

# AGENDA

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

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

**Thursday, November 10, 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, October 13, 2016
  - B. Approve the Monthly Financial Statements Month Ending September 107  
 30, 2016
  - C. Contract: Approve Three New Agreements and One Amendment and 113  
 Authorize  
 Staff to Complete Final Contract Execution Upon Approval from the  
 Board
  - D. Approve Extension of Strategic Partnership with California Community 118  
 Foundation for the LA ECE Bridge Fund (aka LA ECE Recoverable  
 Grant Fund)
3. **INFORMATION**  
 Remarks by the Commission Chair of the Board  
 - **Sheila Kuehl, Commission Chair**

**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**

- |     |   |            |
|-----|---|------------|
| 4.  | <b>INFORMATION</b><br>Executive Director's Report<br>- <b>Kim Belshé, Executive Director</b>  | <b>122</b> |
| 5.  | <b>INFORMATION</b><br>Strategic Plan Implementation Update: Status Report (WRITTEN ONLY)<br>- <b>Christina Altmayer, VP of Programs</b>   | <b>140</b> |
| 6.  | <b>INFORMATION</b><br>First 5 LA County Agency Partnerships – Office of Child Protection (OCP)<br>- <b>John Wagner, Executive Vice President</b><br><br>- <b>Jacquelyn McCroskey, John Milner Professor of Child Welfare USC Suzanne Dworak Peck School of Social Work</b><br>- <b>Carrie Miller, Assistant Executive Director Office of Child Protection</b> | <b>152</b> |
| 7.  | Break   |            |
| 8.  | <b>INFORMATION</b><br>Best Start Alignment Efforts: Strengthening the Infrastructure of the Best Start Community Partnerships<br>- <b>Antoinette Andrews, Director of Best Start Communities</b><br>- <b>Jennifer Li Shen, Partner and Co-founder, Blue Garnet</b>  | <b>157</b> |
| 9.  | <b>INFORMATION</b><br>Public Comment (for items not on the agenda)  |            |
| 10. | <b>ACTION</b><br>Adjournment  |            |

## SUMMARY ACTION MINUTES

**FIRST 5 LA**  
**Special Meeting of the Board of Commissioners**  
**October 13, 2016**  
**1:30-4:30 pm**

**COMMISSIONERS PRESENT:**

**Commissioners:**

Judy Abdo (Vice Chair)  
Nancy Au  
Linda Aragon (Alternate)  
Jane Boeckmann  
Duane Dennis  
Dayton Gilleland  
Sheila Kuehl (Chair)  
Marlene Zepeda

**Ex-Officio Commissioners:**

Brandon Nichols  
Deanne Tilton

**COMMISSIONERS ABSENT:**

Trish Curry [EXCUSED]  
Christopher Thompson [EXCUSED]  
Karla Pleitez Howell [EXCUSED]  
Philip Browning [EXCUSED]

**STAFF PRESENT:**

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

**LEGAL COUNSEL:**

Craig Steele, Attorney-at-Law

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

1. Commission Chair Kuehl called the meeting to order at 1:33 pm. Quorum was present.
2. Consent
  - A. Approve Commission Meeting Summary Action Minutes and Transcript - Thursday, September 8, 2016
  - B. Approve the Monthly Financial Statements Month Ending August 31, 2016
  - C. Contract: Approve One New Agreement and One Amendment and authorize Staff to Complete Final Contract Execution Upon Approval from the Board
  - D. Receive and File First 5 LA Annual Report to State Commission
  - E. Approve the 2016 Biennial Update to First 5 LA's Local Conflict of Interest Code; Direct Staff to File the Updated Code with the County of Los Angeles
  - F. Approve Revisions to the Following First 5 LA Policies:
    1. Fund Balance Policy
    2. Budget Policy

**M/S (Duane Dennis/Nancy Au)**  
**THE ITEM WAS UNANIMOUSLY APPROVED**

**COMMISSION:** (Items 3 – 11)

3. Remarks by the Commission Chair of the Board
4. Executive Director's Report
5. Legacy Investments Update
  - A. Oral Health - Dental Home (UCLA): Waive Governance Guideline #7 and Approve use of the interest accrued on advanced First 5 LA funds (approximately \$380,000) for The Regents of the University of California,

**SUMMARY ACTION MINUTES**

Los Angeles for the Oral Health and Nutrition – Dental Home initiative through June 30, 2017, contingent upon successful resolution of outstanding items in Corrective Action Plan

- B. LA Care: Authorize the Executive Director to execute an administrative agreement with LA Care that would allow them to hold unexpended funds (approximately \$8 million) for up to 12 months, pending an anticipated future contract for Help Me Grow

A presentation on First 5 LA’s Oral Health investment was given and a proposal for a contract with UCLA was presented to the Commission.

