinity
21 Executive Search firm, which was involved with us this
22 past year with four senior level recruitments. The board
23 was originally informed about this contract in the
24 executive director's report back in January. That's
25 because the original contract was below the \$75,000

1 threshold which would warrant a coming to you on consent.
2 But with this amendment of \$19,000, it actually moves over
3 that limit of \$75,000 to a total of just roughly \$94,000.

4 So that is also before you for consideration.
5 And I should also note that this is for the 15-16 fiscal
6 year. Those resources are in the budget and we're in the
7 process of -- we were able to pay out those invoices
8 through the end of August.

9 And then finally there are three renewals coming
10 before. And you the reason you have these materials in
11 the consent is because, when First 5 LA enters into a
12 multiyear agreement as part of those contracts, all of the
13 supporting documents come before you on an annual basis.
14 So you'll see those materials.

15 One is when the LA county DPH for a renewal of
16 5.1 million for the obesity prevention initiative. One is
17 with UCLA for the dental home project, a renewal of
18 \$600,000. And the final renewal is \$6.2 million with the
19 County Department of Mental Health, and is this for the
20 Parent Child Interactive Therapy, or PCIT, program for an
21 additional -- what this would afford is the training of
22 ten additional providers in this evidence-based program.

23 Then the final comment I'd like to make is in
24 subitem D, we're bringing forward a proposal that was
25 actually discussed at length by staff at the PPC meeting

1 at end of June. Your action on this item would allow us
2 to receive \$105,000 from First 5 California. We would use
3 these funds to align our work with the First 5 California
4 as well as the Association on some advocacy, and we would
5 be working and your action would allow us to enter into a
6 contract for that amount with Cal Strat or California
7 Strategies.

8 So I return it back over, respectfully ask your
9 consideration and turn it back over to the chair.

10 SUPERVISOR KUEHL: Thank you very much. Any
11 questions of Mr. Wagner or anyone else?

12 Mr. Dennis?

13 COMMISSIONER DENNIS: Two questions, John, the
14 first of which deals to the contract with Justus McGinity.
15 You said that the contract exceeded the \$75,000 threshold
16 which we have authorized the EED to expend without
17 consideration from us. Was that underestimation of the
18 work or did we ask Julie to do more work?

19 MR. WAGNER: We actually asked her to do more
20 work. So when we did the original solicitation, we didn't
21 know how many recruitments we would need.

22 COMMISSIONER DENNIS: Okay. And the second is
23 something I said with the PNC meeting with regard to the
24 Raben Group, I have no problems. I just would like in the
25 future that, you know, we have a report card with regards

1 to our, you know, lobbyists both in Sacramento and in DC
2 with regards to what we're asking them, what they've done,
3 and making sure they're doing what we ask them to do. I
4 think that's very important, prudent type of work.

5 MR. WAGNER: Yes. Thank you.

6 SUPERVISOR KUEHL: Any other questions or
7 comments?

8 I spoke to Kim the other day about the various
9 contract renewals that we are doing, and I indicated that
10 in keeping with what we've been talking about over this
11 year about evaluation that we were really interested in
12 some outcome reports over the next term of the contract,
13 which I think we somewhat get but we're interested in more
14 than, you know, did three billboards or we saw three kids
15 kind of stuff. How's it working. So I thought, over the
16 course of the next several months, we might be interested
17 to know in seeing what their reports look like.

18 MS. BELSHE: And just on that point, this is an
19 important focus of a new department we're creating in the
20 future state that Teresa Nuno is leading that is looking
21 not only at our expiring initiatives, but with a more
22 deliberate focus on what are we learning from them. So I
23 think the chair's speaking to a number of the renewals
24 that are on this consent agenda that are big investments.
25 And there's a lot of good learning that's being captured

1 that we'll be bringing back.

2 SUPERVISOR KUEHL: counsel, do we need a separate
3 vote?

4 MR. STEELE: We do not, chair. We'll just
5 reflect those two abstentions in the vote.

6 SUPERVISOR KUEHL: And with those who are
7 conflicted out, do we still have a majority should the
8 others choose to vote yes?

9 MR. STEELE: We still have a quorum left. Yes.

10 SUPERVISOR KUEHL: All right. Any other question
11 or comments?

12 I do have a motion to approve the action items in
13 the consent calendar?

14 COMMISSIONER GILLELAND: I'll move to approve.

15 SUPERVISOR KUEHL: Is there a second?

16 COMMISSIONER DENNIS: Second.

17 SUPERVISOR KUEHL: Approved and seconded. Any
18 objections?

19 Hearing none, the consent calendar is adopted.

20 The next thing just a few comments very briefly
21 because we want to get to the kind of excitement of our
22 getting together and talking this afternoon.

23 It's really a good thing I think for us to be
24 sort of zooming out, taking that sort of big look that's
25 important to look at the progress -- I'm going to call it

1 progress. I'm not going to insist that we only call it
2 progress. But to look at the progress that we've made in
3 the first year of the strategic plan and kind of get a
4 sense of where we're going in the years to come.

5 As I kind of harp on at every meeting, First 5 LA
6 as a independent or quasi-independent public entity, it's
7 really in a unique position because it's part of our
8 county family, but in some ways, in many ways, separate
9 from our county family. So this look I think provides us
10 an opportunity to look at the many strengths that First 5
11 LA has on its own to serve the people that we serve, but
12 also I think to help strengthen the county departments in
13 meeting the needs of children and families across the
14 county.

15 So First 5 is continuing really important
16 investments in our basic services like, you know, Welcome
17 Baby. It's not just about funding services. It's also
18 about thinking differently about our partnerships with
19 various parts of the county to improve services, to
20 improve best practices and incorporate them and, you know,
21 be responsive -- truly responsive to the needs of
22 families.

23 So we're partnering, First 5 and various county
24 departments, in work that we're doing about homelessness,
25 about trauma-informed care, with the Office of Child

1 Protection. And as we hear from the outcome leads a
2 little later and in our small groups, I hope that we'll
3 keep our ears open for further opportunities that we might
4 have to collaborate with the county, align where it's
5 appropriate.

6 And also I want to say to my fellow board
7 members, I think it's really important though we -- we
8 serve an important role in sort of questioning and trying
9 to illuminate and, you know, get more information. But I
10 think we also can serve additional roles in terms of
11 dialogue and feedback. So I'd like -- I mean, that's sort
12 of what today is designed to do, is to have us -- not that
13 anyone has ever told you that you're all too quiet, but I
14 think in terms of trusting that your own experience and
15 your own thoughts are a really valuable asset for First 5
16 LA and to bring that every time, not just to these
17 discussions today, but every time to the board I think
18 it's a -- it's very important.

19 Now, again, maybe I don't have to say that, but I
20 like an active board. I like an engaged -- well, you're
21 engaged. You're all quite engaged. But more -- and I
22 think this -- not only can you tell me this. So I might
23 be sorry in a couple of months that I said that, but I
24 simply want to -- to encourage it.

25 So now let me turn it over to our esteemed

1 executive director.

2 MS. BELSHE: Thank you.

3 SUPERVISOR KUEHL: Kimberly.

4 MS. BELSHE: Madam chair.

5 SUPERVISOR KUEHL: You bet.

6 MS. BELSHE: So a couple thoughts to kick off our
7 time together this afternoon, and first I want to begin
8 with some new arrivals to the First 5 LA family, people
9 who you will be seeing in our breakout sessions, some of
10 whom you've already met. And I'm delighted that, as of
11 Monday, the full executive leadership team is actually on
12 board, in place, in offices and doing the little people's
13 work for LA county. We were fortunate to welcome
14 Christina Altmayer, as we all know, as our vice president
15 of programs in mid May. And the better part of today is
16 really about strategic planning. We'll be hearing more
17 from Christina in a moment.

18 Kim Patella-Brownson is well known I think to
19 many, but Kim, if you could stand as our new vice
20 president of policy and strategies. So we welcome her to
21 this new leadership role. Thank you. She will -- two
22 weeks on the job as of today.

23 And the true veteran of the group is Daniella
24 Pineta. We ask her to stand as our new vice president of
25 integration and learning, so welcome, Daniella. And

1 you'll be getting to know more about her and her working.
2 She'll really be leading going forward our monitoring
3 evaluation learning work to help really drive our learning
4 agenda here at First 5 LA to not only our benefit, but our
5 goal is to the benefit of the broader field.

6 We are really lucky to have leaders of the
7 caliber of Christina and Kim and Daniella, as well as Carl
8 Gaden, our senior director of administration who joined us
9 out of the blocks. Carl is now the sage veteran since he
10 started in April. He still prefaces, I'm the new guy.
11 We've given him -- we say, no, you can do that for about
12 two years. But really to have people of this caliber and
13 talent to further enhance the terrific talent that's
14 resident within First 5 LA.

15 We have a lot of work to do. It's a new way of
16 working, and I really feel good about the important
17 progress we're making in the leadership coming into the
18 organization as well as the leadership we are growing
19 within the organization. And we'll be coming back at the
20 September meeting. We'll be in a position to be sharing
21 with you the overall leadership team, including the
22 department heads for each of the four divisions. So we're
23 -- those individuals will be announced in the not too
24 distant future.

25 So a lot of work has been focused on structure

1 and staffing. But as the board knows, it's structure and
2 staffing in service of the work. So you all gave us
3 direction with the strategic plan. We in turn have been
4 taking that to help ensure that the organizational
5 structure as well as the people leading that work is
6 aligned to the direction you've given us.

7 So with the first year of the strategic plan
8 behind us, we thought this was a terrific opportunity to
9 step back, to reflect, to listen, to learn, to engage with
10 an eye towards not only what have we been doing well, but
11 also with some conversation about what we can be doing
12 better. I'm enormously proud of the work you're going to
13 be hearing about. I think it's really exciting. It's new
14 and different in some ways. It's enduring in terms of
15 other strengths of the organization, but, you know, we've
16 had some bumps along the road, and it's fine to
17 acknowledge bumps and learn from them.

18 (Commissioner Zepeda enters.)

19 MS. BELSHE: But I really do -- kind of like the
20 proud mom pointing with pride to what has been some really
21 important progress, not only in moving forward our anchor
22 investments such as Welcome Baby and home visitation and
23 our Best Start community capacity building, but also doing
24 our work in different ways. Those are going to be some of
25 the themes you'll be hearing from in terms of Christina

1 and the outcome leads. So it is transitioning to a
2 somewhat different role and function with an eye towards
3 how do we maximize our impact on behalf of kids.

4 So really want to underscore the chair's comments
5 about dialogue and feedback. I don't want you to think
6 that the staff colleagues who will be joining you in the
7 executive team in these meetings are being reticent. You
8 know we're not reticent. But we really are here to
9 facilitate a dialogue and conversation amongst the board
10 members themselves.

11 Finally, a couple of acknowledgements. You're
12 going to be hearing from -- briefly from the four outcome
13 leads who I know you all have gotten to know and heard
14 from. I really want to acknowledge their remarkable
15 leadership over the course of the past year and a half or
16 so. These are people who hold other jobs at same time
17 they stepped up and into an important leadership role
18 along with their project team. So really in so many ways
19 the four individuals you're going to be hearing from
20 embody a lot of the values that we talk a lot about in
21 terms of partnership and collaboration and shared
22 leadership all deployed in service of greater impact.

23 I also want to thank Stacy. Where's Stacy?
24 You're not going to hear from Stacy, but you all know and
25 respect Stacy, our director of the office of strategic

1 planning and implementation. She's been providing a lot
2 of support to Christina and the outcome leads in terms of
3 how to better present in an integrated way what we know is
4 a lot of different work. So you all will tell us in terms
5 of how well we did, but I want to thank Stacy for her good
6 work to try to make this work as clear and as integrated
7 as possible.

8 Finally, I want to acknowledge Christina who
9 hasn't even been here two months. And here she is working
10 with the outcome leads presenting to the board the first
11 year of our strategic plan. So I want to thank her for
12 stepping up and into this role. While it's not the
13 subject of discussion today, you did receive, and there's
14 a hard copy in your folders, a very detailed matrix that
15 lays out our implementation plan efforts. So it reflects
16 refine 2020 objective associated with the plan. It also
17 gives board members very concrete milestones that were
18 achieved in the year that just ended as well as the
19 targets for the year ahead. So I really want to
20 acknowledge Christina, not only for getting up to speed on
21 a lot of work in short order in shaping this event, but
22 for the work with the outcome leads in terms of this very
23 helpful matrix that's going to help guide our work going
24 forward.

25 So I will leave it there. I thank you for your

1 forbearance with the opening comments and acknowledgments,
2 and we're five minute ahead of schedule.

3 SUPERVISOR KUEHL: You should never say that.

4 MS. BELSHE: Sorry.

5 SUPERVISOR KUEHL: Because you've been so clear
6 with the outcome leads that they are each going to speak
7 for five minutes.

8 MS. BELSHE: It might be six. It might be six.
9 Barbara's negotiating for seven.

10 SUPERVISOR KUEHL: See, so we're not five minutes
11 ahead, are we? We're already four minutes behind.

12 MS. BELSHE: We are right on time.

13 SUPERVISOR KUEHL: So we are going to move to the
14 presentation and engage in the break after the
15 presentation when we're moving to our various rooms to
16 have our discussion.

17 Let me also say, just so -- because I always like
18 those who have come to visit to know what's going to
19 happen. Of course, these are also public discussions in
20 each of the four rooms. And you are welcome to attend.
21 Let me encourage you though if you are thinking of
22 commenting, though of course it is allowed, that the
23 public comment might best be shared with the whole board
24 rather than just the three people that happen to be in
25 that room or the three people in that room. It's

1 completely up to you. But I'm just saying that we will
2 have a report back at the end and -- and public comment
3 about all of it.

4 So let us go to the presentations. Should we
5 turn it over to Christina?

6 MS. ALTMAYER: Yes.

7 SUPERVISOR KUEHL: Thank you.

8 MS. ALTMAYER: Thank you. Very excited at this
9 opportunity and as well as being on the board at First 5
10 LA.

11 SUPERVISOR KUEHL: Talk right into the mic so we
12 can hear you a little more clearly.

13 MS. ALTMAYER: Is that better?

14 SUPERVISOR KUEHL: Yes.

15 MS. ALTMAYER: Thank you. Very excited to be
16 here and to begin these discussions today and really, as I
17 step into this new role, to hear from you all about what
18 are the issues that we should be exploring as we move
19 forward with this strategic plan implementation in the
20 coming year.

21 Let me -- I'm very technology challenged. So
22 thank you, Stacy.

23 So today's meeting, just to give you an overview
24 about the format and the structure today, falling on the
25 comments that the chair just made about the purpose of

1 today. We really hope to engage you all in a discussion
2 amongst yourselves and with staff around the first year's
3 implementation and what has been the progress, and more
4 importantly, as we look ahead, what are those
5 opportunities for learning. So there will be a brief
6 presentation of the first year implementation of the
7 strategic plan. We want to introduce some key themes that
8 will resonate as you hear the presentations from the
9 outcome leads about the specific work. We're going to be
10 focusing on one strategy within each of the four outcome
11 areas. And I'll talk more about that, how those were
12 selected, in just a moment. But we want to go a little
13 bit deeper in one, but, again, reserve the time for
14 breakout sessions.

15 We want to thank you all for responding to our
16 requests. And we've assigned you each to -- based on your
17 interest that you expressed to one of four breakout
18 sessions for the first 30 minutes, then there will be a
19 second session. So each commissioner will have the
20 opportunity to participate in two breakout sessions. And
21 then we'll regroup at end and look forward to receiving
22 some consolidated direction from the commissioners, as
23 well as hearing the report out from the discussions that
24 occurred in the breakouts. So that's a quick overview of
25 the format.

1 We have three learning goals of what we hope to
2 achieve this afternoon. First and foremost, we really
3 want to understand and hopefully convey to you the
4 specific work that is being done within these four outcome
5 areas that is impacting children and families today in LA
6 county. We want to show how this work is really grounded
7 in the vision and the mission that was established in the
8 new strategic plan. Key most in that, which we'll talk
9 more about as well as partnership as a fundamental value
10 that's really guiding all of our work. We want to help
11 you understand how our work in these four outcome areas is
12 really driving towards long-term changes for children and
13 family here in LA county.

14 As Kim mentioned we have provided an overview
15 document that provides an implementation status of each of
16 the strategies as well as the targets for 16-17. So there
17 will be an opportunity to dive deeper and answer any of
18 your question around some of the strategy work if it's not
19 covered in the presentation today. Again, that will be
20 part of the breakouts.

21 And, finally, and perhaps most importantly, we
22 really want to engage in a discussion around how our
23 strategic plan implementation is being done in a way
24 toward supporting policy and systems change. It's such a
25 fundamental anchor in our strategic plan. And I think

1 that was done with two very important recognitions here in
2 LA county: One is just the size of LA county. We have
3 over 25 percent, closer to 30 percent, of the children
4 statewide are here in LA county. So our -- our impetus is
5 crucial for doing this important work. And,
6 unfortunately, we know also have a very high percentage
7 equally, around 25 percent of those children, are living
8 in poverty. So we've got a compelling reason to really
9 move forward on improving these lives for young children
10 and families in LA county. But I look to the chart behind
11 us all and recognize that that work is also being done in
12 an environment with declining revenue and continued
13 declining revenue as anticipated today which really makes
14 the case which you all know so well that our work has to
15 be focused on policy and systems change if we're going to
16 be able to make a sustainable impact on children and
17 families. So today we want to talk about how the specific
18 work that we're doing is leading our steps towards making
19 systems change for children and families.

20 I want to start again with a reminder of our
21 mission of both -- let me back up -- our vision and our
22 focus on ensuring that children grow up healthy in mind,
23 body, and spirit and eager to learn with opportunities to
24 reach their full potential. So that's really the driving
25 background on which all of our work is done.

1 But, again, I want to come back to this key word
2 in our mission which is the board aptly and appropriately
3 really put a strong emphasis -- so strong that it's in our
4 mission statement about in partnership with others. I
5 think increasingly as we are doing our work and going
6 forward, again, with this backdrop of our declining
7 revenue, our work is going to have to be done in
8 partnership with others, and that includes county
9 partners, it includes many community-based agencies, it
10 includes community leaders. I think as we hear about
11 these different areas of work today, we hope to highlight
12 for you the very diverse ways in which First 5 LA is
13 working with partners. It's going to have to be
14 responsive to the work that is done and recognition of
15 existing work that's being done, but all under the
16 umbrella of strong partnership.

17 One of the areas that was fundamental as we look
18 at strategic plan was recognizing the diversity of the
19 work in our four outcome areas, but equally the diversity
20 of the type of investments that we will have to do.

21 So today as you hear about these areas, we've
22 selected different outcome projects or strategies to
23 highlight to you the diversity of the types of investments
24 we're making based on the work that needs to be done. So,
25 for example, in the ECE arena as we're talking about

1 expanding learning opportunities for young children,
2 you're going to hear about the work that's been done in
3 terms of public policy and building the public will to
4 support expansion of ECE.

5 When we're talking about the work in terms of
6 Help Me Grow and increasing access to developmental
7 screening and referrals for young children, you're going
8 to hear how that work is being done with an eye towards
9 systems improvement, that work to increase access for
10 young children to receive regular developmental screenings
11 and be referred to age appropriate services is not going
12 to occur without the strong partnership which have been
13 developed with many other important organizations in this
14 county.

15 As we talk about, for example, the implementation
16 of Project DULCE and the families, you're going to all
17 hear how a big focus of that is on provider training. So
18 understanding that these are the different types of
19 investments. I think of them as a toolbox. And we really
20 have to be judicious and thoughtful about which tool makes
21 the most sense based on the outcome we're working to
22 improve.

23 So as you know, there are four outcomes within
24 our strategic plan. And this work is really grounded in
25 the foundation that families are the center of our work,

1 but we recognize that families live in communities. So
2 we're both strengthening families but also doing our work
3 in communities. And, additionally, those other two
4 outcome areas really speak to the key systems that are
5 impacting young children: The health system and the ECE
6 system. And the latter two systems are systems when we
7 talk later in the presentation that we really think
8 there's an opportunity for greater integration across
9 health and the early childhood education strengthening our
10 connections with between those two systems.

11 So I just want to highlight a couple of recurring
12 themes as we look back on this first year of
13 implementation that hopefully will resonate as each of the
14 outcome leads come forward to speak about the specific
15 work that's being done. And these are all themes that I
16 think will continue in the future but with different
17 emphasis as we get more into the work of our strategy
18 plan.

19 First and foremost is this recognition that each
20 stage of this work is not at the same place. In some
21 cases, for example, our ECE policy work, First 5 LA has
22 had a long tradition in doing that. We were able to hit
23 some very exciting milestones this year, but that work is
24 farther ahead in terms of its development than maybe some
25 of our work in the health arena where we're just launching

1 this new and exciting work in regard to trauma-informed
2 care.

3 Secondly, a second theme that you'll hear is
4 that, in some cases, First 5 LA is really out in front and
5 driving this work. In some cases, we're leading this work
6 from the backseat in some respects where we are working
7 with partners that are driving these initiatives. But in
8 our role, we can be incredibly supportive to their work.
9 So sometimes we leading side by side, Sometimes we're
10 leading from behind, and sometimes we're out in front.
11 And it really depends on the work that has to be done.
12 But, again, all of that is really leading with this
13 fundamental approach of partnerships.

14 One other point I really want to say here is that
15 implementation of the strategic plan is going to require
16 both discipline and staying true to what the strategic
17 plan intent is, but also being very opportunistic and,
18 when opportunities present themselves, to accelerate our
19 work in ways that we didn't anticipate. We want to be
20 nimble and responsive to that. And one of the best
21 examples you'll hear about today when we talk about the
22 families work is in Project DULCE. It's incredible to see
23 how we've gone from concept being introduced and brought
24 to First 5 LA to implementation in less than a year of
25 families being served. So it's one of these I think

1 skills that we're going to have to develop as an
2 organization to be both disciplined as well as very agile
3 and responsive to opportunities as they present
4 themselves.

5 So with that, an overview presentation more to
6 come. I want to say that today is not a comprehensive
7 presentation on all the work that's being done in the
8 strategic plan. It's really highlighting the work that we
9 think are good examples of what our future work will
10 continue to be like. I want to make sure also to
11 emphasize that this -- while this is a dedicated time that
12 we're spending on the strategic plan, it will not be the
13 only opportunity to discuss the progress. And as you
14 know, throughout the year and in the coming year, we'll
15 continue to have presentations and link the work that's
16 being done back to our strategic plan.

17 In terms of format, each of our outcome leads
18 will come forward and give a brief presentation. We just
19 ask, if possible, to hold the questions until the breakout
20 to maximize the amount of time that's available for the
21 breakout discussions.

22 So appropriately so, we're going to start with
23 looking at families because families are at the center of
24 the work that we do. And I would like to ask Barbara
25 DuBransky to come forward and start with the presentation.

1 MS. DUBRANSKY: Thank you. In fact, whenever we
2 present, I always go first. And you always say, poor,
3 Barbara, she has to go first. I don't mind because it
4 reminds everybody that families are at the center and
5 families are first. So I don't mind.

6 So I want to talk a little bit about broadly the
7 families outcome area starting with just a brief review of
8 the first strategy which is our home visiting strategy.
9 And we know that this is an anchor strategy for us. And
10 the reason we're not talking about it today, as many of
11 you probably recall, is we had a lengthy conversation
12 about this investment last month. So it has not been
13 forgotten. We wanted to focus particularly on strategy
14 two because we've had some really significant milestones
15 occur in strategy two.

16 So just as a reminder of the overall purpose of
17 strategy two: This is a strategy that allows us to
18 directly engage with families in the systems that we are
19 committed to in our strategic plan, the ECE and health
20 system. So this is a way, for example, for families to
21 directly inform us on how the system works and doesn't
22 work and to utilize the systems access to families to help
23 them promote their child's development, to help them
24 identify challenges at earliest possible stage, so when we
25 engage families directly through our families work, we're

1 creating partners for, for example, our Help Me Grow work.
2 DULCE would be an example of this.

3 As a reminder, the DULCE program is a program
4 that does two primary things in health care setting,
5 primarily the pediatric setting. One thing that it does
6 is something that we wanted pediatricians to do for a long
7 time. We've wanted pediatricians to do something we call
8 anticipatory guidance for families. What that means is
9 to, for example, say to a family at a six-month checkup,
10 in the next three months before I see you again, your
11 child may be experiencing -- begin to experience stranger
12 anxiety. This is how you can promote their development
13 through that stage and help them feel safe in the
14 environments they go in. That's not something all
15 pediatricians have been able to feel that they are able to
16 do.

17 Through DULCE, by having a family specialist,
18 there's someone in the practice who can do that for
19 families, who can tell them about what's going on with
20 their child's development and help them if they're
21 concerned about something around that development.

22 The other aspect of DULCE that's critical to
23 families is their basic needs. So it engages in a
24 medical/legal partnership, something that we're learning
25 about here over the last year because of this program.

1 And what that allows is for that family specialist to be
2 trained and have a relationship with a public interest
3 lawyer who helps that family specialist understand that,
4 when families have basic needs where they need public
5 resources, whether it's housing, something that we're all
6 very concerned about, food insecurity. At the pilot in
7 Boston, it included energy insecurity. They -- here are
8 some of the challenges they may face, and here's what you
9 can do to help them overcome those challenges. And that
10 relationship allows for that family specialist to be
11 supported when it gets even more complicated and more
12 difficult. And they even have success stories in Boston
13 that indicated that, when there was a critical flaw in the
14 system or a critical flaw in the sense that there was
15 someone in the system who wasn't executing their job
16 properly around families getting their entitled benefits,
17 that they could address that issue. So we're engaging
18 directly to families but we're informing the larger system
19 when we do work like this.

20 So we have engaged with the DULCE program in
21 three clinics throughout the county. So starting with
22 your zero, we -- to remind everybody, when we were
23 devising the strategic plan, we had identified this
24 program as a good example of a way that we could have an
25 impact on the health care system while working directly

1 with the families. They had an impressive RCT that
2 demonstrated that this program made families more likely
3 to bring their children to the well child visits. It made
4 it more likely that they got those basic needs met. It
5 even made it more likely that they received their
6 immunizations on time.

7 So we looked at those outcomes and said, this
8 looks like a fit for what we're trying to do for this
9 plan. But in -- and then going from knowing that we
10 wanted to invest in it in year one, an opportunity arose.
11 As Christina said, we want to be nimble. And we had, in
12 our timeline not expected to launch this work for six to
13 12 months later than this opportunity came up. And I just
14 really have to acknowledge that our contracts compliance
15 department coming to the table and saying, we're going to
16 find a creative way to identify partners that can work
17 with us quickly so that we don't lose this opportunity,
18 and they supported program and we were able to do that.
19 So that was an exciting step.

20 I have been here for well over 15 years, and I
21 have never seen anything move this quickly. And it was
22 pretty exciting. I like to see things move quickly. And
23 not only did we act nimbly, but we also reflected on next
24 time an opportunity comes up, are we going to be even more
25 ready so it doesn't feel like, okay, we're really

1 stretching and we're having to figure something out on the
2 fly, that we made ourselves even ready for another
3 opportunity by taking in lessons learned from that
4 opportunity.

5 So we took the Center for Study of Social Policy
6 up on their offer to partner. So that does put us in, as
7 Christina said, the kind of relationship where in some
8 aspects we're in the backseat because we're part of a
9 national project that they are leading. But it gave us an
10 opportunity to be a part of designing the replication of
11 this program. So many of you know that, when a program is
12 brought from another place, in this case Boston, providers
13 will tell you there's something or multiple things about
14 this program that don't fit the context of Los Angeles.

15 So, for example, I mentioned energy insecurity.
16 Probably somewhat of an issue, but not a primary issue.
17 We have an opportunity at the table to say, we think the
18 third legal issue should not be that. We have multiple
19 issues we could raise, immigration issues be one of them,
20 because those are the things that are important to the
21 families in our community. So that was what was exciting
22 about getting up to be a part of this opportunity. If we
23 had come in later, we wouldn't have had as much of an
24 impact on the design.

25 And we brought this to the board within three

1 months -- less than three months and then three months
2 after that we were serving families. And that was very
3 exciting that it wasn't just that we had a contract,
4 families were being served. We were able to do that
5 because we had that partnership with CSSP.

6 So what's going to happen next year. So next
7 year, one of the things that is a new element that these
8 jurisdictions from across the country have brought to the
9 table is, in the pilot, they did not engage families in
10 the design. And the partners that came to the table said,
11 we're not going to do it that way. Families have to be a
12 part of this design process. So that's a key element for
13 next year -- key milestone that we'll be undergoing. And
14 we will also be engaging and tackling the approaches to
15 sustainability of the project including reimbursability of
16 the program. So we'll take all of the knowledge that the
17 various partners have brought to the table and use that to
18 ensure that this program can be scaled and sustained as
19 needed.

20 So, again, happy to talk about families because
21 -- to represent families as they're the center out of
22 strategic plan. As Christina mentioned, families live in
23 a community context. So given that, Antoinette is going
24 to come speak next about families in community.

25 MS. ANDREWS: Thank you, Barbara. Good

1 afternoon, commissioners.

2 Our strategic plan acknowledges that families do
3 not exist in a vacuum. They live in neighborhoods. They
4 belong to communities. They interact with systems. They
5 are -- they also interact in places, in the physical
6 spaces within their communities. And so the communities
7 outcome area actually has three interrelated strategies
8 that together are about improving the local ecosystem of
9 relationships, resources, and opportunities for parents to
10 promote the optimal development of their children.

11 So the first -- the focus of the first strategy,
12 shared vision and collective action, is really our anchor
13 investment in Best Start, which the board has heard about
14 on numerous occasions. And for some, you've actually
15 experienced it in the recent executive leadership tours.
16 So we're not going to spend time on that today.

17 Strategy two, is about strengthening the
18 coordination of local services and supports for families.
19 Families rely on local systems and they also rely on
20 trusted informal systems, like families, friends,
21 neighbors, for social connection and resources in times of
22 need.

23 The third strategy really acknowledges that
24 physical places and spaces can be a source of toxic stress
25 for families and -- but if we are able to promote safe

1 accessible open places and spaces like parks, then we are
2 able to promote healthy behaviors, provide opportunities
3 for a child's exploration, facilitate positive social
4 connections, and be a source of community expression and
5 pride.

6 And though we've made important strides in each
7 of these strategies over the last year, today I'm going to
8 highlight strategy two as a good example of how slow,
9 purposeful learning and development can strengthen
10 connections across the outcome areas and reinforce the
11 importance of partnership with our county and
12 philanthropic partners to advance shared goals.

13 To so just to reiterate, the second strategy of
14 the communities outcome area emphasizes improvement in the
15 coordination of ECE and health-related services and
16 supports. And the areas that we're most interested in
17 are service navigation access and quality.

18 During the June PPC meeting just about two weeks
19 ago, we heard stories from a parent who's son with special
20 needs had been misdiagnosed by several providers. We
21 heard from a director of a local community-based
22 organization who reiterated the point that, when families
23 have negative experiences with providers, they will not
24 utilize available services.

25 So this issue of multiple, uncoordinated services

1 and supports is a matter that -- it matters a great deal
2 to me professionally and personally. I consider the
3 frustration and the stress my mother felt when she went to
4 DCFS thinking that she was going to get some information
5 about how she could help my cousin who was going through a
6 situation and ended up with a five-year old, a three-year
7 old, a four-month old that she didn't know existed
8 actually, a backpack full of clothes, three cans -- three
9 diapers, one can of milk, and three folders with
10 information on each individual child and, basically, had
11 to figure out what to do. And she talked about how
12 frustrated and stressed out she was. And even though she
13 didn't have the language of trauma-informed care, she was
14 a trauma-informed caregiver because she said, I have to
15 provide a safe environment for these children. She's the
16 great great aunt and was told actually if there was one
17 more great on that, she would not have been even
18 considered a relative caregiver. So she had to endure all
19 of that stress but to the children provide an environment
20 and love and support and stability.

21 So all of this happened just as the board was
22 approving this strategic plan. And hearing and
23 experiencing these stories, our team initially planned to
24 issue an RFP to support community resource networks, the
25 providers that are supposed to be working together to

1 support families. But from a strategic perspective, we
2 recognized First 5 LA's unique position and opportunity to
3 take a bird's eye view of the landscape of services and
4 supports and how families interact with and navigate those
5 services.

6 So like the two strategies in the health outcome
7 area, which you'll hear -- one of which you'll hear about
8 in a moment, we spent the year focused on learning and
9 discovering, on building relationships with those who have
10 a major stake in this very important issue, seeking to
11 understand why service navigation is challenging and how
12 First 5 LA might strategically align with other efforts
13 underway across the county to address resource
14 coordination. And we understood the importance of taking
15 the time to do this; otherwise, we felt we'd run the risk
16 of developing projects within the strategy that are
17 duplicative or simply are not going to work.

18 So we issued an RFP. We heard from 25 provider
19 networks. We interviewed representatives from seven
20 county departments. We spoke with parents and providers
21 involved in Best Start community partnerships. And we
22 were also a strong partner with the Packer Foundation as
23 they convened stakeholders across the county to define
24 parent engagement in the context of community-based
25 settings, early care and health settings, and within

1 systems.

2 And we also thought about First 5 LA as the
3 subject of our inquiry. Although not the agent of
4 sustainability and scale, First 5 LA does provide
5 substantial resources to families through our grant
6 making. So we cannot address the issue of resource
7 coordination without looking at the role we play to
8 strengthen that coordination.

9 So we conducted a small pilot in the valley.
10 Bringing together Welcome Baby home visiting Best Start
11 grantees as well as our current community engagement
12 investments in the neighborhood action councils and the
13 resident outreach coordinators. And the purpose was to
14 increase awareness among these grantees and partners and
15 foster a sense of collaboration to maximum implementation
16 the results of the investments.

17 So our learnings from the external and internal
18 inquiries were consistent. Providers lacked sufficient
19 resources to sustain the level of collaboration needed to
20 make service navigation for families easy. Parents do not
21 go to providers they don't trust. Providers don't refer
22 to providers they don't trust. And one important
23 consideration for us is investment in local, trusted
24 in-person assistance in community-based settings that
25 families frequent to help connect them to an array of

1 available high-quality resources and help them navigate
2 those supports.

3 So whereas 15-16 was the year of exploration,
4 16-17 can be categorized as the year of partnerships
5 across the strategic plan outcome areas and with our
6 county and philanthropic partners to advance the shared
7 vision of safe, healthy, thriving children and families.
8 We're now exploring opportunities to build upon the great
9 work that's currently underway.

10 So, for example, as Barbara mentioned in her
11 comments about Project DULCE, we have certain
12 responsibilities as the early childhood systems lead. So
13 how do we ensure the family specialists who are important
14 resource connectors for Project DULCE have relevant
15 information about and are able to build effective
16 relationships with the array of services -- of
17 high-quality services and supports that meet family needs
18 within the communities and how might we partner with ECE
19 providers and schools which are important sources of
20 information for families. How do we strengthen the
21 infrastructure of services and supports to facilitate the
22 implementation of Help Me Grow? How do we partner with
23 the Office of Child Protection and philanthropic partners
24 like the Packard Foundation to strengthen family
25 engagement practices like navigation supports for

1 families?

2 These are the kinds of questions that will drive
3 implementation in the coming year. Our approach has to
4 add value to families. It has to add value for
5 organizations and for systems working so diligently to
6 care for, protect, and provide important resources for
7 thousands of children and families.

8 Parents can't do it alone. And I think we can
9 all attest to that. Communities create the context in
10 which families access resources, build relationships, and
11 raise their children. And systems, particularly health
12 and ECE systems, are critical in sustaining the ecosystem
13 of relationships, resources, and opportunities for parents
14 to promote the optimal development of their children. I
15 am inspired by the tremendous leadership of our board, of
16 our staff and others throughout the county to enhance
17 these systems.

18 And I now invite Reena to discuss the important
19 progress being made to ensure the health related systems
20 are connected, they're coordinated, and responsive in ways
21 that truly work for families within the context of their
22 communities.

23 MS. JOHN: Thank you, Antoinette. And good
24 afternoon, commissioners.

25 As a reminder, the outcome area for health is

1 really about improving how health-related systems
2 coordinate and deliver care to young children and their
3 families. And under that outcome area, we have two
4 strategies: One being developmental screening, early
5 identification in connection to services; and the second
6 being trauma-informed care.

7 The focus of today's presentation will be on the
8 developmental screening strategy. I know just a couple of
9 weeks ago we had an opportunity to share with you our work
10 in trauma-informed systems change. And also I really
11 think the developmental screening strategy really speaks
12 to some key themes from our work over the last year. And
13 one of the key learnings from our last year in that Help
14 Me Grow, I think if we do it the right way and we have
15 every intention to, will really connect all of our work in
16 a really comprehensive way. Help Me Grow will serve as a
17 resource to our home visitation providers. It will --
18 Help Me Grow will connect to our ECE system and those
19 providers as well. And Help Me Grow will absolutely serve
20 as a resource for families and our communities.

21 And here's the strategy for developmental
22 screening and why this strategy -- we know that screening
23 rates are definitely below where they need to be. While
24 screenings are a covered benefit under the Affordable Care
25 Account and a recommended -- they're a strong

1 recommendations from the American Academy of Pediatrics,
2 we know that only a quarter and actually well under a
3 quarter of children are actually receiving those
4 screenings. We also know there's wide variation in the
5 implementation of the screening by providers and the types
6 of tools they use. We also know that reporting rates are
7 very low, particularly in managed care environment.

8 So for all of these reasons, which brings us to
9 our milestone slide here and really talking about year
10 zero. We know that just doing the screenings is not going
11 to be not enough. Provider training is not going to be
12 enough. We know that just focusing on data reporting or
13 just referral to services will not be enough. In order to
14 really build a system for children, it's really about the
15 entire continuum of care. And that's why we're focusing
16 in this area of -- and looking at this model Help Me Grow.

17 And so that -- we also wanted to mention there
18 are really key pockets of resources in the county, and
19 many of those investments have been First 5 LA investments
20 and resources. Between 2005 and 2011, First 5 LA funded
21 the early developmental screening initiative. And many of
22 those services and providers are still providing those
23 services to date from the Northeast Valley Health Centers
24 and AltaMed, as well the Children's Clinic in Long Beach.
25 We know many of those investments have sustained.

1 Currently, we're funding the early intervention and
2 identification project and also looking to leverage that
3 effort into our Help Me Grow planning and implementation
4 as well.

5 So in terms of year one milestones, I think the
6 key theme we want to highlight -- and I know we've talked
7 about this a lot at past meetings. The key theme really
8 has been about partnership building and really building
9 those partnerships from the very start of our investments
10 and thinking about engaging our partners in the early
11 development, design, and implementation of our work. And
12 to that end, we really have developed three very strong
13 partnerships with LA Care health plan, LA County
14 Department of Public Health, and the American Academy of
15 Pediatrics Chapter 2. And these are very strong partners
16 because they represent just massive provider platforms in
17 the health care space. And so while these are not going
18 to be our only partners, they are a very good start for us
19 as an agency.

20 And our second key milestone, many of you have
21 been a part of, was our public launch of Help Me Grow on
22 May 20th with broad cross-sector representations. We had
23 folks from the ECE sector represented. We had six out of
24 the seven regional centers represented there, as well as a
25 variety of health care provider platforms and federally

1 qualified health centers. And probably the most exciting
2 part of that event was the 33 agencies committed to
3 participate in our work moving forward either on the
4 leadership council or in one of the work groups related to
5 our four core components, which are child health care
6 provider outreach, the centralized access point, data
7 collection and analysis, and the community and family
8 outreach work group.

9 So we're really excited, and that speaks to the
10 work that we have in front of us for year two, which is
11 really about developing an effective, full -- you know,
12 well-functioning leadership council and work groups, and
13 then really look looking to some early phase development
14 of the Help Me Grow systems in year two.

15 So with that, I want to just close by calling out
16 just one other key theme of our work, and it's something
17 that Christina mentioned in her comment, but it really
18 it's about First 5 LA exercising a diversity of roles in
19 this work. The strategy is all about improving early
20 identification and intervention for all children. That --
21 that strategy is so uniquely tied to our identity as a
22 commission. And we know that across the state there are
23 28 commissions either adopting Help Me Grow or on the path
24 to adopting Help Me Grow like ourselves. So in this space
25 -- I mean, we talk a lot about First 5 LA being a

1 facilitator, a convener, a catalyst. But I think in this
2 space, we really will be a leader in this space, for this
3 work. And not the only leader, but we will be a strong
4 leader in this space.

5 So with that, again, repeating the theme,
6 families are at the center of the work, families live in
7 communities, and communities exist within systems, health
8 and ECE.

9 So with that, I'll hand it to Katie Fallin.

10 MS. FALLIN: We're a little behind, so I think I
11 need to be nimble.

12 As a reminder, the early care and education
13 outcome areas really focus on systems. And it's about
14 increasing access as well as improving quality. So access
15 and quality.

16 To achieve this outcome, we have three
17 strategies. The first is our policy and advocacy strategy
18 which is really about advocating for greater public
19 investment in quality early care and education, both
20 infant/toddler as well as preschool.

21 Strategy two you heard a lot about this year, our
22 quality rating and improvement system work. And our focus
23 on is really on supporting the implementation of one
24 uniform system in the county.

25 The third strategy is about strengthening the

1 teacher preparation and professional development systems
2 for our early childhood teachers.

3 So today I'm going to highlight some of the key
4 accomplishments to date within strategy one, our policy
5 and advocacy area, because it provides a really good
6 example of our emphasis on policy change in our new
7 strategic plan. I think it also is a good example of kind
8 of layers of partnerships. We have to have local partners
9 within our county, regional partners, but also have to
10 partner with folks at the state level to really move the
11 policy agenda that we want to.

12 So this area, as I mentioned, really about public
13 investment. And given that the State is the primary
14 source of public funding for ECE in our county, our
15 efforts are primarily focused on state level advocacy.

16 So in the next slide, I'm going to walk you
17 through the major milestones related to our state level
18 ECE advocacy, and specifically the work of our ECE budget
19 coalition.

20 So as we talk about our progress within this
21 strategy, as Christina mentioned, we've been doing this
22 work for a long time. So it's important to remind
23 ourselves of the policy contacts prior to 2014. So
24 starting with recession, we all know the ECE field endured
25 years of severe budget cuts and advocates were very much

1 focused on just making sure there weren't any more cuts,
2 and really no one was focused on coordinating and being
3 very strategic about having a single message.

4 And another important kind of contextual thing to
5 remember is that we as an organization had a very ambitious
6 policy agenda. We wanted to accomplish a lot of things
7 across a lot of very important areas. And with your
8 leadership, we really focused in and you all approved a
9 focus on ECE and home visiting. And that really was a
10 critical step to the foundation for this future work
11 because it really helped us prioritize and narrow our
12 focus on those two priorities areas.

13 So in year zero, we heard feedback from state
14 staffers and others that it was incredibly difficult to
15 understand what the ECE field wanted because we were all
16 -- everyone was talking over each other and there was too
17 much noise. There wasn't clarity that what -- what is it
18 that you all want, you want a lot of things; and not
19 providing a clear and united method.

20 So to address this issue, we convened the ECE
21 budget coalition, which is a partnership of statewide and
22 regional early childhood education advocacy and policy
23 organizations that support investments in quality early
24 care and education for our state's youngest children.

25 So initially the emphasis was really on bringing

1 these organizations together, getting them to talk to one
2 another, building their capacity, and building trust, a
3 theme you've heard a lot about in the other outcome areas
4 and something that we know takes a lot of time and is also
5 a very critical step to success.

6 So in our year one, we made significant progress
7 as a true coalition. The group moved into using the
8 feedback from the state staffers to really push for a
9 common agenda, common messages, and a common -- and common
10 and shared advocacy strategies. So through the leadership
11 of California Strategies and Children Now, who became the
12 backbone of that work, and the leaders of the coalition,
13 as well as the leadership of our director Peter Barth, our
14 staff worked very closely with First 5 California, with
15 the First 5 Association, to make sure that we were all
16 moving in step with one another and that the other First
17 5s, as well as the advocacy organizations, are really
18 moving in the same direction.

19 So in this past year, the coalition agreed to
20 clear budget priorities, establish common messages, and
21 coordinated their advocacy strategies.

22 Now, the Governor's proposal was not anticipated
23 and certainly did not represent the direction that we
24 wanted to see. But because we had invested the time in
25 building relationships and trust up front, the coalition

1 was able to be responsive and nimble in a way that was not
2 possible before. So with the power of the California
3 Women's Caucus leading the way and a united ECE voice
4 standing behind them, not only did we dodge a bullet with
5 the budget, but we -- this year's budget actually
6 represents significant progress in terms of two of our
7 priorities: Reimbursement rates -- updating the
8 reimbursement rates and we accomplished over a half a
9 billion dollars that will fund nearly 9,000 new, full-day,
10 full-year state preschool slots over the next -- to be
11 phased in over the next three years.

12 So these are big policy wins and they're in line
13 with our five-year objective. If you look at our table,
14 they really are -- we're actually making progress towards
15 these very ambitious us goals that we set up.

16 MS. BELSHE: Yay.

17 MS. FALLIN: And we heard directly from the
18 policy makers after the budge process in Sacramento that
19 the coordinated advocacy of the budget coalition really
20 helped to ensure what legislators heard was no longer a
21 bunch of noise, but it was a very clear, concise, and
22 powerful message that could not be ignored.

23 On a personal note, like Barb, I've also been
24 here for nearly -- in a few weeks, 16 years. And it's not
25 a common thing among my peers to be in the same job for

1 that long. So people often ask, what's made you stay in
2 the same place for so long. And honestly, aside from my
3 wonderful colleagues, it's really the potential to have
4 this level of impact that I think for a lot of us keeps us
5 going. I mean, we really have the potential to be leaders
6 not only in our county but in the state. And that's
7 inspiring.

8 So we're excited. We're excited about what we've
9 accomplished but we're also excited about what this means
10 for the future. And we feel that the -- it's sort of a
11 new era potentially for ECE in California. And part of
12 the budget win this year was also that it wasn't just a
13 one-year commitment; it was a longer term commitment to
14 develop a more comprehensive system for the state through
15 this establishment of a blue ribbon commission. So much
16 of our effort in the coming year will be focused on
17 informing and influencing that commission.

18 And another important aspect of our work in the
19 upcoming year is of course the ECE policy and advocacy
20 fund that you heard about last month. That will be a big
21 part of our work in the coming year.

22 So with that, I think building on what we've
23 shared across outcome areas in terms of our systems
24 building and partnership development over the past year,
25 I'm going to now pass it on to Christina who is going to

1 review some of the themes that we've talked about, give a
2 preview of some of the themes that we anticipate in the
3 coming year, and then also she's going to give us a sense
4 of what to expect for the more in depth conversations
5 we're going to have in the breakouts.

6 MS. ALTMAYER: Since we are running a little bit
7 behind, I'm going to skip the recap about some of the key
8 themes and just jump us into just a preview. Couple of
9 themes that will be forefront in our minds as we look to
10 year two is really the opportunity for integration across
11 all of these outcome areas. That's -- you know, we need
12 to connect our work with Help Me Grow within the
13 communities so that communities will see that as a trusted
14 asset. We need to make sure that communities that we
15 learned from doing some of the partnership site visits
16 that are so eager to be involved in ECE advocacy that we
17 capitalize on those parents' interest in the agenda. So
18 those will be our issues as we look forward to year two.
19 In addition to, as Kim said, at the outset our continued
20 organizational alignment efforts.