**M/S (Marlene Zepeda/Judy Abdo)  
THE ITEM WAS UNANIMOUSLY APPROVED**

**Ayes:**

- Judy Abdo
- Linda Aragon
- Nancy Au
- Jane Boeckmann
- Duane Dennis
- Dayton Gilleland
- Sheila Kuehl
- Marlene Zepeda

- 6 Approve Strategic Partnership with Abriendo Puertas to (1) implement an evidence-based model aimed at improving family engagement in ECE settings and (2) execute an 18-month initial contract

**Abstention: Marlene Zepeda**

**M/S (Duane Dennis/Judy Abdo)  
THE ITEM WAS APPROVED**

- 7. Review and Approve the Final Draft of the Comprehensive Annual Financial Report (CAFR), Including the Independent Auditor’s Report for the Fiscal Year Ending June 30, 2016

**M/S (Duane Dennis /Marlene Zepeda)  
THE ITEM WAS UNANIMOUSLY APPROVED**

- 8. Break

- 9. Approve First 5 LA’s Support for Propositions 55 and 56

**Abstentions: Dayton Gilleland  
Cynthia Harding**

**Ayes:**

- Judy Abdo
- Nancy Au
- Duane Dennis
- Sheila Kuehl
- Marlene Zepeda

**M/S (Judy Abdo/Marlene Zepeda)  
THE ITEM WAS APPROVED**

## SUMMARY ACTION MINUTES

10. Early Care and Education (ECE) Outcome: Quality Rating and Improvement System (QRIS) Update

A presentation on QRIS was given by Ms. Fallin and Ms. Collosi. No action was taken as this was only an update.

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

### **ADJOURNMENT:**

The Commission adjourned at 4:04 pm.

### **NEXT MEETING:**

The next Commission meeting will take place on November 10, 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, OCTOBER 13, 2016  
750 NORTH ALAMEDA STREET, FIRST FLOOR  
LOS ANGELES, CALIFORNIA 90012

REPORTED BY:  
HEATHERLYNN GONZALEZ  
CSR #13646

1 THURSDAY, OCTOBER 13, 2016; LOS ANGELES, CALIFORNIA

2 1:33 p.m.

3 -oOo-

4 SUPERVISOR KUEHL: HOW MANY PEOPLE HERE ARE READY  
5 TO BEGIN THE MEETING? OKAY. THAT'S NEARLY 50 PERCENT.

6 OKAY. STAFF OF FIRST 5. HOW MANY STAFF OF FIRST  
7 5 ARE READY TO BEGIN THE MEETING? OH, GOOD.

8 MS. BELSHE: HOW ABOUT OUR GUESTS?

9 SUPERVISOR KUEHL: HOW MANY GUESTS ARE READY TO  
10 BEGIN THE MEETING? HOW MANY COMMISSIONERS ARE READY TO  
11 BEGIN THE MEETING? IT WAS JUST A WAY TO GET YOUR  
12 ATTENTION. BECAUSE I ALWAYS HATE IT WHEN PEOPLE GO  
13 "SHHH."

14 MS. BELSHE: OH, I LIKE "SHHH."

15 SUPERVISOR KUEHL: TWO HATES, ONE LOVE. THIS IS  
16 GOING TO BE THE ATTITUDE OF THE MEETING AS WE GO ALONG.  
17 I'M IN A GOOD MOOD TODAY, WHICH MEANS I'M MOSTLY DIRECT --  
18 JUDY ABDO SAID, OH-OH.