21 So I want to just get us quickly into breakouts.
22 Hopefully, you're all anxious to have these conversations.
23 We have listed here the rooms. And I don't know if Kim --
24 I'll turn it back to you if there's any further
25 discussions or comments.

1 COMMISSIONER DENNIS: Christina, I don't want to
2 say anything about what Barbara, Antoinette and Reena and
3 Katie said because I think we can deal with them in the
4 breakout sessions. But you started off with two points I
5 want to delve into. The first of which, you know, you
6 talked about opportunity and strategy. And I just want to
7 remind us that strategy determines opportunity and
8 opportunity doesn't experience strategy. That's something
9 I've said earlier, but that's very important because
10 oftentimes opportunities expand our strategy and our
11 strategy we can't even recognize.

12 The second point is about declining resources.
13 And, you know, I've also said this. You know, I mean,
14 declining resource doesn't determine our strategy. I
15 would imagine if for some reason we had the same income --
16 30 percent increase in income, this strategy will hold
17 because this is the unique niche that this commission can
18 do with regards to those folks who are doing the direct
19 services, those government entities. So we often talk
20 about diminishing resources, but, I mean, as one who
21 helped lead this process, I would like to remind us, this
22 is good strategy whether you have a whole lot of money or
23 whether you have a little bit of money.

24 So those are the two points that I really wanted
25 to bring out in the overview.

1 MS. BELSHE: So let's proceed. Do you -- what's
2 the next slide? Do we have a -- is this our final slide?
3 Got it. Great.

4 So commissioners have the rooms. They know where
5 they're going. We encourage walking with dispatch. And
6 we've got a little wiggle room. I know the chair's a
7 little anxious about time as is the executive director.
8 NPR is right here. Right here. Please, go to your
9 assigned rooms, dialogue, engage, question, probe, report
10 back.

11 (Break out sessions.)

12 COMMISSIONER ABDO: We're going to reconvene the
13 meeting and we're going to begin this part of the meeting.
14 Do we have people who have asked to speak to us?

15 No public comment.

16 MS. BELSHE: And --

17 COMMISSIONER ABDO: Okay. Going, going, gone.

18 MS. BELSHE: All right. That's --

19 COMMISSIONER ABDO: And I just wanted to say that
20 we just had a little conversation here that there is so
21 much good stuff that came up in each of these sessions
22 that there's no way we're going to be able to hear about
23 it or digest it in the next couple of minutes. And you
24 might notice that the wall now has this wonderful art
25 piece on it. And that wall as well. And these -- all of

1 these items are going to be compiled and presented to us
2 in some format. I'm sure somebody will figure out the
3 very best way to get it to us and to the public as well.

4 So rather than to have kind of a report out the
5 way we originally thought, what we thought was we'd go
6 just around the dice here and everybody say one thing that
7 they would like to say about their experience in these
8 mini workshops that we just had.

9 And we're going to start with Phillip.

10 COMMISSIONER BROWNING: Okay. I would like to
11 say my one thing is that Barbara is a great facilitator.
12 She can reframe any statement into a very coherent
13 question, although she said her husband didn't always
14 agree with that assessment. But I do think we had a very
15 entertaining and educational opportunity.

16 COMMISSIONER ABDO: Now you're making us all want
17 to have been in all of the session.

18 Trish.

19 COMMISSIONER CURRY: Mine is that I've changed my
20 last name to Zepeda.

21 MS. BELSHE: So you can be at the end.

22 COMMISSIONER CURRY: Yeah. I think in both work
23 groups that the facilitators were excellent and Barbara
24 did a wonderful job as did Antoinette about reframing and
25 capturing what myself and other others were trying to say.

1 And I think there was a lot of good questions asked in
2 both groups about important things, about where we're
3 going, how do we do it with partners, and how do we do it
4 by supporting or being partners with the county.

5 COMMISSIONER DENNIS: Just a couple of things. I
6 think as far as communities, you know, the issues around
7 research comes up, you know. What -- what are some of the
8 big research questions taking into consideration, you
9 know, what we're doing, not only in Best Start but -- but
10 also what we're doing as far as Welcome Baby. And, you
11 know, we need to be at the forefront of asking some of
12 those big question. With regards to ECE, looking at some
13 of the broader issues around -- you know, the budget was
14 just adopted. What does that say to us as far as our
15 posture? What did we do differently than we thought we
16 were going to do? What do we double down on? How do we
17 frame ourselves going forward taking consideration what is
18 just happened? So those are the two takeaways.

19 COMMISSIONER GILLELAND: Well, I think first I
20 just want to say how much I appreciate this process. I
21 think it was really good to be able engage in some
22 discussion. The conversation I think was very beneficial
23 because often we get presentations, and they're always so
24 well done, and there are comments and questions. But this
25 really lent itself to become more organic in terms of the

1 process, so I appreciate that.

2 I would have liked the opportunity sit in on all
3 four actually. I felt like, you know, I was very happy
4 with the two I was able to participate in, but I'm kind of
5 wondering what I missed if you will. So I'm really
6 pleased to see that we'll get a report back, but I hope
7 that we have opportunity for some discussion when we see
8 it so maybe build some time in to further elaborate and
9 maybe remind ourselves of the wonderful gems that we
10 captured today. So thank you.

11 COMMISSIONER ABDO: Karla.

12 COMMISSIONER PLEITEZ HOWELL: Two things. So,
13 first, I think the leadership of the staff is really
14 tremendous. It is so well thought out. And as you hear
15 suggestions and ideas, I may very politely nod and remind
16 us that you've already thought about this. I think that
17 needs to be recognized. And thank you for all the really
18 hard work that's put into it this.

19 And then the second part is the intentionality of
20 keeping kids as the focus and constantly bringing that up
21 and reminding us of that. No matter what group we sat in,
22 that was something that was important and you were very
23 clear about. So thank you.

24 COMMISSIONER THOMPSON: Yes. I agree also with
25 those comments about the facilitators and the staff. It

1 was great and it was great to break down into the smaller
2 groups. I think in the health group is how to get buy-in
3 from practitioners and pediatricians and also identifying
4 other avenues by which to get the word out about Help Me
5 Grow training programs, mid level practitioners, et
6 cetera. And then briefly touched on how to involve other
7 specialties or agencies, for example, mental health simply
8 because there seems to be a pretty good referral process
9 for developmental disabilities but maybe beefing up the
10 referral network and process for the other specialties.

11 COMMISSIONER TILTON: Thank you. I agree this
12 was really a helpful process. It gave us a chance to
13 really sort of think about what direction we want to go
14 in. And I think maybe more importantly what we're doing
15 as commissioners, because we sit here and there's a very
16 well developed and very dense agenda that is very
17 impressive, but it's very hard to cut into in terms of a
18 discussion about any particular issue. I appreciated the
19 staff. They were great. And I also appreciated the
20 opportunity to talk about the need for inclusiveness in
21 terms of what we're doing. We talk about isolated
22 pediatricians or isolated practitioners of any kind, and
23 then we also talk about -- I have to talk about the
24 reality of what we need to look for and what we need to be
25 comfortable addressing which isn't always comfortable for

1 some practitioners, family practitioners to address
2 because they may be isolated and they may not have that
3 kind of support from the community or from their peers or
4 they may not be trained to know what to do or what the
5 resources are.

6 So thank you very much. I think we can all
7 become better commissioners and I think that what we're
8 here for will be better served through this process.

9 COMMISSIONER ZEPEDA: First of all, I think that,
10 you know, I've worked with this staff even before I was a
11 commissioner so I know how hard working the staff were.
12 Katie and I were both at the conference yesterday and we
13 both got to bed at 2:00 a.m. this morning.

14 MS. BELSHE: And in a different time zone.

15 COMMISSIONER ZEPEDA: In a different time zone.

16 So I really do appreciate how hard working the
17 staff is and how committed they are. I think that there
18 are so many moving pieces to the agenda, so many programs.
19 One of the things I think would be very helpful for all of
20 us, and I think Barbara said they're working on it, is
21 some kind of a visual where one or -- one can see all the
22 different programs and how they connect across the outcome
23 areas, sort of like a -- you know, brain scan or, I don't
24 know, something like that, so that you can see where the
25 integration could be.

1 So, for example, I think we had a big advocacy
2 and policy win with early childhood, but there should be
3 policy and advocacy also going on in other areas as well.

4 So I think going forward that would be helpful
5 for me as a commissioner so I can visualize how everything
6 is falling into place or is supposed to fall into place.
7 And I think it would be helpful for staff as well for --
8 to see that. So I found -- I found this -- I found that
9 we needed more time. And it might be good going forward
10 to have another one of these exercises.

11 COMMISSIONER ABDO: Thank you. We have two
12 commissioners who are in the audience. Sylvia.

13 COMMISSIONER SWILLEY: So this was a great
14 exercise I think in many ways, and I was very happy to sit
15 in and get more details about how things actually happened
16 in terms of -- that got to this point. Seeing that
17 background just makes it a little bit easier to envision
18 where to go next. And I'm very eager for pediatricians to
19 take a more active part in what happens outside of our
20 office because that's where I think our greatest hope is
21 for children. And I can think of in terms of concrete
22 medical problems that we want to address in the office,
23 but we really have to look outside of the office and think
24 that that's where we can make the biggest difference.

25 SUPERVISOR KUEHL: And Linda.

1 SPEAKER: So I did also appreciate the
2 facilitation. Barbara, you're excellent. She did reframe
3 it very well. When we didn't even know what we were
4 trying to say, she got us to that point. I thank you very
5 much for that.

6 I think though, as being a new commissioner and
7 having the opportunity to see the strategic plan and
8 really appreciated some of the comments that were made
9 earlier about how these -- the strategies will be
10 integrated across the strategic plan and it's really
11 exciting to be able to see that and for us to be able to
12 visualize that. So I really want to -- so I really look
13 forward to that opportunity to see that.

14 Also, I think just on a specific strategy, we're
15 talking about how Welcome Baby and the home visitation
16 program how we really in First 5 have the opportunity
17 really to lead in developing this real system of care in
18 LA and in terms of -- under nurse/family -- well, that's
19 our program -- under home visitation, not just
20 nurse/family partnership, but how nurse/family partnership
21 fits into that. And that's something that's really
22 needed, especially as First 5 is going to the federal --
23 at the federal level and the state level to really
24 advocate for that type of services, we really have to show
25 that there's this real system in LA. So to be able to be

1 part of that is just -- and to have First 5 lead on that
2 is just a great opportunity. So I appreciate that. So
3 thank you.

4 COMMISSIONER ABDO: Thank you. And, Kim, you get
5 to tell us what you thought.

6 MS. BELSHE: I thought it was fabulous. I --
7 thank you. I wasn't expecting to. But, you know, I think
8 one of the things we really wrestle with as staff is that
9 we have a lot of work to do every month. You know, just
10 the blocking and tackling, to use a sports metaphor,
11 Daniella. The blocking and tackling of our organization
12 in terms of the work that just has to get done as well as
13 the very appropriate rules by which we do our work. You
14 know, we don't just have action out of the box. There's
15 information and action. It doesn't give us a lot of space
16 in an agenda. So we continue to hear -- listen carefully.
17 We hear from you about our eagerness for more
18 opportunities like we had today. This is great feedback
19 both in terms of process as well as substance.

20 I know we will all be -- we're delighted that our
21 colleagues who were writing -- we did a test within the
22 organization to get the best handwriting. So we're
23 grateful to those individuals for doing well in penmanship
24 as young people and now as adults.

25 But I know in the two sessions that I sat in on,

1 the communities very substantive dialogue, good feedback.
2 Karla, you're giving us too much credit. We're not
3 necessarily doing everything that was raised in terms of
4 good ideas, but it's helpful to hear that the ideas that
5 our commissioners are wrestling with are also the ones
6 we're wrestling with.

7 So thank you for your generosity of time and good
8 thinking and willingness to experiment with us on a
9 different approach to how we engage together. Thank you
10 for engaging in dialogue, not just asking questions but
11 kind of mixing it up with one another, challenging each
12 other. But we need more time to do that in a meaningful
13 way. So this was a good insight, good lessons learned.

14 Finally, I did begin by acknowledging Christina
15 and the outcome leads and by extension all the project
16 teams. You see our four outcome leads there. But there
17 is a whole group of individuals -- I know our
18 commissioners I know stand behind them -- who are helping
19 to lift and lead this important work. But putting an
20 event like this on -- commission meetings on their own are
21 very, very challenging, but with all the breakouts it was
22 extraordinarily complex and I want to thank Kia and Lee,
23 Monica Velasco, Linda, Karen, Monica Nuno, Ben, Gustavo,
24 Gina. I'm sure I'm forgetting someone. So I'll thank
25 Craig because he would want to be thanked for something

1 I'm sure. Oh, he's gone.

2 But seriously, thank you for the excellent staff
3 work. And most of all, thank you to commissioners for the
4 really good feedback. You've given us a lot to chew on.
5 We are grateful to having two months between now and our
6 next board meeting, for a lot of reasons, but including
7 time to really think carefully about what we heard. And,
8 Dayton, we appreciate your point about reporting back.
9 Let's make sure we include enough space for some dialogue
10 and feedback from the board. So thank you.

11 COMMISSIONER ABDO: And I'll just take a moment
12 to say that I thought that this was a great process and I
13 would encourage you to find ways for us to have a dialogue
14 in a similar way. It doesn't have to be exactly the same.
15 But I think we all grew from listening to each other
16 there. And I just wanted to say that it was very well
17 thought out and very well implemented. And thank you for
18 that.

19 I believe that this is the end of our meeting.
20 Does anybody have any last words?

21 All right. We're adjourned.

22 (At 4:17 PM, the meeting was adjourned.)
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 27th day of July, 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 July 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 July 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.

First 5 LA began the month with an unaudited cash balance of \$461.8 million. Tobacco Tax Revenue for May and June 2016 in the amount of \$15.8 million was booked as a receivable in FY 2015-16. We had \$851,858 in operating expenditures and \$133,279 in program expenditures. As a result, First 5 LA ended the month with a cash balance of \$460.8 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 July 31, 2016.
- Detailed operating and program expenditures: Shows expenses against the FY 2016-17 Budget approved on June 09, 2016, concluding with a report of expenditures related to programs functioning as pass-through agreements.

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

	REVENUES AND EXPENDITURES	
Cash Balance as of June 30, 2016	\$ 461,764,797	
Revenue		
Monthly State Allotments	\$ -	(1)
State Commission Matching Grant - Cares Program	-	
Medi-Cal Administrative Activities (MAA)	-	
State Commission - Other Program Funds	-	
Interest Income - Unreserved	-	
Investment Income - Other	-	
Rental Revenue - La Petite	9,325	
Partnerships for Families (PFF) - LA County Dept. of Children and Family Services (DCFS)	-	
ECE-LA County IMPACT	-	
Total Revenue	\$ 9,325	
Expenses		
Program Budget (Attachment A)		
2015-2020 Strategic Plan: Focusing For The Future	\$ 74,077	
Legacy Investments	59,202	
Research and Evaluation	-	
Total Initiative/Program Expenses	\$ 133,279	
Pass-Through (Attachment B)		
Medi-Cal Administrative Activities (MAA)	\$ -	
Partnerships for Families (PFF) - LA County Dept. of Children and Family Services (DCFS)	-	
Total Pass-Through Expenses	\$ -	
Operation and Administration (Attachment C)		
Personnel	\$ 755,231	
General Operating	67,396	
Professional Services	5,700	
Consultant Services	20,746	
Travel & Meetings	2,786	
Capital Improvements	-	
Total Operation and Administration	\$ 851,858	
Total Expenses	\$ 985,137	
Variance (Revenue - Expenses)	\$ (975,812)	
Cash Balance as of July 31, 2016	\$ 460,788,985	(2)

NOTE:

- 1) Tobacco Tax Revenue for May and June 2016 in the amount of \$15.8 million was booked as a receivable in FY 2015-16.
- 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
JULY 31, 2016, UNAUDITED

INITIATIVE/PROGRAM	FY 2016-17 BUDGET*	JULY EXPENDITURES	FISCAL YTD EXPENDITURES	BALANCE REMAINING
2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE				
Strategic Plan Priority Outcome Areas				
Families	38,081,000	-	-	38,081,000
Communities	18,883,000	3,565	3,565	18,879,435
Early Care & Education Systems	24,199,000	512	512	24,198,488
Health-Related Systems	2,421,000	70,000	70,000	2,351,000
Strategic Plan Investment Areas & Support Costs				
Policy Agenda/Advocacy	2,442,000	-	-	2,442,000
Communications & Marketing	5,345,000	-	-	5,345,000
Communications - Conference Funding	300,000	-	-	300,000
Subtotal 2015-2020 Strategic Plan	91,671,000	74,077	74,077	91,596,923
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	-	-	1,333,000
Early Identification and Intervention - Autism and other Developmental Delays	908,000	-	-	908,000
Healthy Food Access	1,174,000	-	-	1,174,000
Healthy Kids	373,000	59,202	59,202	313,798
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	-	-	326,000
Resource Mobilization - Organizational Capacity Building	125,000	-	-	125,000
Resource Mobilization - Project Development	250,000	-	-	250,000
Universal Assessment of Newborns	8,451,000	-	-	8,451,000
Workforce Development	555,000	-	-	555,000
Subtotal Legacy Investments	42,146,000	59,202	59,202	42,086,798
RESEARCH AND EVALUATION				
Data Development and Integration	861,000	-	-	861,000
Data Partnership with Funders	900,000	-	-	900,000
Program Evaluation	4,707,000	-	-	4,707,000
Subtotal Research and Evaluation	6,468,000	-	-	6,468,000
TOTAL	140,285,000	133,279	133,279	140,151,721

* 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 July 2016.

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

Attachment B

INITIATIVE/PROGRAM - PASS-THROUGH	JULY 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)	-	-
TOTAL	-	-

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

OPERATION AND ADMINISTRATION EXPENSE	JULY ACTUAL	FISCAL YTD ACTUAL	FY 2016-17 BUDGET	FISCAL YTD VARIANCE
Personnel Services				
Salaries & Wages	486,103	486,103	13,178,557	12,692,454
Fringe Benefits	269,128	269,128	3,909,538	3,640,410
Total Personnel Services	755,231	755,231	17,088,095	16,332,864
General Operating Expenses				
ADP Payroll Charges	-	-	31,000	31,000
Workers Compensation Insurance	-	-	100,000	100,000
Corporate Insurance	-	-	76,000	76,000
Mileage Expense	313	313	64,450	64,137
Telephones & Modems	1,586	1,586	35,000	33,414
Printing	-	-	18,750	18,750
Postage & Delivery	1,100	1,100	13,300	12,200
Office Supplies	3,586	3,586	80,640	77,054
Subscriptions & Publication	-	-	10,060	10,060
Equipment Rental	6,908	6,908	118,200	111,292
Repair & Maintenance - Furniture & Fixtures	14,483	14,483	180,000	165,517
Repair & Maintenance - Equipment	-	-	26,000	26,000
Rents & Lease - Offsite Storage	6,240	6,240	19,700	13,460
Los Angeles County Overhead	-	-	27,000	27,000
Contingency	10,000	10,000	75,000	65,000
Facilities & Other Supplies	-	-	12,150	12,150
Utilities	15,500	15,500	165,000	149,500
Educational Supplies	-	-	1,450	1,450
Cell Phones	4,656	4,656	51,240	46,584
Hardware & Software Maintenance	3,023	3,023	220,600	217,577
Total General Operating Expenses	67,396	67,396	1,325,540	1,258,144
Professional Services				
Audit and Accounting Fees	-	-	70,000	70,000
Legal Fees	-	-	175,000	175,000
Membership Dues	-	-	85,052	85,052
Professional Development	4,950	4,950	266,000	261,050
Professional Dues First 5 Association	-	-	70,000	70,000
Staff Recruitment	-	-	25,000	25,000
Commission Stipends	750	750	34,000	33,250
Human Resources Related Costs	-	-	78,000	78,000
Total Professional Services	5,700	5,700	803,052	797,352
Consultant Services				
Consultant Fees	24	24	1,208,000	1,207,976
Other Professional Fees	20,722	20,722	276,950	256,228
External Reviewers	-	-	8,000	8,000
Total Consultant Services	20,746	20,746	1,492,950	1,472,204
Travel & Meeting Expenses				
Conferences - Travel & Lodging	-	-	89,492	89,492
Conference - Registration Fees	-	-	119,285	119,285
Local Meeting Expenses	-	-	71,700	71,700
Lodging	-	-	98,726	98,726
Per Diem	2,786	2,786	51,318	48,532
Total Travel & Meeting Expenses	2,786	2,786	430,521	427,735
Capital Improvements				
Capital Outlay (Equipment Purchases)	-	-	75,000	75,000
Capital Improvements	-	-	20,000	20,000
Total Capital Improvements	-	5,572	95,000	95,000
TOTAL OPERATING EXPENSES	851,858	851,858	21,235,158	20,383,300

NOTES - OPERATING & ADMINISTRATIVE BUDGET UPDATE:

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

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

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

Assets

Current Assets:

Cash	\$	1,554,508
Cash- Morlin Mgmt Corp		26,950
Investment:		
Operating and Allocated funds		439,600,226
Operating Fund - SRI		-
Advance - LA Care Health Plan		8,195,388
Advance - LAUP		25,320,585
Advance - UCLA Dental Home Project		704,301
Interest Receivable		-
Other Receivables		10,060,390
Total Current Assets	\$	485,462,348

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 **\$ 497,055,374**

Liabilities and Net Assets

Current liabilities:

Other Liabilities	\$	26,407,348	(1)
Total Current Liabilities	\$	26,407,348	

Net Assets:

Investment in capital assets	\$	11,593,026
Restricted		459,055,000
Total Net Assets	\$	470,648,026

Total Liabilities and Net Assets **\$ 497,055,374**

NOTES:

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

SUBJECT:
Contracts for approval

RECOMMENDATION:
Approve one new agreement and two renewals and authorize staff to complete final execution of the agreements upon approval from the Board.

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

There is **one new agreement** with Southern California Center for Nonprofit Management to provide support for the Help Me Grow project. The project's objectives include: a) organizing and facilitating a maximum of eight (8) Help Me Grow Los Angeles (HMG-LA) Leadership Council meetings; b) organizing and facilitating a maximum of eight (8) workgroup meetings for each of the four (4) HMG-LA Core Components; c) based on feedback from workgroups, producing a set of recommendations on the development of HMG-LA; and d) supporting the identification and onboarding of an organizing entity to oversee HMG-LA.

There are **two renewals**. One is with Crystal Stairs, Inc. to implement strategies and activities selected by and in partnership with the Best Start Watts-Willowbrook Community Partnership through the "Learning By Doing" process. In FY 15-16, the Grantee worked to implement activities with young parents to forge positive relationships with other families and peers to create a communitywide support network and safe space for dialogue around community resources and systems change; helped young parents become leaders among their peers and in the community to make young parents' unique needs known; and improved service providers' cultural awareness and sensitivity to these needs. For the next contract period, the Grantee will continue to conduct outreach for activities and implement young parent leadership trainings, a social media campaign, and family bonding activities. The Grantee will be providing incentives in the form of \$10 gift cards for parents that successfully complete leadership trainings, participate in Young Parents Peer Connector trainings or participate in family bonding activities. The other renewal is with Public Health Foundation Enterprises, Inc. to provide comprehensive data about the low-income 0-5 population in LA County. The Contractor collaborates with the California State Women, Infants, and Children (WIC) Program and the six other local agency WIC Programs in LA County to collect and analyze WIC data. In FY 15-16, the Contractor executed and renewed six memoranda of understanding with the local agency WIC programs in order to obtain WIC data from the whole county. The Contractor has conducted analyses on the data acquired, geocoded the data, and responded to outside data requests about LA County WIC children. The Contractor has also submitted peer-reviewed journal articles and conference presentations and had several accepted. The Contractor also conducts a survey every three years of a sample of WIC mothers in LA County. This year will be a survey year. The data collected from these two efforts has been critical to our understanding of the status of low-income families in LA County. The project examines both WIC administrative data and periodic surveys of WIC families.