19 WELCOME. THE MEETING IS CALLED TO ORDER.  
20 PLEASE, CALL THE ROLL.

21 SECRETARY: JUDY ABDO.

22 COMMISSIONER ABDO: HERE.

23 SECRETARY: NANCY AU.

24 COMMISSIONER AU: HERE.

25 SECRETARY: JANE BOECKMANN.

1 COMMISSIONER BOECKMANN: HERE.  
2 SECRETARY: DUANE DENNIS.  
3 COMMISSIONER DENNIS: PRESENT.  
4 SECRETARY: LINDA ARAGON.  
5 COMMISSIONER ARAGON: HERE.  
6 SECRETARY: CHRISTOPHER THOMPSON.  
7 DAYTON GILLELAND.  
8 COMMISSIONER GILLELAND: HERE.  
9 SECRETARY: MARLENE ZEPEDA.  
10 COMMISSIONER ZEPEDA: PRESENT.  
11 SECRETARY: BRANDON NICHOLS.  
12 COMMISSIONER NICHOLS: HERE.  
13 SECRETARY: PATRICIA CURRY.  
14 KARLA PLEITEZ HOWELL.  
15 DEANNE TILTON.  
16 COMMISSIONER TILTON: HERE.  
17 SECRETARY: SHEILA KUEHL.  
18 SUPERVISOR KUEHL: HERE.  
19 SECRETARY: QUORUM IS PRESENT.  
20 SUPERVISOR KUEHL: THANK YOU VERY MUCH. SO WE'LL  
21 MOVE TO ITEM 2. THESE ACTUALLY ARE ITEMS UPON WHICH WE  
22 NEED TO TAKE SOME ACTION, BUT WE CAN APPROVE THEM ALL AS A  
23 CONSENT AGENDA. WE'LL ASK MR. WAGNER TO PRESENT, PLEASE.  
24 MR. WAGNER: THANK YOU, MADAM CHAIR. AND GOOD  
25 AFTERNOON, COMMISSIONERS.

1 JUST A COUPLE OF THINGS TO CALL TO YOUR ATTENTION  
2 ON ITEM 2 ON CONSENT. THE FIRST IS UNDER SUBITEM C, A NEW  
3 CONTRACT WITH TULSI CONSULTING. THIS IS FOR A TOTAL OF  
4 \$129,480 AND IT EXTENDS OVER A TEN-MONTH PERIOD. THIS  
5 WILL PROVIDE THE WORK AND SUPPORT WE NEED IN THE  
6 ADMINISTRATION DIVISION TO UNDERTAKE THE REBUILDING OF OUR  
7 CHART OF ACCOUNTS, A FOUNDATION IN OUR FINANCIAL SYSTEM  
8 CALLED FINANCIAL EDGE. THE REBUILDING OF OUR CHART OF  
9 ACCOUNTS IS THE FIRST STEP IN AN EFFORT TO REDESIGN AND  
10 ENHANCE OUR FINANCIAL SYSTEM. AND THESE FUNDS HAVE BEEN  
11 INCLUDED IN THE 16-17 BUDGET THAT YOU APPROVED EARLIER  
12 THIS YEAR.

13 THE SECOND CONTRACT IS AN AMENDMENT FOR \$118,261  
14 WITH AN ENTITY CALLED SHARED SQUARE. THIS AMENDMENT WOULD  
15 BRING THE ENTIRE CONTRACT AMOUNT TO JUST OVER \$548,000.  
16 THIS DOES NOT ADD ANY ADDITIONAL MONEY TO THIS -- FROM OUR  
17 BUDGET. AND WHAT IT DOES IS IT CONSOLIDATES UNDER ONE  
18 CONTRACT THE FUNDING THAT WAS PROVIDED IN TWO DIFFERENT  
19 PIECES OF THE BUDGET. SO IT RAISES THE CONTRACT AUTHORITY  
20 SO BOTH PIECES OF THE BUDGET CAN BE MOVED IN THIS  
21 CONTRACT.

22 SUBITEM D IS A STATUTORY REQUIRED ANNUAL  
23 SUBMISSION OF FIRST 5 LA'S DATA TO THE STATE COMMISSION.  
24 THIS IS SOMETHING THAT IS USED IN COMPILATION OF THE  
25 ANNUAL STATE REPORT, AND IT HAS BEEN PRESENTED BOTH TO PPC

1 AND YOU'LL RECALL FOR THOSE OF YOU ON THE EXEC COMMITTEE  
2 AT THE LAST EXEC COMMITTEE.

3 SUBITEM E IS CONSIDERATION AND ACTION ON OUR  
4 LOCAL CONFLICT OF INTEREST CODE DIRECTING US TO FILE THESE  
5 UPDATES WITH THE COUNTY. THIS ALSO GOVERNS OFFICIALS AND  
6 EMPLOYEES WITH FIRST 5 LA WHO ARE REQUIRED TO FILE ANNUAL  
7 STAT STATEMENTS OF ECONOMIC INTEREST. AND AS YOU'LL  
8 RECALL, THIS ITEM WAS LAST -- WAS PRESENTED AT THE LAST  
9 BOARD MEETING BY OUR COUNSEL, CRAIG STEEL.