DISCUSSION:

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

Attachment A
September 2016

NEW AGREEMENTS										
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
Health Outcome Area	Health Strategy 1 – Early Identification/Developmental Screening/Connection to Services / Developmental Screening: Help Me Grow	<p><u>SOUTHERN CALIFORNIA CENTER FOR NONPROFIT MANAGEMENT</u></p> <p>The project's objectives include: a) organizing and facilitating a maximum of eight (8) Help Me Grow Los Angeles (HMG-LA) Leadership Council meetings; b) organizing and facilitating a maximum of eight (8) workgroup meetings for each of the four (4) HMG-LA Core Components; c) based on feedback from workgroups, producing a set of recommendations on the development of HMG-LA; and d) supporting the identification and onboarding of an organizing entity to oversee HMG-LA.</p>	6/9/2016	RFQ	1 year	\$149,920	\$149,920 Estimated FY 16-17 Spending \$124,933 Impact to FY 17-18 Budget \$24,987	9/9/2016	9/8/2017	9/8/2017

Attachment A
September 2016

RENEWALS											
DEPARTMENT	INITIATIVE AND PROGRAM	CONTRACT (PROJECT) INFORMATION	BOARD APPROVAL DATE	PROCUREMENT METHOD	PROJECT LENGTH	ESTIMATED TOTAL PROJECT COST	CONTRACT AMOUNT	ANTICIPATED CONTRACT START DATE	ANTICIPATED CONTRACT END DATE	ANTICIPATED PROJECT END DATE	*SATISFACTORY PROGRESS ACHIEVED BY CONTRACTOR?
Best Start Communities	Communities Strategy 1 - Shared Vision & Collective Action / Community Engagement	CRYSTAL STAIRS, INC. (#00849) The Grantee was selected to implement strategies and activities selected by and in partnership with the Best Start Watts Willowbrook Community Partnership through the "Learning By Doing" process. In FY 15-16, the Grantee worked to implement activities with young parents to forge positive relationships with other families and peers to create a communitywide support network and safe space for dialogue around community resources and systems change; helped young parents become leaders among their peers and in the community to make young parents' unique needs known; and improved service providers' cultural awareness and sensitivity to these needs. For the next contract period, the Grantee will continue to conduct outreach for activities and implement young parent leadership trainings, a social media campaign and family bonding activities. The Grantee will be providing incentives in the form of \$10 gift cards for parents that successfully complete leadership trainings, participate in Young Parents Peer Connector trainings or participate in family bonding activities.	11/14/2013	RFP	2 years	\$631,832	\$419,627 Estimated FY 16-17 Spending \$293,739 Impact to FY 17-18 Budget \$125,888	10/1/2016	11/30/2017	11/30/2017	Yes 76
Research & Evaluation	Data Development & Integration / WIC Data Mining Research Partnership	PUBLIC HEALTH FOUNDATION ENTERPRISES, INC. (#07030) The primary goal of the project is to provide comprehensive data about the low-income 0-5 population in LA County. The Contractor collaborates with the California State Women, Infants, and Children (WIC) Program and the six other local agency WIC Programs in LA County to collect and analyze WIC data. In FY 15-16, the Contractor executed and renewed six memoranda of understanding with the local agency WIC programs in order to obtain WIC data from the whole county. The Contractor has conducted analyses on the data acquired, geocoded the data, and responded to outside data requests about LA County WIC children. The Contractor	10/8/2015	Strategic Partnership	5 years	\$2,500,000	\$767,127 Estimated FY 16-17 Spending \$580,629 Impact to FY 17-18 Budget \$186,498	10/1/2016	9/30/2017	9/30/2020	Yes

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

**Attachment A
September 2016**

		has also submitted peer-reviewed journal articles and conference presentations and had several accepted. The Contractor also conducts a survey every three years of a sample of WIC mothers in LA County. This year will be a survey year. The data collected from these two efforts has been critical to our understanding of the status of low-income families in LA County. The project examines both WIC administrative data and periodic surveys of WIC families.									
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*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.

Memo

To: Board of Commissioners
 From: Kim Belshé, Executive Director
 Date: September 8, 2016
 Subject: **EXECUTIVE DIRECTOR'S REPORT**

EXECUTIVE DIRECTOR'S HIGHLIGHTS

As you will see in the Executive Director's Highlights which follow, the summer has been full of important work to advance the strategies and activities of the Strategic Plan across its four outcomes areas. A few of the activities which I'd call Commissioners' attention to include:

First, First 5 LA was one of the sponsors of last month's California Home Visiting Summit held in Sacramento. First 5 LA was well-represented: Christina Altmayer, Barbara Dubransky and Peter Barth participated on panels; Amelia Cobb served on the Summit planning committee; and a number of staff working on Welcome Baby and related projects attended. This Summit, convened by the State Department of Public Health, was an excellent opportunity to learn and share best practices and to engage and connect with policy makers to advocate for home visiting investments. For First 5 LA specifically, the Summit allowed us to shine a light on the significant investment First 5 LA is making in Welcome Baby, to share initial learning from our "light touch" approach, and to elevate awareness about our organization's leadership on home visiting programming, research and evaluation, and policy and advocacy. Thanks to the organization-wide team that contributed to the Summit's success, including our communications team which utilized social media channels throughout the day to capture First 5 LA's participation and leadership.

A second highlight is First 5 LA's Legislative reception last month in Sacramento. We partnered with the First 5 Association of CA, First 5 CA and members of the Early Care and Education (ECE) Coalition to co-host a reception in Sacramento for legislative leaders. The focus of this event was to thank the Legislative Women's Caucus and other legislative leaders - such as Speaker Rendon - for their advocacy and efforts this past budget session to make young children a priority. These "Champions of Children" led the effort to ensure that child care access and quality were a top priority in this year's budget decisions. The reception was an opportunity for the ECE Coalition to give thanks for the significant and comprehensive reinvestments in early learning, which represents the first multi-year investment commitment in recent memory.

The ECE Coalition played an important leadership role in this budget achievement, bringing a unified message and "ask" - an approach that was well-received by legislators. First 5 LA has been a leader in the convening and support of the ECE Coalition; I commend our Policy Director, Peter Barth, and California Strategies for their excellent work in supporting and advancing the work of the ECE Coalition.

COMMISSIONERS

Los Angeles County Supervisor	Nancy Haruye Au	Cynthia A. Harding, M.P.H
Sheila Kuehl	Jane Boeckmann	Christopher Thompson, MD
<i>Chair</i>	Duane Dennis	Marlene Zepeda, Ph.D.
Judy Abdo	Dayton Gilleland, Ed.D.	
<i>Vice Chair</i>		

EX OFFICIO MEMBERS

Philip L. Browning
 Patricia Curry
 Karla Pleitéz Howell
 Deanne Tilton

EXECUTIVE DIRECTOR

Kim Belshé

CHIEF OPERATING OFFICER

John A. Wagner

While good progress was made this budget year, we acknowledge – our legislative Champions for Change and ECE Coalition members alike – that there is work to be done. As I noted in my comments at the Sacramento reception, this past year's budget victory sets a floor, rather than a ceiling. Continued investment is necessary to build the early learning system our kids need and deserve. We are clear-eyed about the work that remains and are confident that First 5 LA can and will help lead a strong and effective coalition on achieving further gains with the ECE budget and policy in the year ahead. And, we look forward to supporting the legislatively-directed (and still to be established) “Blue Ribbon Commission” to advance its charge to set a concrete multi-year path forward to build a comprehensive and coherent early learning system.

A third area of activity that I'd highlight relates to our work in the 14 Best Start Communities. Our recently completed tour by First 5 LA and Board leadership was a terrific opportunity to meet with parent and community leaders and hear first-hand about the concrete strategies and activities Best Start Partnerships are undertaking in concert with others. With the conclusion of all 14 visits, we have taken the time to step back and reflect on the learning from these meetings. We are already taking a number of concrete actions associated with these visits while we continue to gather feedback from participants. I again want to thank Commissioners who were able to attend one or more meetings and appreciate their input to our learning process. We will be spending time at this month's Program and Planning Committee to talk more about learning from the tour and actions we are taking to strengthen our communications with and support of the work of the Partnerships.

Finally, I'm excited by some important work that John Wagner has been leading in partnership with Judge Nash and the County's Office of Child Protection (OCP). Working together, OCP, First 5 LA and others have been discussing issues and opportunities to help inform development of a County prevention plan. Towards that end, First 5 LA has joined the OCP in a number of meetings with family-serving providers, including six that are part of both the Prevention Aftercare Network and Best Start. These discussions are important inputs for the work of OCP, First 5 LA and others to identify and align efforts to advance shared prevention and family strengthening goals; more to come this fall on this emerging collaborative prevention effort.

Finally, within First 5 LA, considerable progress has been made in our organizational alignment - our effort to align First 5 LA's structure and staffing to our strategic direction, role, and intended impact. First, we have onboard the newest members of our new Executive Team, Christina Altmayer as VP of the Programs Division, Kim Pattillo Brownson as VP of the Policy & Strategy Division, and Daniela Pineda, as VP of the Integration and Learning Division. They join John Wagner, who was formally announced in his new role as Executive VP. In this role, John will be responsible for developing county partnerships as a part of First 5 LA's effort to improve outcomes for young children and their families by working with County leaders and agencies in new ways. This is an impressive executive team and we're fortunate to have their talents and experience deployed in service of First 5 LA's mission and goals.

Last month we also announced the newly defined departments and directors who will comprise the leadership within First 5 LA's four new divisions: Administration, Programs, Integration & Learning, and Policy & Strategy ([press release](#)). The new leadership structure and staff are aligned to First 5 LA's strategic direction, role and intended impact and are critical to our success as an organization. I'm excited by the leadership team First 5 LA has assembled and am confident that these individuals, with the support of our staff broadly, have what it takes to help lead our efforts to become higher performing and higher impact on behalf of young children in our County.

Throughout this process, we have employed a thoughtful, deliberate, best practices informed approach. I want to commend the staff of First 5 LA for maintaining their sharp focus on our important work that impacts the well-being of young children- as evidenced by the E.D. Highlights

which follow- and for exemplifying the mission-driven professionals they are during this time of organizational change.

A final and important note on transitions that I'd share is Teresa Nuno's decision to transition from First 5 LA after over sixteen years of service. At our recent all staff celebration of Teresa's service, I shared a quote from Helen Keller: "All that we love deeply becomes a part of us".

Teresa is greatly loved by First 5 LA. - for her unwavering commitment to the mission of First 5 LA; her dedication over 16 years to the work - bringing her smarts, values, and experience to help shape and lead so many of First 5 LA's investments and partnerships; her willingness to step up and serve in various leadership positions; her eye for good talent - and her nurturing and support of her staff colleagues; and, for her enduring warmth, good humor and pride that she brings to her work and relationships.

All that we love about Teresa, becomes a part of us: as individuals - touched by her friendship, warmth, counsel and support; and, as an organization - that has grown and matured over the 16+ years of her leadership. We and hundreds of thousands of young children in LA County are better for her friendship, commitment, and many contributions to the work of First 5 LA.

At our September Board meeting, Teresa will be attending and the Commission will have the opportunity to extend their words of thanks and appreciation for Teresa's service.

I. FAMILIES

2016 California Home Visiting Summit - California Department of Public Health

On Monday, August 1, 2016, the California Department of Public Health hosted the 2016 California Home Visiting Summit in Sacramento, California. The two-day event, part of the state's implementation of the federal Maternal, Infant, and Early Childhood Home Visiting (MIECHV) program, was attended by more than 500 participants. First 5 LA co-sponsored the event along with First 5 California and the Heising-Simons Foundation. First 5 LA staff members from various departments (including Policy, Program Development and Communications) participated.

The Home Visiting Summit is a bi-annual gathering and has traditionally focused on program implementation and improving home visitor practices. This year's Summit, guided by the theme "*Innovate. Integrate. Transform.*," included a strong focus on policy and systems change. Keynote speakers included: Diana Dooley, the California Secretary of Health and Human Services; State Senator Hannah-Beth Jackson; and David Willis, Director of the federal Maternal Child Health Bureau's Home Visiting and Early Childhood Services. Representatives from diverse state agencies participated, including the Departments of Social Services, Health Care Services, Public Health, and the Assembly Appropriations Committee. Christina Altmayer, Peter Barth and Barbara Dubransky presented on panels related to policy, systems change and partnership development. Highlights from the agenda included the following panels:

- Home Visiting as a Pillar of an Early Childhood Approach
- Scaling and Sustaining Home Visiting Programs
- Home Visiting in California – Policy Context, Opportunities, and Next Steps
- The Future of Home Visiting Within Early Childhood Systems: The Federal Perspective

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

Good Samaritan Hospital receives Baby-Friendly Designation with support from First 5 LA

Baby-Friendly USA, Inc. has designated Good Samaritan Hospital a Baby-Friendly Hospital. Good Samaritan is the 13th hospital in Los Angeles County to reach designation with support of First 5 LA

funds through the Baby-Friendly Hospital Project. In order to achieve "Baby-Friendly" designation, the hospitals demonstrate their ability to offer mothers information, skills, and support needed to successfully initiate bonding and breastfeeding.

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

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

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

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

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

II. COMMUNITIES

Shared Vision/Collective Action

First 5 LA staff continues to reach important milestones in our work towards systems change through Best Start. In the months of July and August staff worked towards several, including hosting a joint meeting between Best Start and the Department of Public Health; wrapping up the Best Start Leadership Tour; and receiving robust responses to the "Strengthening the Infrastructure of Best Start Community Partnerships Request for Information (RFI)," First 5 LA's first step in aligning Best Start's support structure. Each activity brought to life the Best Start values of shared vision, collective action and collaboration and served as an opening or closing point for Best Start.

The convening with the County Department of Public Health (DPH) was designed to build stronger relationships between Best Start Program Officers and representatives from the DPH Service Planning Area's (SPAs). The July event allowed attendees to identify areas where the Best Start and Health Department efforts overlap as well as discover opportunities for collaboration, share

information on initiatives and plan for future conversations. This was the second convening with a County Department, the first taking place last summer with the Department of Mental Health (DMH). The 2015 meeting was designed to help align Best Start communities with the Health Neighborhoods initiative. Many of the connections made with DMH representatives have developed into fruitful relationships, a result we intend to build collaboratively with our DPH partners.

June also marked the end of a six-month "tour," where First 5 LA leadership visited each Best Start Community Partnership. The visits were an opportunity for leadership to recognize community Partnerships' commitment to children and families as well as recognize their relationship to the Building Stronger Families grantees and capacity building activities. Commissioners can expect a briefing on our learnings and key take-a-ways from these visits at an upcoming Program and Planning meeting.

An exciting development in the journey towards long-term sustainability for Best Start was the impressive response to the "Strengthening the Infrastructure of Best Start Community Partnerships RFI." The RFI yielded 21 responses which staff is in the process of analyzing and will be sharing this analysis in the coming months. The RFI is part of a larger landscape analysis to gather information that will be used to strengthen the infrastructure of the *Best Start* Community Partnerships in the near future.

Staff Contact: Rafael Gonzalez (rgonzalez@first5la.org)

Best Start Metro Efforts to Create Safer Neighborhoods Reported on by KPCC

KPCC covered *Best Start* Metro L.A. and more than 30 partner organizations' efforts to turn attention to how families can foster safer neighborhoods by focusing on reducing domestic violence and school bullying and promoting healthy living. (<http://www.scp.org/news/2016/08/01/63157/parent-led-effort-aims-to-end-violence-with-cultur/>)

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

III. EARLY CARE AND EDUCATION SYSTEM

California ECE Coalition Organizes Women's Caucus Reception

On August 16, First 5 LA, with other members of the Early Care and Education Coalition, organized a reception in Sacramento to honor the Legislative Women's Caucus for making early care and education their top priority in the state's budget. I opened the program and moderated the event, and was followed by California's Assembly Speaker, Anthony Rendon; the Chair of the Women's Caucus, Senator Hannah Beth Jackson; the Vice Chair of the Women's Caucus, Cristina Garcia; and the President of Children Now, Ted Lempert. Around 60 people attended, including six additional elected officials: Assembly members Joaquin Arambula, Richard Gordon, and Cheryl Browne, and Senators Richard Pan, Loni Hancock, and Connie Leyva. While the primary focus of the event was to thank legislative leaders for their support, the Coalition also used the evening as an opportunity to remind elected officials that there is still more work ahead. Speaker Rendon noted in his speech that while we achieved great victories in this year's budget, "We are not done." The ECE Coalition, coordinated by our state advocates at California Strategies, are already planning advocacy strategies for the upcoming state budget process.

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

Using Lessons Learned from the Universal Preschool Child Outcomes Study to Inform Quality Rating and Improvement System (QRIS) Efforts

The Universal Preschool Child Outcomes Study (UPCOS) was a multiyear study of Los Angeles Universal Preschool (LAUP) programs that began in 2007 and was conducted by Mathematica Policy Research. First 5 LA is releasing a research brief focusing on quality, using data collected through UPCOS as well as administrative data from LAUP. The brief includes findings that have implications for practitioners and policymakers as they design and implement QRIS. The key findings from the brief are:

- Classroom quality tends to be stronger when lead teachers have more education and higher levels of teaching permits. The assistant teachers and aides in a classroom contribute to quality as well.
- Classroom quality that surpasses a mid-level threshold is associated with better outcomes for children, indicating that it is important to continue to support quality improvement for programs above that quality threshold.
- Children with English as their primary language were spoken to more frequently by teachers, on average, than Spanish-speaking dual-language learners (DLLs). In addition, DLLs benefited especially from stronger emotional support, unlike non-DLLs who benefited more from stronger instructional support.
- There were few associations between program type (center versus Family Child Care, funding source) and classroom quality.

Findings will be presented at the First 5 CA Child Health, Education, and Care Summit in November 2016. In addition, staff are working on a dissemination plan to share findings with multiple audiences, including the QRIS Architects, the California QRIS Consortium, media outlets, and other key stakeholders. Please see **Attachment A** for the brief.

Staff Contact: Namrata Patel (NPatel@first5la.org)

IV. HEALTH-RELATED SYSTEMS

Building and Maintaining Partnerships for Trauma-Informed Care and Help Me Grow-LA

In 2016, the Health Outcome area launched two strategy-related efforts, the Trauma Informed Systems Change initiative (on April 1st) and Help Me Grow-LA (on May 20th). The two events culminated with approximately 70 multi-sector agencies committing to engage in a leadership or workgroup capacity in one of the two efforts. Following the success of these two launches, staff hosted webinars over the summer to maintain momentum and ensure key stakeholders are informed, engaged, and excited about the respective efforts.

The Trauma Informed Systems Change Initiative webinar was presented on June 15th by representatives from the Steering Committee of foundation partners - the California Endowment (Mary Lou Fulton), California Community Foundation (Rosemary Veniegas), Ralph M. Parsons Foundation and First 5 LA (Pegah Faed and Tina Chinakarn). The webinar drew more than 35 attendees representing a diverse range of systems and sectors. In the coming months, a Workgroup Consultant, hired in August, will facilitate a workgroup with the goal of developing a countywide action plan on trauma-informed systems change. Additionally, on September 6, 2016 the Conrad N. Hilton Foundation contributed \$30,000 to the pooled fund to support the Initiative, and also became a member of the Steering Committee.

Similarly, Help Me Grow-LA (HMG-LA) is working to maintain momentum and communication with key stakeholders. In July, a website was launched and newsletter circulated to more than 200 stakeholders. On August 11th, First 5 LA and key partner L.A. Care hosted a webinar attended by 45 Los Angeles County stakeholders in the fields of health, early care and education, regional centers, County agencies, and family support community service providers. The webinar was presented by First 5 LA staff Christina Altmayer and Reena John, and Wendy Schiffer, Director of Strategic

Planning for L.A. Care. In late September, the initial leadership council for HMG-LA will convene and begin planning for early phase development of a coordinated system for early identification and intervention.

Staff Contacts: Pegah Faed, pfaed@first5la.org, Christie Cardenas, ccardenas@first5la.org.

Trauma-Informed Care Efforts Reported on by the Long Beach Post

The Long Beach Post reported on the collective efforts of First 5 LA, the California Community Foundation, the California Endowment and the Ralph M. Parsons Foundation to advance a comprehensive approach to trauma-informed care in the county, looking at one of Long Beach's very own health care providers for guidance. (<https://lbpost.com/news/2000009316-regional-organizations-announce-efforts-to-advance-trauma-informed-care-through-experts-like-long-beach-s-the-children-s-clinic>)

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

V. POLICY, PARTNERSHIPS AND COMMUNICATIONS

Federal Budget

The new federal fiscal year begins October 1, 2016, but most experts anticipate that Congress will pass a short term Continuing Resolution to continue the flow of funding at 2016 levels at least through the November General Election. Meanwhile, the Labor, Health, Human Services, and Education Appropriations Committees of both houses passed their funding proposals, allocating either slight increases or flat resources to some of our priority programs. First 5 LA has joined dozens of other state and federal advocacy groups to advocate for increased funding for early education programs, including for the Child Care Development Block Grant, Preschool Development Grants and Head Start. For a copy of this letter see **Attachment B**.

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

Meetings with Elected Officials and Staff

First 5 LA staff organized meetings with the following elected officials and/or their staff:

Assembly member Adrin Nazarian (D - Van Nuys) at an LAUSD Early Education Center in his district to discuss the impacts of increased state funding on program quality and availability, and the additional service needs in his district. Staff also thanked the Assembly member for sponsoring legislation which will protect First 5 funding.

- LAUSD Board Member Ref Rodríguez' Policy Director to discuss the District's Ad Hoc Committee on Early Education and Parent Engagement, which the Board Member chairs. Staff was joined by members of the Local Control Funding Formula Coalition, which First 5 LA coordinates.
- Staff from the Office of Congresswoman Linda Sanchez, as requested by the Congresswoman's office, to share information about First 5 LA. First 5 LA staff introduced the Congresswoman's representatives to First 5 LA's strategic plan, Welcome Baby, and Best Start, in particular the El Monte/South El Monte partnership, which is in her district.

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

Community Events Hosted by Assembly member Jimmy Gómez

Assembly member Jimmy Gómez hosted two events in August to educate residents about recent expansions to Paid Family Leave funding, and to raise awareness about critical services available for families with young children including home visiting, developmental screening, and early learning. First 5 LA participated in both events, serving on a community roundtable with various local organizations on August 13 and moderating a community services and policy panel on August 27.

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

2016 Legislative Agenda

One bill on First 5 LA's support list is still under consideration by the Legislature - Assembly Bill 2770, which would prohibit the State Board of Equalization from using tobacco tax revenues to pay for the cost of the state's tobacco licensing program. Please see **Attachment C** for our updated Legislative Agenda.

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

Early Childhood – Learning and Innovation Network for Communities (EC-LINC)

First 5 LA has joined the Center for the Study of Social Policy's (CSSP) Early Childhood – Learning and Innovation Network for Communities (EC-LINC). The mission of EC-LINC is to support families and improve results for young children in communities across the country with a focus on accelerating the development of effective, integrated, local early childhood systems. First 5 LA joins 9 other community representatives across the country that collaborate to solve common challenges faced by communities to achieve positive outcomes for children. Three First 5 commissions of Alameda, Orange and Ventura are included amongst the nine, as well as representatives from Massachusetts, Michigan, Florida, Colorado, Connecticut and Vermont. The invitation for First 5 LA to join EC-LINC was catalyzed by First 5 LA's involvement in the national Project DULCE replication, a project of this learning network.

Being a member of EC-LINC will provide opportunities for First 5 LA to bring national learnings to the Commission's work locally and to leverage investments with funders engaged with this learning network. As EC-LINC has potential to have a positive impact on multiple outcome areas, Christina Altmayer will be our primary representative to EC-LINC and will facilitate engagement in the network by staff across the organization, as needed. Please see **Attachment D** for First 5 LA's ECE-LINC Community profile.

Staff Contact: Barbara Andrade DuBransky (bdubransky@first5la.org)

VI. MONITORING, EVALUATION & LEARNING

Nothing to highlight for this month

VII. LEGACY INVESTMENTS

The final two Tot Parks and Trails Projects were completed in July in the Best Start Communities of Compton-East Compton and Watts/Willowbrook! Together, these two projects have improved the quality of life for more than 31,000 children under the age of 5 residing within a two mile radius of the two parks. Through the 4 year, \$10 million investment, First 5 LA has completed 32 tot parks and trails projects, with increased ADA accessibility, and improved the quality of life for more than 280,000 children under the age of 5 and their families.

Residents in East Rancho Dominguez will be a lot cooler thanks to the Grand Opening of Los Angeles County's first Splash Pad Park! Now, that park, Washington Park, is equipped with not only

the splash pad, but exercise equipment and green space. At Holmes park in Watts/Willowbrook, the Fellowship Garden of Love opened. This is another way that families have to grow their own fresh produce and feed their families good nutritional meals. The garden and play equipment, sit on a previously abandoned property, that is now being led by the community based Garden Steering Community. The Los Angeles Neighborhood Land Trust and Los Angeles County Department of Parks and Recreation have taken responsibility, along with members of the Best Start Communities, to sustain the garden, and splash pad, and these two projects.

Staff Contact: Barbara Andrade DuBransky (bdubransky@first5la.org)

VIII. ADMINISTRATION & ORGANIZATIONAL DEVELOPMENT

Nothing to highlight for this month

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

Grand Opening Belvedere Community Garden

On July 16 the Grand Opening of the Belvedere Community Garden took place, which was the final of eight community gardens in collaboration with Little Green Fingers. The garden located in the Best Start Community of East Los Angeles will help provide healthy fruit and vegetables to young families and their children.

This is the only community garden that will offer 35-40 local families plots to plant and raise fresh fruits and vegetable. The families will also be responsible for the maintenance of the space.

First 5 LA's collaboration with this event aligns with our Families and Community outcome work.

Senator Holly Mitchell's Christmas in July

Assembly member Holly Mitchell's 5th annual Christmas in July took place on the 23rd near USC. The event offered families a fun-filled day of activities, free vision and dental screenings, games, school supplies, lessons on healthy cooking and information on protecting the environment, books, and much more—all at no cost. Local community organizations also provided a variety of resources.

First 5 LA has participated in this event for the past three years and our participation aligns with our Families and Communities outcome work.

Washington Park Grand Opening

The Grand Opening of Washington Park on July 23, 2016 created sustainable changes to increase physical activity and promote healthy lifestyles in the *Best Start* Community of Compton. The grand opening of the park provides increased opportunities for families with young children to be physically active and shift to healthy and active living communities. Local community organizations as well as elected officials participated in the event and engaged with community members.

First 5 LA's participation in this event aligns with our work around Families and Communities.

Dream Center's Back to School Bash

On July 30 the Dream Center's Back to School event offered 1,700 families a variety of resources and free services that included: eye exams, haircuts and clothing giveaways to prepare kids for school. Children in attendance received backpacks filled with the basic school supplies, such as pencils, paper, and notebooks. Families also enjoyed a variety of activities such as jumpers, a petting zoo and much more for the entire family.

The purpose of the "Back to School Bash" is to assist children that are from families who face financial hardship daily.

First 5 LA's participation in this event aligns with our work around Families and Communities.

Holmes Children's Garden Grand Opening

The Holmes Children's Garden in the Best Start Community of Willowbrook had its grand opening on July 30. The garden will help provide healthy fruit and vegetables to young families and their children.

The garden is one of several First 5 LA funded projects that offers the community of Willowbrook over 30 plots for families to harvest their own fresh fruits and vegetable.

First 5 LA's collaboration with this event aligns with our Families and Communities outcome work.

Big World Fun

The Ford Theatres – Big World Fun family concert series kicked off on July 30 offering hour long music and dance performances for families and children ages 4 to 12. Families experienced traveling the world without leaving Los Angeles with groups representing music and dance from as far away as West Africa, China and Cambodia. Families enjoyed kid friendly activities provided by partner organizations prior to each performance.

The Ford Theatres Foundation serves the community of Los Angeles through its support of the historic John Anson Ford Theatres. Each year, with the Foundation's support, the Ford partners with L.A. County-based arts organizations to present an eclectic season of culturally diverse music, dance, theatre, film and family events, all in the Ford's beautiful 1,200-seat outdoor amphitheater. Big World Fun provides the opportunity for Los Angeles families to enjoy high caliber performing arts presentations at affordable prices.

The launch event had over 900 participants and First 5 LA provided families with branded tambourines, Parenting Guides, and Father's Resource Guides. Participation in the concert series aligns with our Families outcome work.

Say No to Bullying Festival and Resource Fair

On August 13 the Human Growth Foundation's Say No to Bullying Festival brought together children, teens and adults for an outdoor extravaganza which engages, educates, and empowers the entire community.

The Human Growth Foundation's mission is to increase awareness of bullying toward individuals, provide education and resources for the community at large, and advocacy for those impacted by bullying. The HGF annual anti-bullying program reaches inside schools, medical facilities and the general community nationwide to eliminate bullying by encouraging compassion in action.

First 5 LA hosted a table and distributed bags with books, Parenting Guides, Father's Resource Guides, and brochures to families. Participation in this event aligns with our Health outcome work.

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

X. UPCOMING EVENTS

API Media Roundtable

The Communications and Marketing department will host a lunch briefing event with members of the API media. The purpose of this event is to build relationships with API media, build First 5 LA's brand, and build a foundation for future events to advance our programmatic and policy goals.

Commissioner Nancy Au and Commissioner Marlene Zepeda have confirmed their availability for this event.

We plan on applying our learnings from this event to host similar outreach events for Spanish-language and general market media in the near future.

September 22, 2016, 12 noon to 1:30 p.m.
First 5 LA, MPR

Staff Contact: Gabriel Sanchez (gsanchez@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

#00783 OCCIDENTAL COLLEGE – Contract Amount: \$70,515

Contract Period: 7/1/2016 - 3/14/2017

The project is to develop a policy, advocacy and educational project aimed at substantially increasing the availability of locally grown and affordable fruits and vegetables at multiple access points for low-income preschool aged children and their families. This will be done through policies that encourage mobile healthy food options; Woman, Infants, Children (WIC) vouchers at farmer's markets and programs that encourage healthy eating in early childhood education settings.

#00784 PUBLIC COUNSEL – Contract Amount: \$46,700

Contract Period: 7/1/2016 - 2/28/2017

The project is to conduct research, develop recommendations, and disseminate those recommendations to policymakers in the Southeast LA County Cities on zoning and land use policies that promote access to childcare and child friendly green space. The Contractor advocates for changes to zoning regulations and general plans in those cities to make it easier for childcare facilities and green space to be developed and located in the Southeast LA County Cities.

#00787 ASIAN AMERICANS ADVANCING JUSTICE LOS ANGELES – Contract Amount: \$34,543

Contract Period: 7/1/2016 - 2/28/2017

The project is to develop, strengthen, train, educate, and lead the Asian American, Native Hawaiian and Pacific Islander (AANHPI) Health Care Reform Advocacy Network (Network) coalition, which will

educate and mobilize the AANHPI organizations in Los Angeles County and California to advocate for comprehensive, affordable health care for all with a focus on AANHPIs and immigrants, including children 0-5.

#00790 COMMUNITY PARTNERS, FISCAL SPONSOR FOR MATERNAL MENTAL HEALTH NOW – Contract Amount: \$65,974

Contract Period: 7/1/2016 - 2/28/2017

The project is to increase screening and treatment resources for prenatal and postpartum depression in obstetrical, primary care and pediatric settings in Los Angeles County by developing and advocating for public policies at the county, state and national levels that support perinatal depression screening and treatment for up to one year postpartum.

#08405 SPECIAL NEEDS NETWORK, INC. – Contract Amount: \$63,587

Contract Period: 7/1/2016 - 3/14/2017

This project is to analyze, assess and promote policies that ensure equal spending on services for special needs children from all races, zip codes and regional centers. The Contractor will develop a coalition, educate and engage parents and other stakeholders and conduct an evaluation of regional center governance and oversight and develop and disseminate a report on findings.

#06740 HEALTHREACH – Contract Amount: \$35,100

Contract Period: 7/1/2016 - 6/30/2017

The purpose of this contract is to provide First 5 LA with assistance in the implementation of the Medi-Cal Administrative Activities (MAA) Program. The activities in the Contractor's scope of work include MAA coordination and administration, claiming plan implementation, training for First 5 LA staff and grantees and ongoing technical assistance.

#08952 DEBORAH DARO TUGGLE – Contract Amount: \$45,840

Contract Period: 7/1/2016 - 6/30/2017

The Consultant will provide assistance to the Program Development Department and the Welcome Baby Oversight Entity regarding ongoing quality assurance and improvement, help identify available system linkages for extending Welcome Baby reach and impact and guide the development, implementation, and oversight of planned, ongoing, and current Family Strengthening studies.

#09068 JUSTUS MCGINITY EXECUTIVE SEARCH – Contract Amount: \$74,850

Contract Period: 7/1/2016 - 6/30/2017

The Contractor conducts executive recruitment services for First 5 LA on an as needed basis throughout the 2015-2020 Strategic Plan period. The Contractor will complete the following for each recruitment: develop position description; develop marketing description and strategy for advertising position; conduct research and create prospect and source contact list; develop candidate dashboard; create and administer written assessment tool and/or oral presentation assessment tool if needed; recommend final candidates; manage selection process; facilitate deliberation meeting; prepare reference report; and provide contract negotiation and onboarding recommendations.

#09212 COMMUNITY PARTNERS– Contract Amount: \$70,000

Contract Period: 7/1/2016 - 6/30/2017

The Contractor will provide a neutral home to house pooled funds and provide back-office services to advance the goals of the Trauma-Informed Care Systems Change Initiative. The pooled fund will support exploratory work such as convening a trauma-informed care systems change working group, conducting an environmental scan of trauma-informed care efforts and best practices in the county and developing a county-wide action plan.

#09229 GINA AIREY CONSULTING, INC. – Contract Amount: \$72,300

Contract Period: 7/1/2016 - 6/30/2017

The Consultant will provide management support to the Executive and Senior management to carry out organizational transformation and strategic plan implementation and facilitate team collaboration, cohesiveness, effectiveness and integration across executives and other management teams.

Vendors for Best Start Communities

First 5 LA released a Request for Vendors (RFV) beginning in FY 15-16 and 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, Interpretation/Translation and Transportation services.

The QVL currently contains a total of 32 vendors in the areas of Audio-Visual (3), Child Care (4), Interpretation/Translation (9), 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.

Looking at
Classroom and
Program Quality
Through Multiple
Lenses:

LESSONS FROM
THE UNIVERSAL
PRESCHOOL
CHILD OUTCOMES
STUDY

OVERVIEW AND KEY FINDINGS

First 5 LA is using multiple strategies to improve children’s access to affordable, high quality early care and education (ECE) in Los Angeles (L.A.) County. These strategies include supporting the development of a uniform quality rating and improvement system (QRIS). A QRIS is an approach to measuring the quality of ECE programs. A uniform QRIS in L.A. County would enable parents to make more informed decisions about their children’s care and would help First 5 LA and other stakeholders to identify the improvements that are needed in ECE programs.

To inform First 5 LA’s efforts in this area, this brief presents several findings from the Universal Preschool Child Outcomes Study (UPCOS), a multiyear study of Los Angeles Universal Preschool (LAUP) programs. These analyses drew on data collected through UPCOS and LAUP’s own administrative data. The findings are particularly valuable because they are specific to L.A. County and include not only center-based programs but also family child care (FCC) homes. Though all the analyses are descriptive in nature, we observed some important associations. In this brief, we present findings that shed light on key considerations for practitioners and policymakers as they design and implement a QRIS in L.A. County.

Finding	Key Considerations
<p>Teachers are the key to quality.</p>	<p>Findings based on both UPCOS and LAUP data confirm that observed quality tends to be stronger when lead teachers have more education and higher levels of teaching permits. While we focused on lead teachers in our analyses of the relationship between permit levels and education, the assistant teachers and aides in a classroom contribute to quality as well. <i>This suggests the importance of taking the qualifications and contributions of all classroom teachers into account in a QRIS.</i></p>
<p>Classroom quality needs to be better than “good enough.”</p>	<p>Using UPCOS data, we found that observed classroom quality that surpasses a certain threshold is associated with better outcomes for children. When we analyzed LAUP data, however, we saw few associations between quality ratings and children’s outcomes, although in some cases, those associations were observed in the higher ranges of program quality ratings. <i>These findings argue for an alternative to measuring just the average quality of all classrooms in a program. A QRIS rating could instead (or also) account for the proportion of classrooms in a program that attain a certain level of quality.</i></p>
<p>All the children in a classroom do not experience or benefit from aspects of the classroom’s quality in the same way.</p>	<p>Analyses showed that children with English as their primary language were spoken to more frequently, on average, than Spanish-speaking dual-language learners (DLLs) were. In addition, DLLs benefited especially from stronger emotional support, rather than stronger instructional support. <i>Professional development provided through a QRIS could consider the population that a program serves and support goals aligned with child needs.</i></p>
<p>Quality ratings appear to be appropriate for programs with different characteristics.</p>	<p>We found few associations between program characteristics (center versus FCC, funding source) and quality. <i>These findings suggest that these indicators are appropriate in different types of settings.</i></p>

First 5 LA’s 2015–2020 strategic plan lays out a path to strengthen families and improve outcomes for the greatest possible number of young children in L.A. County. Improving access to affordable, quality early care and education (ECE) for the children of L.A. County is a central goal of the strategic plan because the quality of services offered to children and families in early childhood settings makes a difference in children’s future success.^{1,2} First 5 LA is using multiple strategies to achieve this goal. One strategy provides support for the development of a uniform quality rating and improvement system (QRIS) in L.A. County. A QRIS is an approach to measuring the quality of ECE programs. A uniform QRIS in L.A. County would enable parents to make more informed decisions about their children’s care and would help First 5 LA and other stakeholders identify the improvements that are needed in ECE programs.

To inform First 5 LA’s efforts, we present several findings from the Universal Preschool Child Outcomes Study (UPCOS), a multiyear study of Los Angeles Universal Preschool (LAUP) programs that was conducted from 2007 - 2015. LAUP is a nonprofit organization funded by First 5 LA; it has provided high quality preschool in L.A. County since 2005. Between 2005 and 2015, LAUP programs served over one hundred thousand children and families who reflect the cultural and linguistic diversity of L.A. County. *Note that while LAUP no longer provides preschool slots as of July 2016, they will continue their mission of advancing early education program quality and capacity by supporting development of the whole child, growing a qualified and diverse workforce, strengthening family engagement and advocating for policies that promote access and program excellence.*

Mathematica Policy Research conducted UPCOS with First 5 LA to learn more about the children and families of LAUP and the programs that serve them. The findings presented in this brief are especially valuable because they are specific to L.A. County and include not only center-based programs, but also family child care (FCC) homes. FCCs serve a substantial proportion of L.A. County children³ yet are often excluded from studies on the quality of classrooms and programs.

In the rest of this brief, we present analyses that shed light on key considerations for practitioners and policymakers as they design and implement a uniform QRIS in L.A. County. Table 1 shows the rich set of data from UPCOS and LAUP that were used for these analyses, and it identifies those data elements from UPCOS that were linked to LAUP data. Table 2 shows the observed classroom quality measures available from UPCOS and/or LAUP, and Box 1 includes details on the samples and limitations of the analyses. Notably, LAUP’s administrative data include ratings from its own QRIS—the 5-Star Quality Assessment and Improvement System. The Star rating has four components: (1) qualifications of the lead teacher, (2) qualifications of other teaching staff, (3) ECERS-R or FCCERS-R scores, and (4) CLASS scores. *Note that the Star rating is no longer in use as of the 2015-16 program year. LAUP now uses the Quality Continuum Framework Rating Matrix to conduct quality ratings of its programs.*

Table 1. Information used from UPCOS and LAUP

	UPCOS-2 (2007-2008) ^a	UPCOS-3 (2009-2010) ^a	LAUP (2005-2006 through 2013-2014) ^b
Star ratings			X
Observed classroom quality	X	X	X
Teacher education and/or permits	X		X
Children’s and families’ characteristics	X	X	X
Children’s outcomes	X	X	Linked UPCOS data ^c

^aAdditional data are available in both UPCOS-2 and 3. This table focuses on data used for this brief.
^bNot all information from LAUP is available in all program years.
^cUPCOS data on children’s outcomes are available for 2007–2008, and for the 2009–2010 through 2013–2014 program years.

Table 2. Observed classroom quality measures used from UPCOS and LAUP⁴

Measure: source	Areas assessed
Classroom Assessment Scoring System (CLASS): available from UPCOS-2, UPCOS-3, and LAUP	Measures teachers’ interactions with children in three domains: Emotional Support (the social and emotional functioning in the setting), Classroom Organization (the teachers’ ability to organize the environment to make efficient use of time), and Instructional Support (the quality of instructional practices used in the setting)
Early Childhood Environment Rating Scale-Revised (ECERS-R)/ Family Child Care Environment Rating Scale-Revised (FCCERS-R): available from LAUP	Measures structural features of the environment and process quality (interactions among staff, children, parents and other adults in a classroom; children’s interactions with materials and activities in the environment)
Language Interaction Snapshot (LISn): available from UPCOS-3	Measures the support for language development in the classroom, including languages used in the classroom by teachers and children and instructional strategies for supporting language

Box 1. Overview of UPCOS and LAUP samples and study limitations

This is a brief description of the UPCOS-2, UPCOS-3, and LAUP samples and study limitations. Extensive detail on these topics and the analysis approach is available in the study reports.⁵

- UPCOS-2 includes a sample of 88 center-based classrooms and 1,555 children representative of LAUP programs.
- UPCOS-3 includes a sample of 72 center-based classrooms and 52 FCCs representative of LAUP. LISn data were available for a representative sample of 38 center-based classrooms and 26 FCCs. The study included 854 children, but the child-level sample was not representative of LAUP programs.
- LAUP administrative data include all classrooms in the network in a given year, but not all data are available for all classrooms in each year. Star rating, CLASS, and ECERS-R data were available for 827 to 992 classrooms over time. FCCERS-R data were available for only 141 classrooms over time. Depending on the measure and program year, child outcome data from UPCOS were available for 612 to 807 children.

Study limitations. The analyses in this report are descriptive and the findings should not be interpreted as demonstrating that one thing caused another. Notably, LAUP data were collected for the purpose of monitoring and not for research, and these data had numerous issues, most notably large amounts of missing data (particularly on teacher education and permits). For analyses examining associations between UPCOS data on children’s outcomes and LAUP data on quality, we had to aggregate data to a program level because it was difficult to match data to specific classrooms. Associations between the factors we studied in the LAUP data may have been obscured by these and other issues. For both the UPCOS and LAUP data, it is possible that some of the associations we did observe in the data happened due to chance. In addition, DLL research findings are specific to children whose home language was Spanish. Children from other language backgrounds were not included in these analyses because the assessment tools were only available in English and Spanish.

Teachers are key to quality

When teachers had more advanced qualifications, classroom quality was stronger.

In the analyses based on UPCOS and LAUP data, our findings confirm that program and classroom quality tend to be stronger when teachers have more education and higher levels of permits (Box 2). In UPCOS-2, we found that the teacher’s educational level was associated with CLASS Emotional Support and Instructional Support ratings. Using LAUP administrative data, we found that teacher education and permit level were associated with both Star ratings and observed quality.

In the LAUP data, the teacher’s educational level was related to CLASS scores and overall Star ratings, but not to ECERS-R scores. Given that many of the ECERS-R items are not under the control of the teacher (for example, the availability of resources, the condition of materials, and the environment), there simply may not have been a strong association between ECERS-R scores and a teacher’s educational level. The teacher’s permit level was related to the ECERS-R/FCCERS-R scores, however. Specifically, teachers with a master teacher, program director or site supervisor permit had higher ECERS-R and FCCERS-R scores. This suggests that some of the differences in ERS scores may be related to teachers’ awareness and understanding of important indicators of environmental quality. This is not surprising given that teachers with master teacher, program director or site supervisor permits may have more influence over environmental quality.

Box 2. Associations between teacher education and permit and classroom or program quality based on UPCOS-2 and LAUP administrative data

Teacher educational level

- Teachers holding a B.A. (rather than an A.A.) had higher CLASS Emotional Support Scores.
- Teachers holding an A.A. had higher CLASS Instructional Support Scores than teachers with lower levels of education did.
- Teachers holding a B.A. (rather than an A.A.) had higher Star ratings, FCCERS-R scores, and CLASS scores in all three domains (Emotional Support, Classroom Organization, and Instructional Support).

Teacher permit level

- Teachers holding a master teacher, program director, or site supervisor permit had higher Star ratings, ECERS-R scores, and FCCERS-R scores.

Note: All associations described in the table were statistically significant at the $p < .05$ level.

The quality of a classroom depends on all the teachers in the classroom.

In the preceding analyses on the relationship between teacher education and permits and quality ratings, we relied on information about lead teachers. However, a classroom’s quality depends on all the teachers in the classroom. For example, CLASS scores are based on the average experience in the classroom, and for the ECERS-R, the behavior of all adults in the classroom is noted.

In UPCOS-2 and 3, we used the LISn data to examine language interactions of individual children with adults (and peers) in the classroom; language use by lead teachers and other adults or teachers in the classroom was rated separately. We found differences in how teachers in the same classroom interacted verbally with children.⁶ Overall, verbal interaction with children was limited, but in the classroom, lead teachers talked more to children and provided more types of verbal interactions compared to other adults in the classroom.

Classroom quality needs to be better than “good enough.”

Classroom quality that surpassed a certain threshold was associated with better outcomes.

Recent meta-analyses point to consistent, yet modest relationships between observed classroom quality and outcomes for children.^{7,8} The findings of these studies suggest that a certain threshold of quality must be reached before classroom interactions can influence outcomes for children. In other words, the evidence suggests that lower levels of quality are not associated with growth in children’s development. Classroom quality must reach at least a level of low-moderate (“good enough”) quality before children begin to benefit from their preschool experiences. Once that threshold has been met, the higher a classroom’s quality, the greater the children’s outcomes.

Analyses based on UPCOS-3 and LAUP administrative data have findings that are consistent with the findings of these studies. UPCOS-3 analyses focused on associations between the CLASS domains and children’s outcomes in two areas: expressive vocabulary and executive functioning.⁹ We found that low levels of classroom quality did not support children’s development. Further, associations between classroom quality and children’s outcomes were stronger in higher quality classrooms than in lower quality



classrooms. Once classrooms reached a certain threshold of quality, children continued to benefit more as classroom quality increased.¹⁰ Figure 1 shows the association between Emotional Support and expressive vocabulary for two groups— all LAUP children and the subgroup of children who are dual language learners (DLLs). Higher scores on Emotional Support were associated with better expressive vocabulary skills for both groups of children.¹¹

In analyses based on LAUP data, however, we found very few associations between quality (Star ratings, CLASS and ECERS-R scores) and children’s outcomes. This is not surprising given the limitations of the analysis of the administrative data (Box 1). In some cases, those associations were observed in the higher ranges of program quality ratings.

All the children in a classroom do not experience or benefit from aspects of the classroom’s quality in the same way.