10 FINELY, ACTION ON SUBITEM F WOULD APPROVE  
11 REVISIONS TO FIRST 5 LA'S BUDGET AND FUND BALANCE POLICIES  
12 AS PRESENTED TO BOTH BUDGET AND FINANCE COMMITTEE IN MAY,  
13 THE EXECUTIVE COMMITTEE IN SEPTEMBER, AND AT THE LAST  
14 BOARD MEETING IN SEPTEMBER AS WELL.

15 SO IT'S WITH THAT THAT I TURN IT BACK OVER TO THE  
16 CHAIR.

17 SUPERVISOR KUEHL: THANK YOU VERY MUCH. ANY  
18 QUESTIONS TO MR. WAGNER OR ANYONE ABOUT ANY OF THE ITEMS  
19 IN THE CONSENT CALENDAR?

20 DUANE.

21 COMMISSIONER DENNIS: JOHN, ON THE TULSI  
22 ENHANCEMENT, DOES THAT INCLUDE ADDITIONAL LIKE SOFTWARE  
23 FOR THE FINANCE DEPARTMENT OR NEW SOFTWARE OR --

24 MR. WAGNER: WHAT IT INCLUDES IS, IT LOOKS AT OUR  
25 CURRENT SOFTWARE. AND THERE ARE A NUMBER OF WHAT THEY

1 CALL FINANCIAL MODULES THAT ARE -- IS IN THE SOFTWARE THAT  
2 WE USE, FINANCIAL EDGE. SO PART OF THE WORK THAT TULSI  
3 WILL DO IS NOT ONLY REBUILD THE CHART OF ACCOUNTS BUT LOOK  
4 AT THOSE MODULES THAT WE CURRENTLY ARE NOT UTILIZING IN  
5 FINANCIAL EDGE. THE IDEA BEING THAT, IF THEY BECOME  
6 USEFUL AND THERE'S A BUSINESS NEED FOR THEM, WE WOULD BE  
7 ABLE TO ACTIVATE THEM. IF THERE'S ADDITIONAL COSTS TO ANY  
8 OF THAT, WE'LL COME BACK TO THE BOARD. BUT IT INCLUDES AN  
9 ASSESSMENT OF THOSE POTENTIAL OTHER MODULES.

10 COMMISSIONER DENNIS: THAT'S ALL.

11 SUPERVISOR KUEHL: OKAY. ANY FURTHER QUESTIONS?  
12 MOTION TO APPROVE THE CONSENT CALENDAR?

13 COMMISSIONER AU: SO MOVED.

14 COMMISSIONER DENNIS: SO MOVED.

15 SUPERVISOR KUEHL: IT'S MOVE AND SECONDED.

16 ANY OBJECTIONS TO UNANIMOUS VOTE?

17 SEEING NONE, ITEM 2 IS APPROVED. THE CONSENT  
18 CALENDAR IS APPROVED.

19 ITEM 3. GENERALLY, IT'S TIME FOR -- WE TAKE  
20 THESE NEXT TWO ITEMS. A FEW THOUGHTS FROM THE CHAIR AND  
21 THEN A FEW THOUGHTS FROM OUR EXECUTIVE DIRECTOR.

22 I WAS THINKING SORT OF ABOUT A TRAJECTORY OR, I  
23 DON'T KNOW, MAYBE SOME KIND OF DIAGRAM OF THE WAY THAT  
24 I'VE BEEN THINKING ABOUT FIRST 5 IN THE TIME THAT I'VE  
25 BEEN LUCKY ENOUGH TO BE WITH YOU ON THE COMMISSION.