Not all children experienced the same levels of quality in the classroom.

Hart and Risley wrote that the “most important aspect to evaluate in child care settings for very young children is the amount of talk actually going on, moment by moment between children and their caregivers” (p. xxi).¹³ Through the LISn, we examined the variability of verbal interactions experienced by different children in the same classroom. For each child, we recorded and counted the number of language interactions with all adults in the classroom during the observation period. The number of language interactions ranged from zero (9.3 percent of children) to 81 (for one child). Children with English as their primary language were spoken to more frequently, on average, than Spanish-speaking DLLs were.

In addition to the number of interactions, the sophistication of the language adults used also differed across children. For example, the adults in the classroom were less likely to speak with Spanish-speaking DLLs about things or events that took place outside of the classroom (for example, what they did at home that morning or a field trip they had taken in the past) than they were with children who primarily spoke English. Such “decontextualized” language interactions during preschool are important for literacy (including reading comprehension) during elementary school;¹⁴ understanding decontextualized language is the essence of school literacy since academic text often communicates about things not actually present.

Emotional support in a classroom is important for all children, but especially important for dual language learners.

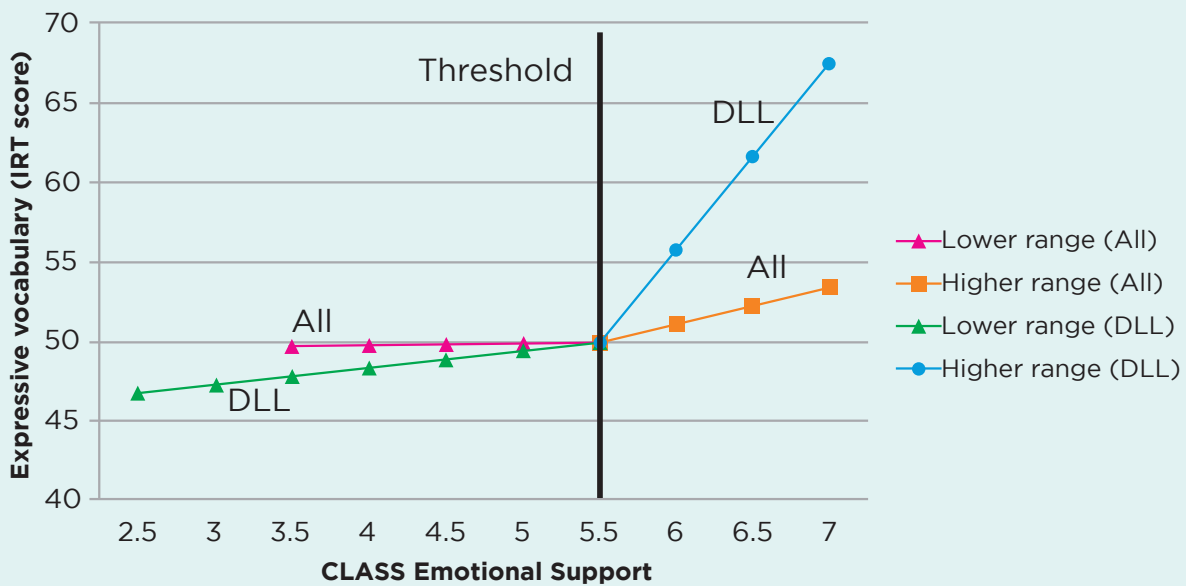
Analyses based on UPCOS data show that progress for DLLs appears to be greatly influenced —perhaps more so than for other children—by the level of emotional support in a classroom. Figure 1 broke out the association between CLASS Emotional Support and expressive vocabulary separately for DLL children. At the higher range of emotional support, the expressive vocabulary of DLLs improved rather quickly. For DLLs, in contrast with the group of LAUP children as a whole, the association between Emotional Support and expressive vocabulary is present even in classrooms with quality in the lower range, but the associations are stronger in the higher

range; that is, the difference between the association in the higher and lower range is statistically significant.

UPCOS analyses show other differences for DLLs as well. For their expressive vocabulary, the association with scores on CLASS Classroom Organization was significant in classrooms scoring in both the low and high range of quality (that is, above and below the threshold). Scores on Instructional Support were not associated with any outcomes for DLLs, though there is an association between the level of CLASS Instructional Support and the outcomes of LAUP children as a whole. This suggests that the instructional needs of DLLs may be different from those of non-DLLs.

Figure 1. Children’s expressive vocabulary skills in classrooms that exceed or are below a threshold for quality

Children’s expressive vocabulary began to increase once quality (CLASS Emotional Support) reach a minimum threshold



Source: UPCOS-3 direct child assessments and classroom quality observations. Note: Expressive vocabulary was measured with the Expressive One Word Picture Vocabulary Test (EOWPVT).¹² Classroom quality was measured with the CLASS.

Quality ratings appear to be appropriate for programs with different characteristics.

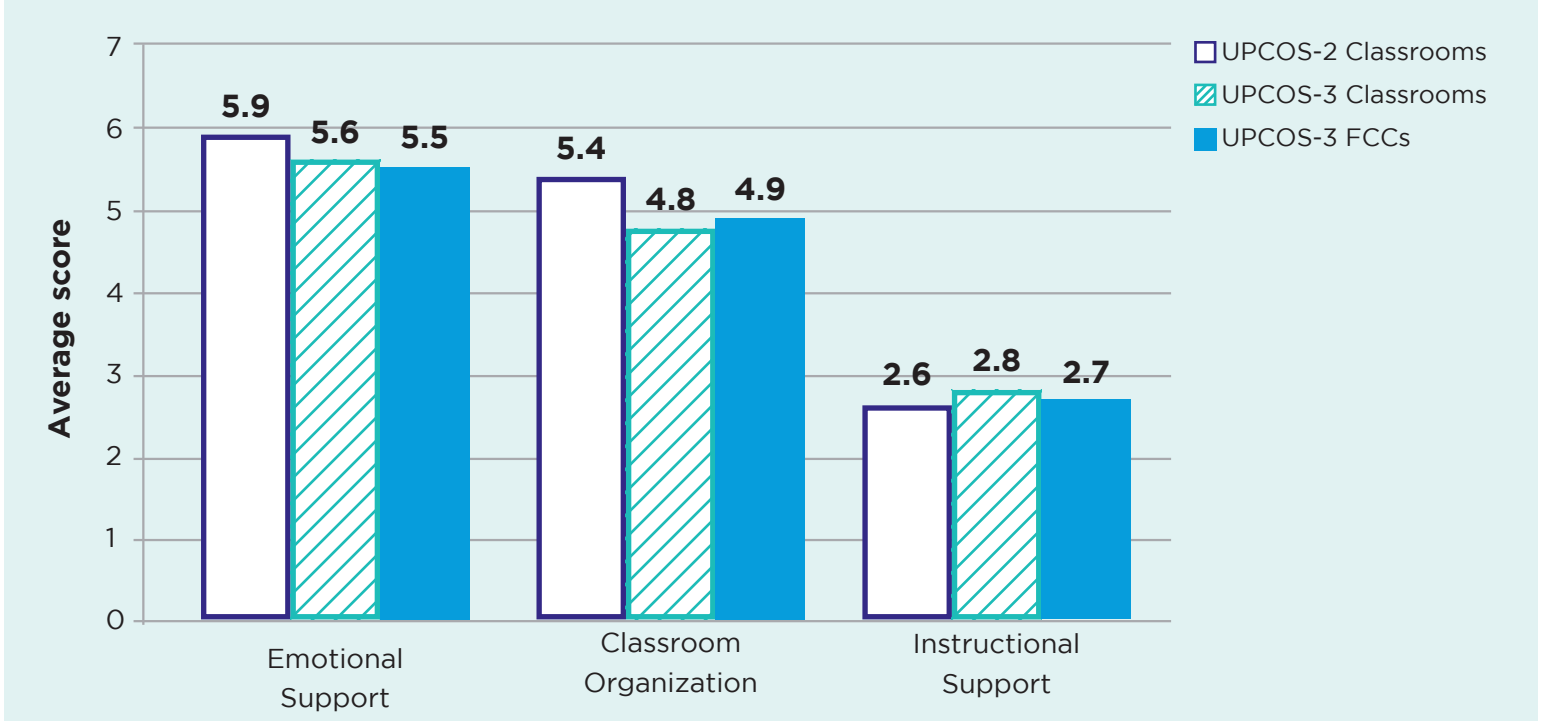
A uniform QRIS in L.A. County would likely include programs of different types (center-based versus FCC) that have different funding sources. We looked at the associations between program characteristics and program quality (both Star ratings and quality observations) to better understand whether these characteristics matter in terms of how we measure quality. Using LAUP data, we observed few associations between program characteristics and program quality.

Using UPCOS data, we also examined CLASS scores for centers and FCCs. Although the CLASS does not rely on normative

data, the CLASS Technical Appendix¹⁵ reports mean scores from several large-scale studies that used the CLASS. Classroom quality scores in LAUP were, for the most part, on a par with or higher than those in other studies in both centers and FCCs. Consistent with other studies, Instructional Support scores were the lowest of any in the three domains (see Figure 2).

These findings suggest that these indicators are appropriate in different types of settings. However, it is also important to keep in mind that LAUP offers coaching in support of quality (along with other resources) to the programs in its network, both centers and FCCs. In L.A. County as a whole, such supports may be more readily available to center-based programs.

Figure 2. Average CLASS scores in LAUP center-based classroom and FCCs



Source: UPCOS-2 spring classroom observation; UPCOS-3 winter classroom and FCC observation.
 Note: Analyses are weighted to represent LAUP classrooms in spring 2008 and winter 2010, respectively.

Summary and implications

In this brief, we presented the lessons learned in our analyses of UPCOS and LAUP data. These lessons shed light on the factors that contribute to classroom and program quality and the ways that different children can benefit from quality. Though all analyses are descriptive in nature, we observed some important associations.

First, teachers are the key to quality. Our analyses, which are based on UPCOS and LAUP data, confirm that quality tends to be stronger when lead teachers have more years of education and higher levels of teaching permits. Although our analyses on education and permit levels focused on lead teachers, other teachers and adults in a classroom contribute to quality as well. For example, we found differences in the way that teachers in the same classroom interact verbally with the children in the classroom. Together, these findings highlight the potential importance of taking the qualifications and contributions of all teachers, not just the lead teacher, into account when designing a QRIS.

Second, using UPCOS data we found that once classroom quality surpasses a certain minimum threshold, it is associated with better outcomes for children. In contrast, our analysis of LAUP data uncovered few associations between quality ratings and children’s outcomes; in some cases, those associations were observed in the higher ranges of program quality ratings. The lack of associations in the LAUP data is likely

due at least in part to limitations in the data; notably, we had to use program-level averages for quality (rather than the classroom-level rating). These findings argue for an alternative to measuring just the average quality of all classrooms in a program. A QRIS rating could instead (or also) account for the proportion of classrooms in a program that attain a certain level of quality.

Third, we found that children in the same classroom do not experience or benefit from quality in the same way. For example, UPCOS observations revealed that children whose only language was English were spoken to by teachers and other adults in the classroom more frequently, on average, than Spanish-speaking DLL children were. Analyses also showed that DLLs may benefit from different aspects of quality in different ways than other children do; they especially benefited from stronger emotional support. Professional development provided through a QRIS could consider the population that a program serves and support goals aligned with child needs.

Finally, we found that there were few associations between program characteristics (center versus FCC, funding source) and quality. Because First 5 LA and other stakeholders are working toward a uniform QRIS, it is important that these quality ratings appear to be appropriate for different kinds of programs in L.A. County. A uniform QRIS for L.A. County would help parents as they make decisions about child care and preschool.

¹ Burchinal, M., K. Kainz, K. Cai, K. Tout, M. Zaslow, I. Martinez-Beck, and C. Rathgeb. "Child Care Quality and Child Outcomes: Multiple-Studies Analyses." Presentation at the working meeting, Developing the Next Wave of Quality Measures for Early Childhood and School-Age Programs, January 2008.

² Burchinal, M., K. Kainz, K. Cai, K. Tout, M. Zaslow, I. Martinez-Beck, and C. Rathgeb. "Early Care and Education Quality and Child Outcomes." Publication 2009-15. Washington, DC: Administration for Children and Families and the Office of Planning, Research and Evaluation, May 2009.

³ Los Angeles County Child Care Planning Committee. *The Los Angeles County Child Care and Development Needs Assessment 2011*. Los Angeles, CA: Author, 2012.

⁴ Pianta, Robert, K. LaParo, and B. Hamre. *The Classroom Assessment Scoring System Pre-K Manual*, Charlottesville, VA: University of Virginia, 2008; Harms, Thelma, Richard Clifford, and Debby Cryer. *Early Childhood Environment Rating Scale-Revised (ECERS-R)*. New York, NY: Teachers College Press, 1998; Harms, Thelma, Richard Clifford, and Debby Cryer. *Family Child Care Environment Rating Scale-Revised (FCCERS-R)*. New York, NY: Teachers College Press, 2007. Atkins-Burnett, Sally, Susan Sprachman, and Margaret Caspe. "Language Interaction Snapshot with End of Visit Ratings (LISn + EVR)," Princeton NJ: Mathematica Policy Research, 2010.

⁵ Study reports are available at www.first5la.org. Reports include: Love, John M., S. Atkins-Burnett, C. Vogel, N. Aikens, Y. Xue, M. Mabus, B.L. Carlson, E.S. Martin, N. Paxton, M. Caspe, S. Sprachman, and K. Sonnenfeld. "Los Angeles Universal Preschool Programs, Children Served, and Children's Progress in the Preschool Year: Final Report of the First 5 LA Universal Preschool Child Outcomes Study." Report submitted to First 5 LA. Princeton, NJ: Mathematica Policy Research, June 2009; Atkins-Burnett, Sally, Yange Xue, Ashley Kopack, Marta Induni, and Emily Moiduddin. "Instructional Practices in Los Angeles Universal Preschool." Report submitted to First 5 LA. Princeton, NJ: Mathematica Policy Research, June 30, 2010; Xue, Yange, Virginia Knechtel, Sally Atkins-Burnett, and Emily Moiduddin. "Quality Research Project: Final Report." Report submitted to First 5 LA. Washington, DC: Mathematica Policy Research, 2015.

⁶ Atkins-Burnett et al. 2010.

⁷ Dang, T.T., G. Farkas, M.R. Burchinal, G.J. Duncan, D.L. Vandell, W. Li, E.A. Ruzek, and C. Howes. "Preschool Center Quality and School Readiness: Quality Main Effects and Variation by Demographic and Child Characteristics." Evanston, IL: Society for Research on Educational Effectiveness, 2011.

⁸ Burchinal et al. "How Well Do Our Measures of Quality Predict Child Outcomes?"

⁹ Analyses focused on expressive vocabulary and executive functioning, because children whose primary language was English or Spanish completed assessments in these two areas. Therefore, these assessments were available for the maximum number of children in the sample.

¹⁰ The thresholds were developed empirically and were set at 5.5, 5, and 3 for Emotional Support, Classroom Organization, and Instructional Support, respectively.

¹¹ Xue, Yange, and Sally Atkins-Burnett. "Instructional Quality and Child Outcomes in Diverse Preschool Classrooms." Paper presented at the American Education Research Association Annual Meeting, Vancouver, BC, Canada, April 13, 2012.

¹² Brownell, R. "Expressive One-Word Picture Vocabulary Tests." San Antonio, TX: Harcourt Assessment, Inc., 2000.

¹³ Hart, Betty, and Todd R. Risley. *Meaningful Differences in the Everyday Experience of Young American Children*. Paul H Brookes Publishing, 1995/2002.

¹⁴ Dickinson, D.K., and K.E. Sprague. "The Nature and Impact of Early Childhood Care Environments on the Language and Early Literacy Development of Children from Low-Income Families." In Susan B. Neuman and David K. Dickinson (eds.), *Handbook of Early Literacy Research*, pp. 263-280. New York: Guilford Press. 2001.

¹⁵ Pianta et al. 2008.

August 30, 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,

First 5 LA
2016 Legislative Agenda
(updated 9/8/16)

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 ¹⁰³ (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	Children Now	4/19: Hearing cancelled at author's request	n.a.

Attachment C

Bill #	Author	Description	Sponsors	Status	Fiscal Analysis
		assess the readiness of children entering transitional kindergarten and kindergarten			



First 5 LA



Fast Facts

ORIGIN

First 5 LA was created in 1998 to invest LA County's allocation of funds from California's voter approved Proposition 10 tobacco tax. Since then, First 5 LA has invested more than \$1.2 billion in efforts aimed at providing the best start for children from prenatal to age 5 and their families.

GOALS

To ensure all children in LA County enter kindergarten ready to succeed in school and life, First 5 LA's 2015-2020 Strategic Plan directs 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 (ECE) Systems:** Increased access to high-quality early care and education. Increased 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 LA County.

KEY STRATEGIES

- **Public Policy and Advocacy:** Increase public investments of funds dedicated toward young children and improve policies that affect those investments.
- **Research and Development:** Promote the widespread use of proven best practices that are grounded in research and real-life application.
- **Service Delivery System Improvement:** Increase the quality, effectiveness and coordination of how services are accessed and provided.
- **Provider Training:** Build the knowledge and skills of the people providing support and services to parents and children.
- **Community Capacity Building:** Help individuals and groups that live and work in neighborhoods and communities take greater ownership and responsibility for the children and families who live within them by fostering safe, healthy and vibrant communities.
- **Communications:** Educate the public about the importance of investing in young children and families.

LEAD AGENCY

First 5 LA

MISSION

First 5 LA, in partnership with others, strengthens families, communities, and systems of services and supports so all children in LA County enter kindergarten ready to succeed in school and life.

INITIATIVE BUDGET

\$161.5 million (FY 2016-2017)

START DATE

1998

GEOGRAPHIC FOCUS

Los Angeles County

KEY DEMOGRAPHICS

Population 9,974,203 (2014 ACS)	Percent of Newborns at Low Birth Weight 7% (2013, CA Dept. of Health)
Population Under 5 668,272 (2014 ACS)	Percent of Children in Food-Insecure Households 22.8% (2014, Feeding America)
Percent of Children in Poverty 26% (2014 ACS)	

CONTACT

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✉ caltmayer@first5la.org

🌐 www.first5la.org



INNOVATION OF NOTE

Welcome Baby is a free, voluntary program funded by First 5 LA that supports pregnant women and new moms through the journey of pregnancy and early parenthood.

Pregnant women and new moms who participate in Welcome Baby are paired with a personal Parent Coach who provides them with information and support during pregnancy and following birth so that they can create safe, nurturing environments for their child to grow. They discuss topics ranging from bonding and attachment, to breastfeeding, to home safety, helping participants feel more confident and comfortable in their role as moms. If needed, a parent coach can also provide referrals to community resources that help families receive health care coverage or other supportive services.

The program is available at no cost to LA County families who deliver or plan to deliver at one of 13 participating Welcome Baby hospitals, regardless of income status.

+ EARLY CHILDHOOD-LINC

An initiative of the Center for the Study of Social Policy, **Early Childhood-LINC** (Learning and Innovation Network for Communities) is developed by and for communities. Our mission is to support families and improve results for young children in communities across the country with a focus on accelerating the development of effective, integrated, local early childhood systems.

MEASURES OF PROGRESS

ATTACHMENT D

APPROACH

As part of its 2015-2020 Strategic Plan, First 5 LA created four theories of change, one for each of its four outcome areas: Families, Communities, Health and Early Childhood Education. These theories of change are used to understand how our work fits together and how the outcomes of individual projects outcomes can build on each other to achieve First 5 LA's ultimate long-term outcome: children enter kindergarten ready to succeed in school and life. The next step is for the intermediate outcomes in First 5 LA's theories of change to be operationalized into indicators that can be monitored over time, illustrating concrete evidence of our overall progress.

First 5 LA also commissions initiative-level evaluations to discover lessons learned, implementation progress and outcomes. These evaluations are tailored to the particular activities and goals of that initiative.

INDICATORS

Some recent evaluation findings are listed below:

- Welcome Baby is a light-touch home visiting program. Three years after the program began, Welcome Baby participants, compared to non-recipients, reported:
 - Lower parental stress
 - Higher levels of maternal responsiveness
 - Participating children had greater communication skills, social competence and engagement and attention
- A key strategy of First 5 LA's *Best Start* work is to convene a diversity of stakeholders, including parent residents, and work together towards a common vision. In our *Best Start* Partnerships:
 - 63 percent of the participants are parents, 56 percent are community residents, and 34 percent are service providers
 - 44 percent had been engaged in the partnership at least one year
 - 74 percent reported they'd seen people come together in the community to address a specific issue as a result of the partnership, and 60 percent felt everyone had an equal say in the partnership's direction

STRUCTURE & LEADERSHIP

The First 5 LA Board of Commissioners is comprised of 17 members. The nine voting members are appointed by each of the LA County supervisors and the LA County departments of Children and Family Services, Public Health and Mental Health. The Chairman of the LA County Board of Supervisors also serves as Chairman of the First 5 LA Commission. The Board also includes representatives from other educational, children and families organizations throughout the county.

PARENT INVOLVEMENT

First 5 LA has several investments which build parent leadership throughout the county, including our anchor investment *Best Start*. *Best Start* is a place-based effort located in 14 communities that provides skills-building and leadership training as well as a platform for parents to envision and decide how to create the best possible community for children prenatal to 5 and their families. Additionally, we are investing in a local adaptation of two national parent engagement models, Abriendo Puertas and Project DULCE. Abriendo Puertas is the nation's first evidence-based comprehensive training program developed by and for Latino parents with children ages 0-5. Project DULCE is a clinical intervention focused on the Strengthening Families and Protective Factors approach which focuses on the value of parent engagement and is designed to address infant/family risks and needs at the earliest possible stage.

FINANCING

First 5 LA is funded through the Proposition 10 Tobacco Tax, 80 percent of which is distributed to the County Commissions based on their proportion of statewide births. The LA County share of tobacco tax revenue, projected to be roughly \$80.8 million in FY 2015-16 and \$77.4 million in FY 2016-17, is anticipated to continue declining in future years due to declining tobacco revenues based on the most recent estimate from the State Department of Finance (DOF) as updated on June 2, 2015.

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.

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.

RECOMMENDATION:

Staff recommends approval of these changes. These will be brought to the Board as an informational item in September, for action in October.

First 5 LA Board Policy Updates

John Wagner

September 8, 2016

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First5LA.org

Board Approved Policies

- Fund Balance Policy
 - Purpose: to continue to align our definitions of 5 components of our Fund Balance in accordance with the U.S. Government Accounting Standards Board (GASB, eff. 6/15/10).
- Policy on Guidelines for Adoption and Modifications of the Fiscal Year Budget
 - Purpose: provide guidelines for constructing, seeking approval and modifications to budget.

Changes

- **Fund Balance Policy**
 - Last updated 3/8/12
 - Presented to B+F 5/24/16; Exec 9/1/16
 - Changes:
 - Non-substantive (administrative) changes to clarify language
 - Updates language to reflect current Strategic Plan

Changes—cont.

- Policy and Guidelines for Adoption and Modifications of the Fiscal Year Budget
 - Last updated 2012
 - Presented to B+F 5/24/16; Exec 9/1/16
 - Consolidates 3 existing policies
 - *Guidelines for Adoption of the Program and Operating Budgets* (yellow Attach. 2A)
 - *Guidelines for Formal Board Approval of Additions, Changes or Deletions to Allocations and the Annual Program Budget* (blue Attach. 2B)
 - *Guidelines for Modifications of the Commission's Annual Operating Budget* (green Attach. 2C)

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Changes—cont.

- Changes required budget approval from 4/30 to 6/30, consistent with current practice
- Changes required 2-year budget to annual budget, consistent with current practice
- Deletes language provision allowing ED to establish one-time fund with unspent operating dollars; references to Operations Committee

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Changes—cont.

- Status quo:
 - Annual LTFP
 - ED authority to move funds in operating budget up to \$25,000
 - Inclusion of an Administrative Cost Calculation (cap)
 - Purview of staff/B+F/Board in approval, with Finance providing to Board the budget calendar at January Board meeting

Thank you



Los Angeles County Children and Families First Proposition 10 Commission

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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:

Comparison: Committed vs. Assigned		
	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, Chief Operating Officer

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

FIRST 5 LA

SUBJECT:

Update the Board on First 5 LA Activity Related to Supporting Los Angeles County's Homeless Initiative (HI)

RECOMMENDATION:

This item is an update on First 5 LA's work to develop an inventory of current investments (see Attachment A) and identify specific opportunities to support the County's HI recommendations. This inventory is being provided as informational, in response to discussions with the Program and Planning Committee (PPC) in February and May.

BACKGROUND:

As part of the regular annual review of Expiring Initiatives, staff presented on this item as an informational item at the February 11, 2016 Board meeting. One of the initiatives set to expire during 2016 was the rental assistance portion of the Permanent Supportive Housing (PSH) initiative. During the initial Expiring Initiatives presentation, the Chair requested the County provide an update on its emerging work on homelessness. That update was provided at the February 25, 2016 PPC meeting when First 5 LA staff was joined by Lesley Blacher from the Los Angeles County Chief Executive Office's Homeless Initiative.

During the presentation, the sense of the Committee was that it would be beneficial to see how First 5 LA's current investments might be aligned with and supportive of the County's efforts. Since that meeting and in an effort led by First 5 LA Program Officer Sharon Murphy, staff have been working on analyzing our existing investments and identifying opportunities to leverage these investments to support the County's efforts on the HI. At the May 26, 2016 PPC meeting, staff presented a preliminary inventory of First 5 LA current investments and provided examples of how such investments could support the County's HI plan.

Through discussions with the LA County CEO's office, Supervisor Kuehl's staff and others, five (5) First 5 LA investments were prioritized for deeper exploration of their potential connections with the County's plan:

- Oral Health, Parent-Child Interaction Therapy, Welcome Baby: These investments are being implemented by our grantees, so staff efforts now are focused on how to help homeless families access those services. County CEO's Office leaders encouraged us to establish protocols for how a homeless family could easily access services since such families likely have very limited resources and may not be able to go to various service locations. We are in the process of developing such protocols and are piloting these protocols with a housing provider, LA Family Housing.
- Trauma-Informed Care (TIC): Staff continued to explore how First 5 LA's emerging work related to TIC could align with the County's plan. Staff has conducted a literature review that connects the issues of trauma-informed care and homelessness. This Fall, First 5 LA will be conducting an environmental scan of TIC pioneering efforts and best practices; staff will identify how the issue of homelessness can be included in that scan. We also are exploring emerging opportunities to connect TIC with the County's emerging HI strategies, and we have begun those discussions.
- Research and Evaluation: We are leveraging our contract with the Children's Data Network (CDN) for a research project. We will examine the success of transitional age youth who were pregnant or parenting and received housing as there is concern that such young families may not fare as well as their older counterparts. CDN will analyze data to determine

if such concern is founded and inform how efforts to house such families might benefit from different approaches and supports.

The purpose of today's presentation is to give the Commission an interim report (update) on our efforts. We will continue to work with the County on these initial opportunities and come back with further information in the coming months.

Inventory of First 5 LA 2016-17 Investments with Potential to Address Family Homelessness

This document identifies those F5LA investments which have the potential to address issues of family homelessness and their relevance to the County's Homeless Initiative. There are repeated references to "HFSS" below; please note that HFSS is the LA Homeless Services Authority's Homeless Families Solutions System, the County's system for housing homeless families and preventing family homelessness. HFSS includes a network of community-based homeless service providers and other publicly-funded agencies such as the County's Department of Mental Health and Department of Public Social Services.

[\(Link to County's Homeless Initiative\)](#)

Budget Component	End Date	Potential for F5LA to Address Homelessness?	How Could F5LA Connect Investment to Family Homelessness?	Potential Connection to County Plan?
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Strategic Plan Priority Outcome Areas

1	Families	N/A	Yes	<p><u>Welcome Baby</u>: Inform HFSS and Housing Authorities so that they may connect pregnant women housed within Best Start Communities to Welcome Baby. Families identified as high risk will be eligible for referral into Select Home Visiting. Also inform Welcome Baby staff of HFSS to connect participants experiencing housing instability to support.</p> <p><u>Project Dulce</u>: Housing has been identified as a critical issue for the project. All families will be screened for housing needs and will be provided legal advice, either through a family specialist or the partner legal firm.</p>	<p>C4: Establish a Countywide SSI Advocacy Program</p> <p>D3: Supportive Services Standards for Subsidized Housing</p> <p>D5: Support for Homeless Case Managers</p> <p>D6: Criminal Record Clearing Project</p> <p>E11: County Specialist Support Team</p>
2	Communities	N/A	Yes	<p><u>Best Start</u>: Inform HFSS of Best Start so that recently housed families can participate with Best Start's family strengthening efforts.</p> <p><u>Community Resource Networks</u>: Include HFSS:</p> <ul style="list-style-type: none"> * in the data collection process to inform development of F5LA's plan to enhance the coordination of services and supports for families in Best Start networks * as a recipient of capacity building * as a member of the resource networks 	<p>D3: Supportive Services Standards for Subsidized Housing</p> <p>D5: Support for Homeless Case Managers</p> <p>E6: Countywide Outreach System</p> <p>E7: Strengthen the Coordinated Entry System</p> <p>E11: County Specialist Support Team</p>

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Inventory of First 5 LA 2016-17 Investments with Potential to Address Family Homelessness

Budget Component	End Date	Potential for F5LA to Address Homelessness?	How Could F5LA Connect Investment to Family Homelessness?	Potential Connection to County Plan?
3 Early Care & Education Systems	N/A	Yes	F5LA will advocate for increased funding for high quality ECE for low income children. Assuming we are successful in our KRA efforts and school districts begin to collect and report common KRA data, F5LA will work with the districts to ensure that KRA data is connected with demographic data including their students' housing status data so that we can better understand the readiness gap for homeless children. These data could then be used to guide advocacy for this population.	E12: Enhanced Data Sharing and Tracking
4 Health-Related Systems	N/A	Yes	<u>Trauma-Informed Care</u> : HFSS will be included in the TI Care Workgroup once the workgroup commences.	D3: Supportive Services Standards for Subsidized Housing

Strategic Plan Investment Areas & Support Costs

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5 Policy Agenda/Advocacy	N/A	Yes	DC and Sacramento advocates will monitor issues related to family homelessness at both levels. F5LA staff will monitor at the County and City levels. If any level develops legislation that will impact homeless families First 5 LA will monitor and potentially weigh in (via signing letter or other means). Open to exploring how to better connect other aspects of F5LA legislative agenda to the potential impact on homeless families.	Fills a need outside the County Plan and connects with E17: Regional Homelessness Advisory Council and Implementation Coordination
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Inventory of First 5 LA 2016-17 Investments with Potential to Address Family Homelessness

Budget Component	End Date	Potential for F5LA to Address Homelessness?	How Could F5LA Connect Investment to Family Homelessness?	Potential Connection to County Plan?
6 Communications & Marketing	N/A	Yes	F5LA info for parents: Inform HFSS of our parenting piece around the Protective Factors and our Family Strengthening campaign including Talk Read Sing materials and Parenting webpage.	D5: Support for Homeless Case Managers E6: Countywide Outreach System E7: Strengthen the Coordinated Entry System E17: Regional Homelessness Advisory Council and Implementation Coordination
7 Communications - Conference Funding	N/A	Yes	HFSS will continue to be informed of this opportunity so that housing providers can apply for funding of their events/conferences.	E7: Strengthen the Coordinated Entry System 136

Legacy Investments

8 At-Risk Fathers Investment	TBD	Potentially. The design of this investment is under way and evolving with a possible connection to address homelessness.	TBD	TBD
9 Baby Friendly Hospitals	6/30/16	No. The Baby Friendly Hospital Initiative seeks to change hospital policies and practices to support breastfeeding. The policy changes impact all patients delivering at the hospital, and is not applicable to targeting specific populations.	N/A	N/A

Inventory of First 5 LA 2016-17 Investments with Potential to Address Family Homelessness

Budget Component	End Date	Potential for F5LA to Address Homelessness?	How Could F5LA Connect Investment to Family Homelessness?	Potential Connection to County Plan?
10 Black Infant Health	6/30/19	Yes	HFSS will be informed how to refer eligible clients to local BIH Programs. BIH case managers will be informed how to refer homeless clients to HFSS.	D3: Supportive Services Standards for Subsidized Housing D5: Support for Homeless Case Managers E11: County Specialist Support Team
11 Children's Dental Care	2/28/18	Yes	HFSS will be informed of Children's Dental Care program sites to refer/connect families to services.	D3: Supportive Services Standards for Subsidized Housing D5: Support for Homeless Case Managers E11: County Specialist Support Team
12 Children's Vision Care	1/31/18	Yes	HFSS will be informed of Vision program sites.	D3: Supportive Services Standards for Subsidized Housing D5: Support for Homeless Case Managers E11: County Specialist Support Team
13 Early Identification and Intervention - Autism and Other Developmental Delays	6/30/17	Yes	HFSS will be informed of provider services and site locations.	D3: Supportive Services Standards for Subsidized Housing D5: Support for Homeless Case Managers E11: County Specialist Support Team

Inventory of First 5 LA 2016-17 Investments with Potential to Address Family Homelessness

Budget Component	End Date	Potential for F5LA to Address Homelessness?	How Could F5LA Connect Investment to Family Homelessness?	Potential Connection to County Plan?
14 Healthy Food Access	9/11/18	Yes	Inform HFSS how to assist clients to leverage their EBT/WIC funds at farmers markets throughout the County (\$10 in matching funds available per week per market for families with children 0-5).	D3: Supportive Services Standards for Subsidized Housing D5: Support for Homeless Case Managers E11: County Specialist Support Team
15 Healthy Kids	12/2016	No. Program enrollment closed 4/1/16. Current members will be transitioned to MediCal over the next 6 months.	N/A	N/A
16 Information Resource and Referral	12/2017	No. The LA Homeless Services Authority (LAHSA) already contracts with 211 to serve as an entry point for families into HFSS.	As LAHSA has their own 211 contract, no additional F5LA participation needed.	N/A
17 Little by Little/One Step Ahead	9/30/18	No. This program focuses on adding literacy and safety education for WIC clients at selected centers utilizing a prescribed curriculum. There is a potential to connect WIC centers to HFSS, but that would need to be separate from this contract which does not work with all WIC providers throughout the County.	N/A	N/A

Inventory of First 5 LA 2016-17 Investments with Potential to Address Family Homelessness

Budget Component	End Date	Potential for F5LA to Address Homelessness?	How Could F5LA Connect Investment to Family Homelessness?	Potential Connection to County Plan?
18 Oral Health & Nutrition - Dental Home	6/30/16	Yes	HFSS will be informed of the dental clinics sites supported by this investment so that they may refer/connect families to services.	D3: Supportive Services Standards for Subsidized Housing D5: Support for Homeless Case Managers E11: County Specialist Support Team
19 Parent Child Interaction Therapy	10/1/17	Yes	HFSS will be informed of our PCIT providers so that recently housed families can participate in PCIT.	D3: Supportive Services Standards for Subsidized Housing D5: Support for Homeless Case Managers E11: County Specialist Support Team
20 Policy Advocacy Fund	3/14/18	No. Grantees are working on specific policy/advocacy outcomes that are developed by grantees to support F5LA legislative agenda. Homelessness is not one of the policy areas included.	N/A	N/A
21 Reducing Childhood Obesity	6/30/17	No. DPH is working on 3 projects: media campaign, improving health outcomes for postpartum moms and increasing healthy food in child care providers. None of these have an impact on homeless families.	N/A	N/A

Inventory of First 5 LA 2016-17 Investments with Potential to Address Family Homelessness

Budget Component	End Date	Potential for F5LA to Address Homelessness?	How Could F5LA Connect Investment to Family Homelessness?	Potential Connection to County Plan?
22 Resource Mobilization - ECE	6/30/17	No. This line item supports the ECE Recoverable Grant which provides bridge funding to childcare providers in the event they have not received their state funds in a timely manner. It does not have an impact on families.	N/A	N/A
23 Resource Mobilization - Funder Partnerships	6/30/16	No. This line item in the budget supports F5LA organizational memberships in funder partnerships including: LA Partnership for Early Childhood Investment, Southern CA Grantmakers, & LA Funders Collaborative. Participation in these groups allows F5LA to have access to funders including those may fund homelessness, but does not directly impact homeless families.	N/A	N/A
24 Resource Mobilization - Health	12/31/16	Yes	Early Childhood Linkages to Wellness trains LAUSD wellness center staff on the healthcare needs of children under age 5. Outreach and case management for young children receiving services at the wellness centers are also provided. HFSS will be informed of these efforts so that they can connect clients to the Wellness Center network and other school based health care options as a potential medical home for recently housed families.	D3: Supportive Services Standards for Subsidized Housing D5: Support for Homeless Case Managers E11: County Specialist Support Team

Inventory of First 5 LA 2016-17 Investments with Potential to Address Family Homelessness

Budget Component	End Date	Potential for F5LA to Address Homelessness?	How Could F5LA Connect Investment to Family Homelessness?	Potential Connection to County Plan?
25 Resource Mobilization - Organizational Capacity Building	6/30/16	No. Funding for capacity building for nonprofit organizations around overhead cost/budgeting and developing legally binding partnerships or consolidations. Does not directly impact homeless families. Open to all organizations including housing focused nonprofits.	N/A	N/A
26 Resource Mobilization - Project Development	6/30/16	No. Small amount of funding for any potential projects that may arise over the FY. Does not directly impact homeless families.	N/A	N/A
27 Universal Assessment of Newborns	(moving to "Families")	Yes	The Universal Assessment of Newborns is part of the Welcome Baby hospital visit. Inform HFSS and the Housing Authority to offer WB hospital visits and up to 3 postpartum visits to the pregnant women delivering at participating hospitals.	D3: Supportive Services Standards for Subsidized Housing D5: Support for Homeless Case Managers E11: County Specialist Support Team
28 Workforce Development	6/30/16	Yes	Explore how our contractor could include HFSS in our trainings on the P-5 competencies.	D3: Supportive Services Standards for Subsidized Housing D5: Support for Homeless Case Managers E11: County Specialist Support Team

Inventory of First 5 LA 2016-17 Investments with Potential to Address Family Homelessness

Budget Component	End Date	Potential for F5LA to Address Homelessness?	How Could F5LA Connect Investment to Family Homelessness?	Potential Connection to County Plan?	
RESEARCH AND EVALUATION					
29	Data Development and Integration	N/A	No. This item is reserved for data collection efforts not related to homelessness.	N/A	N/A
30	Data Partnership with Funders	N/A	Yes	Our contractor Children's Data Network will obtain a data sharing agreement with LAHSA. This will correspond with the County's plan to make LAHSA a full partner in the Enterprise Linkages Project, a data sharing project across multiple County departments and external partners. Will allow for a richer profile and "face" of family homelessness. With a data sharing agreement in place, CDN will analyze the success of young heads of households in rapid rehousing efforts.	E7: Strengthen the Coordinated Entry System E12: Enhanced Data Sharing and Tracking E14: Transition Age Youth Our efforts will be included in the County's research agenda
31	Program Evaluation	N/A	Yes	F5LA will promote our Permanent Supportive Housing evaluation and share its findings, particularly related to organizational capacity and the need for investing in the long-term capacity and infrastructure of a family-focused case management approach.	E7: Strengthen the Coordinated Entry System E17: Regional Homelessness Advisory Council and Implementation Coordination

County Partnerships and Homelessness Update

Sharon Murphy

September 8, 2016

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May 2016 PPC Presentation

Key areas presented:

F5LA Permanent
Supportive Housing
initiative expiring

Exploring County
partnership opportunities

Inventory of all First 5 LA
investments

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Potential Connections of F5LA Investments to the County Homeless Initiative

Families

- Welcome Baby

Health

- Trauma-Informed Care

Legacy

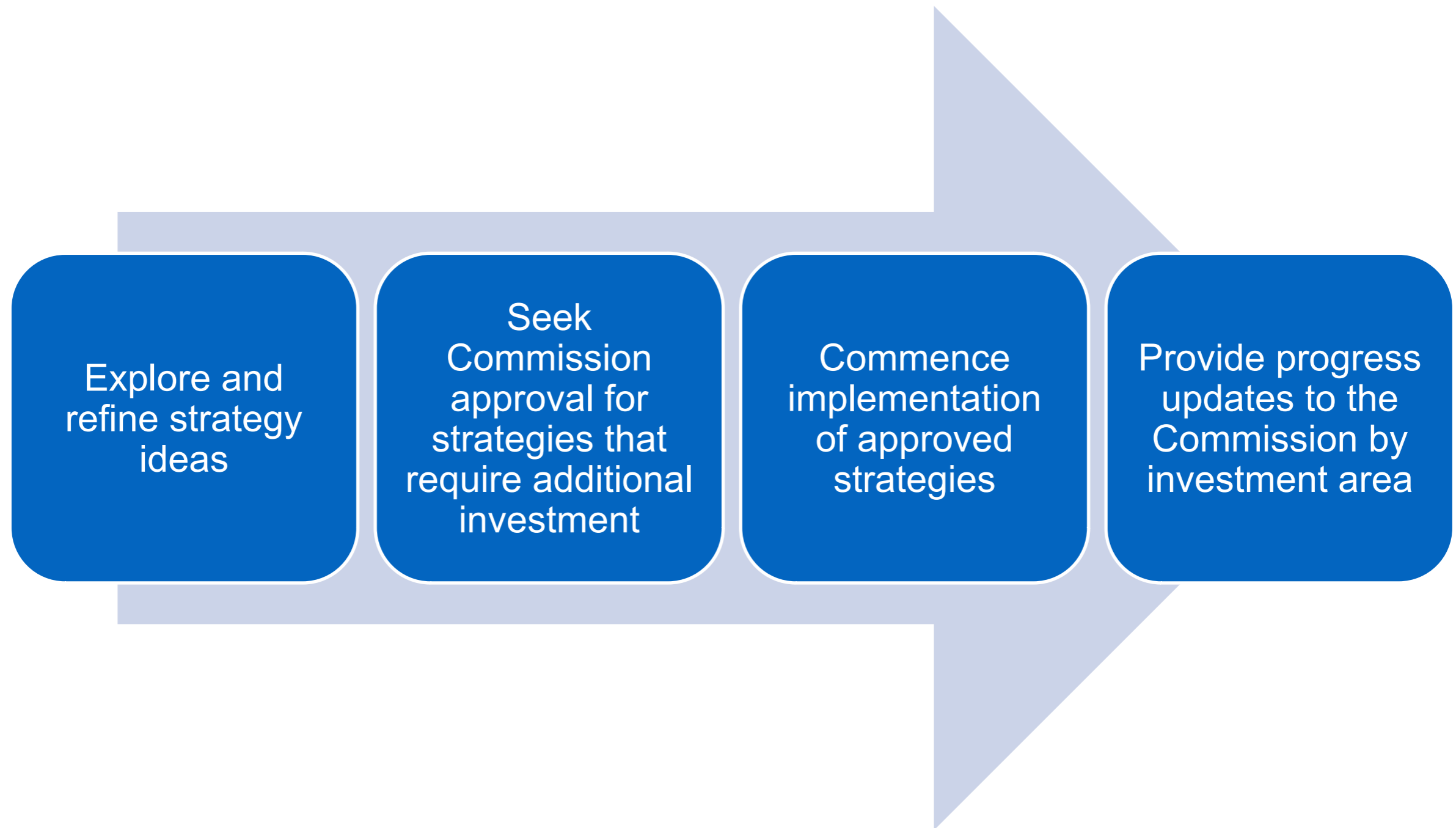
- Oral Health
- Parent-Child Interaction Therapy

Research and Evaluation

- Children's Data Network Study

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Next Steps



Questions?



FIRST 5 LA

SUBJECT:

Legacy Investments Update

BACKGROUND:

Legacy Investments represent ongoing work of the Commission that were approved through prior strategic plans. Staff will be providing updates on 3 Legacy Investments including Parent Child Interaction Therapy (PCIT), Oral Health and Nutrition- Dental Home, and LA Care – Healthy Kids Coverage.

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	Upcoming Board Presentation
Parent Child Interaction Therapy (PCIT)	\$20 million in 2012	September 2017	<ul style="list-style-type: none"> • Offers countywide training to mental health service providers, to establish a workforce with skills to serve children aged 2 to 5 and their caretakers, using PCIT interventions. • For consideration: Explore a no-cost extension, use portion of unspent funds (~\$8 million) from DMH to UC Davis to continue work during extended period. 	<p>September Budget and Finance Committee</p> <p>September Program and Planning Committee</p>
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 • For consideration: Use the interest accrued on advanced F5LA funds (~\$380,000) through June 2017 to further support capacity building work with dental clinics and ensure sustainability of outcomes. 	September Program and Planning Committee
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. • For consideration: Continue discussions with LA Care on early phase pilot work related to Help Me Grow and consider redirecting a portion of the remaining balance (~ \$8 million). Approve LA Care retaining the balance until pilot work is finalized, return any remaining funds. 	September Program and Planning Committee

Legacy Investments Update

September 8, 2016



Goal of Today's Presentation

- Provide update on programmatic developments for the following:
 - Parent Child Interaction Therapy (PCIT)
 - Oral Health and Nutrition- Dental Home (UCLA)
 - LA Care – Healthy Kids Coverage
- Provide a preview of Board Committee items coming later this month

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Parent Child Interaction Therapy (PCIT)

- Initiative Description: offers countywide training to mental health service providers, to establish a workforce with skills to serve children aged 2 to 5 and their caretakers, using PCIT interventions.
 - LA County Department of Mental Health
 - UC Davis- technical assistance provider
- Scheduled end date: September 2017
- Board Approved Allocation: \$20 million in 2012
- FY15-16 Expiring Initiatives Review Process:
 - Potential alignment with 2015-2020 Strategic Plan not yet clear, pending further development of Trauma Informed Care strategy.

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Parent Child Interaction Therapy (PCIT)

- Initiative status:
 - Both contracted agencies will not have met key milestones and outcomes by scheduled end date
 - As of June 2016, 51 sites have been launched
 - Up to 20 sites may still be in training by the scheduled end date; additional time needed to complete original programmatic objectives
 - Remaining balance (approx. \$8 million)
- For Consideration:
 - Explore a no-cost extension, use portion of unspent funds from DMH to UC Davis to continue work during extended period

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Oral Health and Nutrition – Dental Home

- Initiative Description: supports dental homes in FQHCs countywide by building their capacity to increase access to oral health services for children prenatal to age 5
 - UCLA School of Dentistry
- 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

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Oral Health and Nutrition – Dental Home

- 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)
- For Consideration:
 - Use the interest accrued on advanced F5LA funds (approx. \$380,000) through June 2017 to further support capacity building work with dental clinics and ensure sustainability of outcomes.

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LA Care – Healthy Kids Coverage

- Initiative Description: provides health insurance for children who do not qualify for Medi-Cal or other insurance 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.

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LA Care – Healthy Kids Coverage

- Initiative Status:
 - 481 Healthy Kids members (Aug 2016)
 - Healthy Kids to MediCal transition process is underway
 - More details, including # of kids transitioned will be shared with the Board next month
 - Remaining balance (approx. \$8 million)
- For Consideration:
 - Continue discussions with LA Care on early phase pilot work related to Help Me Grow and consider redirecting a portion of the remaining fund balance (approx. \$8 million). Approve LA Care retaining the balance until pilot work is finalized, return any remaining funds.