1           ONE OF THEM IS ABOUT FOCUS AND HOW WE HAVE BEEN  
2 IN SOME WAYS FORCED TO FOCUS BECAUSE OF OUR SORT OF  
3 DIMINISHING REVENUE, BUT ALSO HOW WE HAVE COME TO  
4 APPRECIATE WHAT CAN BE GAINED FROM FOCUS, THIS KIND OF  
5 INTERNAL WORK THAT WE'VE DONE, WELCOME BABY AND BEST  
6 START, WHILE STILL MAINTAINING SOME OF OUR LEGACY  
7 PROJECTS, WHILE STILL KEEPING TRUE TO OUR MISSION, BUT  
8 MUCH MORE SORT OF LASER FOCUS. AND THAT IS -- IT'S VERY  
9 INTERNAL BUT IT ALSO IS VERY ENGAGING OF OUR COMMUNITIES,  
10 OF, YOU KNOW, OUR VARIOUS PARTNERS.

11           SECOND THING I WAS THINKING ABOUT IS SORT OF  
12 COLLABORATION AND THINKING ABOUT HOW IMPORTANT IT IS  
13 WITHIN AND USING WHAT WE LEARN IN EACH OF THOSE AREAS OF  
14 FOCUS TO INFORM THE OTHER OR ANOTHER AREA OF FOCUS. I  
15 THINK WE'RE FINDING, FOR INSTANCE, WE CAN LEARN FROM  
16 FAMILIES IN OUR BEST START PROGRAM -- BETTER WAYS TO  
17 ENGAGE OUR MOTHERS IN WELCOME BABY, WAYS THAT PERHAPS WE  
18 HADN'T THOUGHT ABOUT OR BETTER WAYS TO FOLLOW UP AND HOW  
19 IMPORTANT I THINK THAT IS -- FOCUS BEING PRETTY COMPLETELY  
20 IN OUR BAILIWICK WITH PARTNERS. THE SECOND COLLABORATION  
21 SOMETIMES -- I WAS THINKING AMONG OUR OWN PROGRAMS AND  
22 WORK.

23           AND THE THIRD THING IS PARTICIPATION, WHICH I'VE  
24 SEEN REALLY GROWN -- GROWING SINCE -- I DON'T MEAN SINCE  
25 I'VE BEEN HERE LIKE I HAD ANYTHING TO DO WITH IT, BUT WHAT

1 I'VE SEEN FROM DAY ONE TO DAY NOW. AND THAT PARTICIPATION  
2 I THINK IS PARTICULARLY IMPORTANT NOW IN A TIME OF  
3 DIMINISHING REVENUE BECAUSE ANY PARTICIPATION, FOR  
4 INSTANCE, WITH THE COUNTY WHERE WELCOME BABY BECOMES A  
5 PART OF AN EVEN LARGER PICTURE OF -- OF HOME VISITATION OR  
6 THE WORK THAT JOHN'S BEEN DOING WITH OUR OFFICE OF CHILD  
7 PROTECTION, WHICH HAS A LARGE CHARGE ABOUT THE PROTECTION  
8 OF CHILDREN BUT NOT NECESSARILY A FOCUS ON ZERO TO FIVE  
9 ONLY.

10 SO WHAT FIRST 5 BRINGS TO THAT IS OUR FOCUS. IT'S  
11 A DIFFERENT KIND OF FOCUS ZERO TO FIVE. BUT ALSO WE  
12 INFORM THEM AND THEY INFORM US. AND I CAN SAY FROM OUR  
13 POINT OF VIEW, IT'S BEEN VERY -- IN THE COUNTY, IT'S BEEN  
14 VERY, VERY HELPFUL.

15 SO I THINK THE FOCUS, COLLABORATION IN AND AMONG  
16 OUR PROGRAMS, AND OUR PARTICIPATION REALLY IN THE LARGER  
17 WORLD HAS ENHANCED I THINK AND EXPANDED OR MAYBE AMPLIFIED  
18 OUR MESSAGE, OUR MISSION, OUR APPROACHES IN WAYS THAT I  
19 THINK ARE SO IMPORTANT. I MEAN, I'VE BEEN HAMMERING AT  
20 THE COUNTY NOT TO BE SILO'D, NOT TO SIT IN YOUR OFFICE,  
21 NOT TO ONLY TALK TO YOUR STAFF. AND THERE'S BEEN ACTUALLY  
22 A KIND OF SIGH OF RELIEF IN SOME AREAS -- I'M GOING TO  
23 LOOK AT MY PARTNERS IN THE COUNTY -- BECAUSE THERE'S --  
24 IT'S LIKE, OH, I NEVER THOUGHT OF THAT. YOU KNOW, YOU CAN  
25 GO TO A MEETING WHERE THREE DIFFERENT ENTITIES THAT ARE