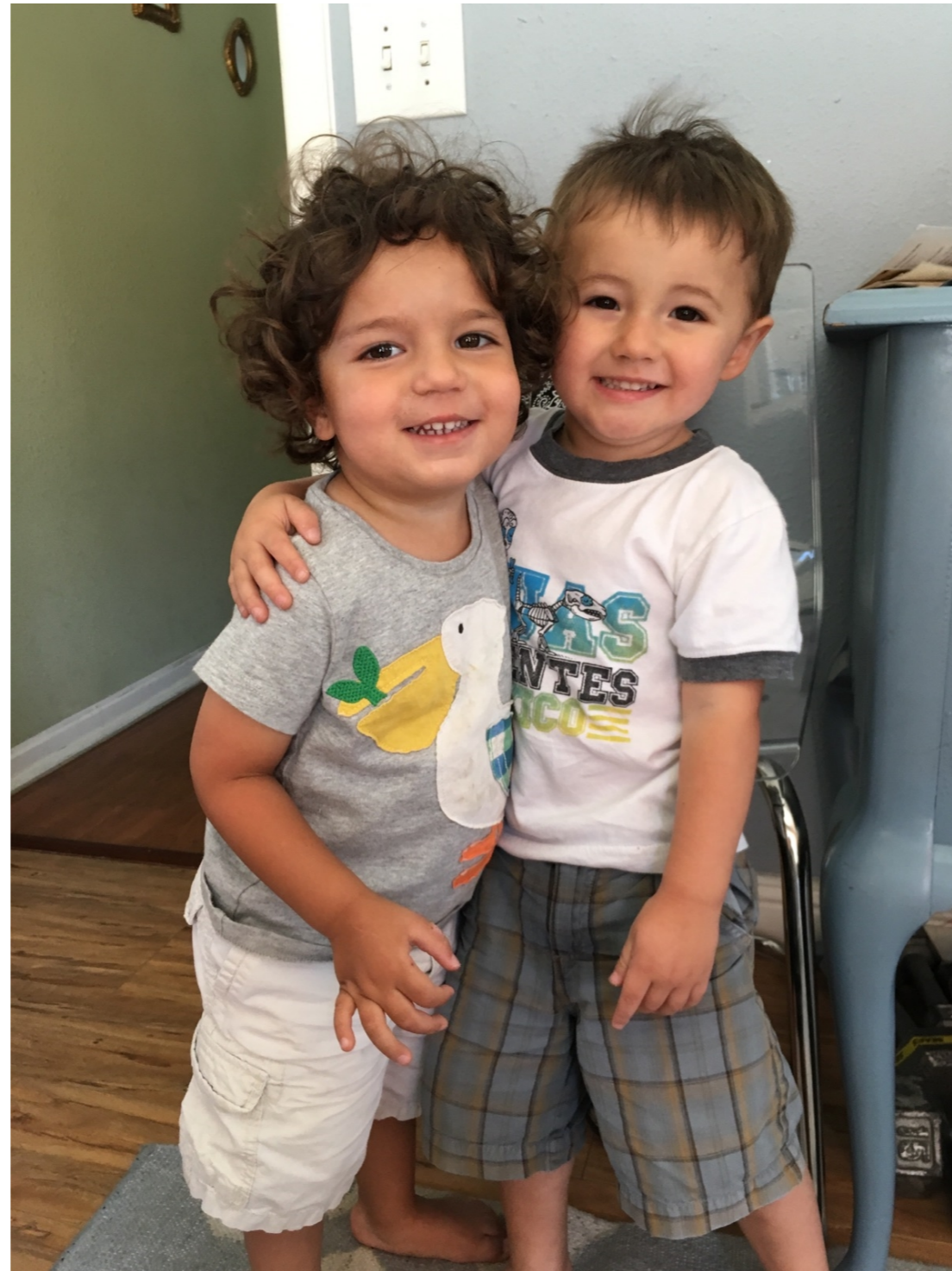
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Next Steps

- September Budget and Finance Committee (info)
 - PCIT
- September Program and Planning Committee (info)
 - PCIT
 - Oral Health and Nutrition- Dental Home
 - LA Care
- October Commission meeting (action)
 - Oral Health and Nutrition- Dental Home
 - LA Care
- June 2017 Commission meeting (action on consent, if needed)
 - PCIT

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Questions?



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FIRST 5 LA

SUBJECT:
Strategic Plan Implementation Update, Year 1

BACKGROUND:

First 5 LA began the official implementation of its newly adopted strategic plan on July 1, 2015. The July 14 Commission meeting was dedicated to reviewing the progress and learning from the first year of implementation of First 5 LA's Strategic Plan for 2015-20. More specifically, the goal was to promote Commissioner dialogue on our first year progress and First 5 LA's contribution to improved outcomes for children and families in LA County via direct services, policy and systems change, and partnership-based efforts as well as to solicit Board feedback on key issues, questions, and opportunities for greater impact.

Following the brief presentation by staff, Commissioners participated in two breakout sessions related to two of the four Strategic Plan outcomes. The breakout sessions provided an opportunity for Commissioners to: (1) discuss informally outcome-specific strategies; (2) identify key issues, questions, and considerations regarding our work to date and going forward; and, (3) develop topics that may warrant further analysis and consideration at a future Commission or Special Commission/Program & Planning Committee (PPC) meeting. Due to time constraints, Commissioners did not have an opportunity to reconvene, discuss the breakout sessions as a full Board, and provide any needed direction to staff. Time has been reserved at the September meeting for Commissioners to have this discussion and, as appropriate, provide direction to staff.

Attachment 1 provides a summary of the discussions in each outcome area breakouts to support the Commissioner session at the September meeting. This information captures both requests for additional information as well as specific actions that staff could initiate to further the goals in the Strategic Plan.

KEY THEMES:

As First 5 LA works to build a comprehensive learning agenda, Commissioner feedback on the content and format of Strategic Plan updates as well as Plan implementation strategies is valuable and critical input to our learning processes. Commissioner feedback, as well as staff, executive, and partner input, will be regularly sought and incorporated in the learning agenda and Strategic Plan implementation. The July workshop provided input on how staff can improve the quality and content of future Strategic Plan presentations as well as ideas on potential future Board learning sessions.

In terms of improving the quality and content of information, consistent Board feedback suggested that staff include in future Strategic Plan updates:

- Use consistent language – Defining programs, strategies and efforts consistently provides a foundation for discussions.
- Present milestones and progress against Strategic Plan in terms of targets, i.e. define percent complete against plan.
- Clearly identify where and how we are leveraging partnerships with the County, other state and local community partners.
- Provide a crosswalk or other tool to illustrate how program elements are incorporated across outcome areas, providing clarity of points of connect; e.g. parent engagement.

Secondly, Commissioners cited in multiple breakout sessions the need for further Commission discussion on two issues in particular and the likely value of a dedicated learning session:

1. Defining the integration of First 5 LA's work across the four outcome areas and through our partners –This session could include a presentation on our integrated “theory of change” which highlights how the work in each of the outcome areas is supportive and codependent. The presentation and discussion could include examples of how the integration is specifically reflected in our work and how First 5 LA is leveraging the work of other partners, such as the County Office of Child Protection, and other County departments.
2. Assessing progress on First 5 LA's policy and legislative work - As First 5 LA shifts its focus from direct services to systems and policy change, First 5 LA's learning and evaluation framework will need to develop a new approach to monitoring this impact. A potential Commission discussion could address how this impact will be measured as well as discussion on legislative and policy advocacy progress. Several Commissioners also noted their interest in supporting advocacy efforts and their need to be well-informed on status to support this role.

CONCLUSION:

The July 14 Commission meeting provided an important opportunity for Commission members to provide input on the Year 1 Strategic Plan implementation and raise questions and issues as the Year 2 implementation work launches. Feedback from the July meeting has been documented and will provide guidance to staff on agendas for future Board development sessions at either Commission meetings or the Special Commission/Program and Planning Committee meetings, and/or incorporated into future actions for plan implementation. The September meeting will provide an opportunity for further discussion among Commissioners and to provide direction, as necessary, to staff.

Families Outcome Discussion Summaries
July 14, 2016

S Families Outcome: Increased family Protective Factors

Strategy 1: Lead the testing, modification, and scaling up of evidence-based practices and programs that work directly with parents/caregivers to increase family Protective Factors, with a primary focus on Welcome Baby, including support for intensive home visiting to families at high-risk of poor child outcomes identified through the Welcome Baby system.

- Clarify the dosage received by the 86,000 families served by Welcome Baby.
- Share the relationship between targets and numbers served annually in Welcome Baby, highlighting where First 5 LA is on track to meet our five-year target and the intended future scale.
- Engage the Commission in a discussion of the outcomes of the Welcome Baby program, what we expect to learn from planned studies and how the program relates to the national field (including comparative cost):
 - Discuss how the evaluation will account for qualifications, characteristics and cultural sensitivity of home visitors.
 - Discuss the long-term approach to developing the appropriate workforce for Welcome Baby, based on lessons learned from existing models.
 - Discuss at what age in a child's life outcomes are expected to be achieved.
 - Discuss any potential unintended results.
- Present Welcome Baby sustainability efforts, including "Pay for Success" approaches, in the context of how other home visiting programs are funded.
- Share the Welcome Baby screening tool, fidelity framework and psychometric study results.
- Message the value of home visiting so that the public sees it as a benefit rather than a stigmatized program.
- Play a leadership role in building a home visiting system of care.
 - Educate policymakers of First 5 LA's relationship and contribution to the Home Visiting Consortium, including Welcome Baby and Select Home Visiting.
 - Educate policymakers of the status of other home visiting programs in the county and how the different models work together, including Nurse Family Partnership, Early Head Start, Healthy Families America, Parents as Teachers and Triple P.
 - Explore and report back on ways for home visiting programs to coordinate services and ensure families access/are offered the program that best meets their needs.

Strategy 2: Promote high-quality parent engagement, in partnership with others, through investment in evidence-informed models in ECE and health-related settings, public education and policy change.

- Develop and utilize a short and concise description in presentations about the Project DULCE and Abriendo Puertas projects, which could be easily repeated by others-include the use of the full name of which DULCE is an acronym.
- For Project Dulce, provide future updates to the Commission that:

Families Outcome Discussion Summaries
July 14, 2016

- Employ client stories when providing updates on Project DULCE.
- Include an update on the role parents will play in the design of the Project DULCE replication and progress toward engaging parents.
- Highlight the qualifications, roles and required training of Project DULCE's Family Specialists and who is liable for information provided and potential misconduct by them.
- Clarify the role of the Medical/Legal partnership in the program, how does it fit into the setting and how does their role differ from the medical practice or clinic's attorney.
- Identify the potential adaptability of Project DULCE to other types of medical settings.
- Include data on the numbers of families served through Project DULCE and share successes and challenges to recruiting and engaging families.
- Assess sustainability strategies being explored for Project DULCE locally and nationally, including whether or not the program can be billed for through the Affordable Care Act.

Other Families Outcome Area Investments

- Provide updates on the Protective Factor Data Development project, including the partners.
- Explain how expansion of the Abriendo Puertas program for additional populations will remain culturally appropriate.
- Explain how the strategies within the Families Outcome area are integrated and/or connected with each other and other projects across the Strategic Plan.
 - Include information about how stakeholders and beneficiaries of First 5 LA strategies learn about the First 5 LA funded resources that are available to them, including vulnerable populations (i.e. expecting and parenting youth and the children served by DCFS).
- Report on the intended audiences and platforms of the public education campaign and expected effectiveness.

Communities Outcome Discussion Summaries
July 14, 2016

Communities Outcome: Increased community capacity to support and promote the safety, healthy development and well-being of children prenatal to age five and their families.

Strategy #1: Convene and create opportunities for collaboration among parents/caregivers, residents, organizations and institutions across multiple sectors within Best Start communities to work together to achieve the core results of the Building Stronger Families Framework.

- Provide an update to the Board on the approach for strengthening the infrastructure of the Best Start Community Partnerships.
 - Clarify First 5 LA's role, timeframe, and financial commitment to Best Start.
 - Incorporate key lessons learned from First 5 LA's implementation of Best Start to date as well as other place-based efforts (e.g. California Endowment and Best Baby Zones in Oakland, CA) into programmatic and structural approaches to strengthen the viability and effectiveness of the Community Partnerships.
- Clarify the philosophy, purpose, and strategies for community leadership development.
- Explore ways to strengthen and/or build relationships between the Community Partnerships to the County systems.
- Provide opportunities for the Board to hear directly from community members about what is working well.
- Clarify the purpose and intent of the Community Advisory Council.
- Explain how First 5 LA's advocacy agenda supports the advocacy priorities of the Best Start communities and vice versa.
- Develop a research and learning agenda for Best Start, specifying how First 5 LA is promoting learning internally, between First 5 LA and the Community Partnerships, across communities, among our County partners, and within the place-based field.
- Develop mechanisms to share various sources and types of data with the Community Partnerships to promote strategic thinking, planning and action to address community priorities.
- Explain how the three strategies in the Communities outcome area are connected.

Strategy #2: Convene and strengthen the capacity of ECE and health-related organizations and institutions to improve services and support within the Best Start communities.

- Work with our County partners to explore ways to foster collaboration and coordination while minimizing competition among service providers.
- Explore how communications and technology can be utilized to increase parents' voice in systems and knowledge of and connection to available, high quality resources.
- Explore tools (e.g. Yelp) that provide a platform for families to rate and give feedback on the quality of service delivery in their communities.
- Explain the link between the Communities outcome and the ECE and Health outcome areas.

Communities Outcome Discussion Summaries
July 14, 2016

Strategy #3: Convene and strengthen the capacity of existing advocacy groups to work with communities to create new or improved physical spaces and places for families and children prenatal to age five with a priority focus on Best Start communities.

- Help Community Partnerships build relationships with advocacy groups and key decision-makers.

**Early Care and Education Outcome Discussion Summaries
July 14, 2016**

ECE Outcome: Increase access to high-quality early care and education

Strategy 1: Advocate for greater public investment in quality early care and education, with a focus on both infant/toddler care and preschool.

- Provide the Commission with an overview of our policy and advocacy work across outcome areas
- Provide the Commission an update on anticipated next steps and priorities in our ECE Policy Advocacy work for FY16-17
- Explore ways to keep Commissioners informed and updated on current legislation
- Explore ways to better connect Best Start community members with our ECE policy and advocacy work
- Explore ways that Commissioners with expertise in ECE can be engaged and support the work
- Develop a document that explains the complexity of ECE funding streams for advocacy groups and legislators
- Revisit the 5-year objective around Kindergarten Readiness Assessment and consider an objective that is more focused on the number of children who are assessed rather than the number of school districts that adopt a KRA; address concerns about the objective to get to a single Kindergarten Readiness Assessment. Explore how we can support greater coordination and conversation between the ECE community and K-12 system and the contribution KRA can make to such efforts.

Strategy 2: Support implementation of a uniform Quality Rating and Improvement System within L.A. County in order to build the evidence base to support advocacy and policy change.

- Engage the Community Care Licensing Division with the QRIS Architects process
- Review the Head Start home visiting model, particularly local implementation of that model, and look for opportunities for alignment and leveraging
- Provide an update to the Commission on our QRIS work overall, including how are we involving parent voices in the QRIS Architects process

Strategy 3: Strengthen the professional development system for early care and education providers.

- Provide the Commission with an update on the work of the Partnerships for Education Articulation and Coordination in Higher Education (PEACH) around an ECE Credential
- Explore ways to better understand the license exempt/informal care providers in our county and their needs (e.g., the National Survey of Early Care and Education)

Health Outcome Discussion Summaries
July 14, 2016

Health Outcome: Improved capacity of health, mental health and substance abuse services systems to meet the needs of children prenatal to age 5 and their families.

Strategy 1: Advocate for policy and practice changes to support efforts to improve coordination and functioning of developmental screening, assessment and early intervention programs

- **Strategies to train/incentivize physicians to conduct developmental screenings /surveillance**
 - Offer continuing medical education credits and Maintenance of Certification (MOC) on the topic
 - Mandate/require developmental screening as a clinical strategic guideline through health insurance platforms, state reporting, etc.
 - Link compensation/incentives to meeting clinical guidelines/targets
 - Conduct trainings at physician offices to minimize burden
 - Complete the tool prior to the physician visit (parent and/or other clinical professional)
 - Utilize platforms such as the American Academy of Pediatrics, family practitioners and physician residency programs to reach professionals early in their careers

- **Considerations/strategies for improving/standardizing screening and surveillance overall:**
 - Include screening and surveillance as a standard topic in physician curriculum.
 - Conduct screening as a triage tool for those who need further assessment
 - Consider incorporating/standardizing additional visits focused on delay.
 - Ensure mental health resources are built into the referral network
 - Explore abbreviated tools that take less time and effort by the physician/pediatrician
 - Prepare parents to complete questionnaires in advance of a physician visit
 - Engage and utilize other professionals such as nurse practitioners, physician assistants and social workers to conduct screenings
 - Consider variability in capacity of solo practices versus large systems

- **Important for physicians to have a connection with community resources (esp. Best Start Communities):**
 - Ensure physicians are aware of resources and have a team to support referring parents because it is difficult to identify an issue and not know how to support the family

- **Parent education /advocacy is critical**
 - Ensure parents understand the importance of early identification, screening and intervention and their role in it
 - Provide anticipatory guidance to parents on screening
 - Ensure BSC communities in particular are a policy/advocacy voice for the issue because systems should be hearing from and being responsive to the people they are serving

Health Outcome Discussion Summaries
July 14, 2016

- Conduct a public awareness campaign

Health Outcome: Improved capacity of health, mental health and substance abuse services systems to meet the needs of children prenatal to age 5 and their families.

Strategy 2: Identify and promote best practices around trauma-informed care that improve the service delivery system for children prenatal to age 5 and their families

- Explore how key stakeholders can work to identify and promote common definitions of trauma and trauma-informed care
 - Work in partnership with key entities to promote consistency amongst board certified and all professionals in regards to the identification and treatment of trauma
 - Scan definitions of trauma and those providing trauma-informed services
 - Include other state/national efforts to inform the definition and our local efforts
 - Update definition to include current early childhood brain development research
 - Utilize the Office of Child Protection to convene and coordinate County-level stakeholders, reach consensus and make recommendations
 - Improve EMR systems so that patient files can be shared more comprehensively across provider systems so as to minimize provider duplication of efforts and systems-level trauma on the patient

Strategic Plan: Year 1 Implementation

September 8, 2016



July Workshop Recap



- **Presentation of Strategic Plan Implementation, Year 1:**
 - Broad overview of the Strategic Plan work and Key Themes
 - Highlight milestones achieved and coming up in one strategy for each Outcome Area
- **Breakout sessions – 30 minutes each; rotate 1x**
- **Break**
- **Regroup & Report Out**

Learning Goals



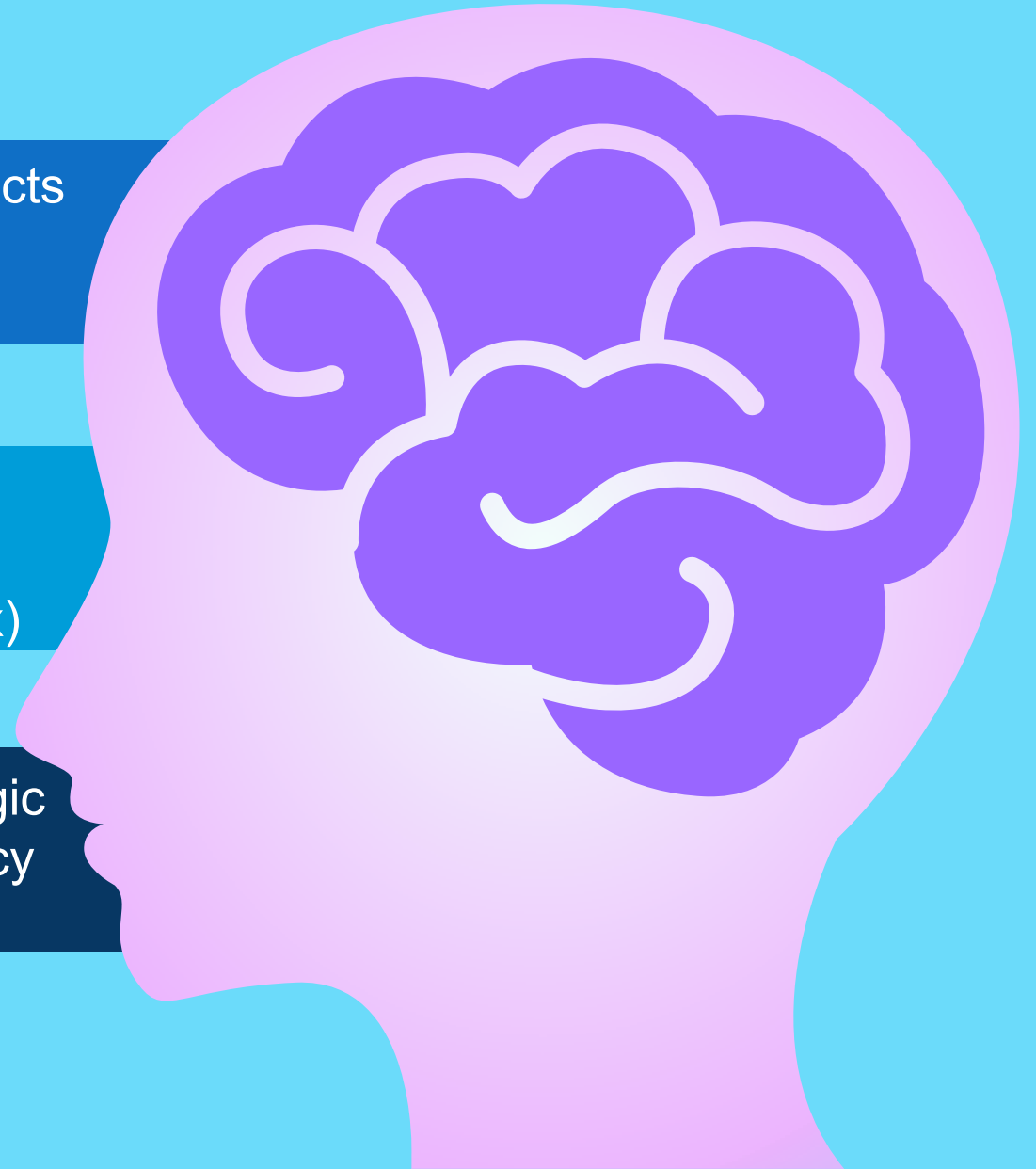
Understand Strategic Plan work impacts children and families in LA County



Provide overview of key milestones from Year 1 and 2 (Implementation Update Matrix)



Understand and discuss how our Strategic Plan implementation efforts support policy and systems change



Strategic Plan Outcome Areas



Families



Communities



Health



ECE

What We Learned

The July session informed our learning:

- Updates to the Strategic Plan
- Future Board Sessions
- Strategic Plan Outcome Areas

What We Learned

- Continue to improve the quality and content of future Strategic Plan Updates through:
 - Use of consistent “plain speak” language
 - Present in context of goals; how close are we to achieving target?
 - Identify when and how we are leveraging partnerships, particularly the County
 - Explicitly define how strategy/project goals align for systems change

Potential Future Learning Sessions

- How is First 5 LA integrating our work across the four outcome areas?
 - Need for an integrated “theory of change”
 - Connect First 5 LA investments to community work, work of other partners, and the County
 - Identify how services are being integrated for families
- What progress is First 5 LA making on our legislative and policy work?
 - Provide regular updates on advocacy efforts and successes

Strategic Plan Outcome Areas



Families



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ECE

Regroup & Closing

What are the priority study sessions that the Commission would like directed to PPC or future meetings?

What priorities or issues emerged from the breakout discussions that should inform the Plan implementation?