1 ALL ENGAGED IN SOMETHING BUT EACH HAS A LITTLE PIECE ARE  
2 SEEING THE WHOLE ELEPHANT AS IT WERE AND WORKING TOGETHER  
3 I THINK REALLY ENHANCING IT. AND I DON'T KNOW THAT THERE  
4 HAD BEEN A REAL PERCEPTION THAT FIRST 5 WAS A BIG PART OF  
5 THAT. CERTAINLY, THERE WAS AN UNDERSTANDING OF THE  
6 IMPORTANCE OF FIRST 5'S MISSION AND WORK, BUT I LOVE THE  
7 PARTICIPATION PART OF IT BECAUSE I THINK IT AMPLIFIES OUR  
8 WORK. AND THERE ARE SOME THINGS THAT WE KNOW BETTER THAN  
9 ANYBODY ELSE OR THAT WE HAVE LEARNED BETTER OR ARE  
10 LEARNING BETTER THAN ANYBODY ELSE.

11 SO MY COMMENTS TODAY ARE NOT FOCUSED REALLY ON  
12 ANY DIRECTION, BUT ONLY TO KIND OF REFLECT -- I DON'T KNOW  
13 IF ANY OF YOU DRIVES TO WORK AND BACK GO ALONE, BUT I DO,  
14 AND THAT'S WHAT I'M THINKING ABOUT. SO I DON'T MAKE ME  
15 THINK ABOUT ANY OF THOSE DETAILS I HAVE TO DO AT WORK. I  
16 LIKE TO THINK ABOUT THE BIG STUFF. AND I THINK IT'S  
17 REALLY BEEN AN EYE OPENER ABOUT THE WAYS IN WHICH THE  
18 THINGS THAT WE DO AT FIRST 5 CAN REALLY INFORM SO MUCH OF  
19 WHAT WE'RE DOING ACROSS THE BOARD BECAUSE WE'RE NOT ONLY  
20 ABOUT ZERO TO FIVE, WE'RE ABOUT ZERO TO FIVE AND THEIR  
21 FAMILIES. AND THAT COVERS A BIG SWATH OF THE COUNTY'S  
22 VALUED CLIENTS.

23 SO THOSE ARE MY THOUGHTS.

24 OVER TO YOU, KIMBERLY.

25 MS. BELSHE: WELL, THANK YOU, SUPERVISOR. AND

1 MAYBE MY THOUGHTS AND REFLECTIONS CAN COMPLEMENT YOUR VERY  
2 HELPFUL OBSERVATIONS ABOUT, AS YOU CALLED IT, THE  
3 TRAJECTORY OF FIRST 5 LA. AND IN MY EXECUTIVE DIRECTOR'S  
4 REPORT FOR THIS PAST MONTH, I OFFERED SOME THOUGHTS AND  
5 OBSERVATIONS ABOUT WORKING IN COLLABORATION, IN  
6 PARTNERSHIP WITH OTHERS AND HOW OUR CURRENT STRATEGIC PLAN  
7 -- WHICH I'M NOT SURE WE CAN KEEP CALLING IT NEW BECAUSE  
8 WE'RE WELL INTO YEAR TWO. BUT WHAT THAT PLAN THAT THE  
9 BOARD APPROVED ENVISIONED IS FIRST 5 LA WORKING VERY  
10 DIFFERENTLY. AND, YOU KNOW, THE SUPERVISOR'S SPEAKING TO  
11 HOW WE ARE PERHAPS SEEN DIFFERENTLY TODAY THAN WE HAVE  
12 BEEN IN THE PAST. IT'S ALSO ABOUT HOW WE SEE OURSELVES,  
13 THE INTERNAL PIECE THAT YOU NOTED. AND I REALLY  
14 APPRECIATE YOUR OBSERVATION THAT, YES, DECLINING REVENUES  
15 PROVIDES A RATHER SHARP FISCAL INCENTIVE TO LIVE WITHIN  
16 ONE'S MEANS, BUT YOU'RE VERY IMPORTANT POINT THAT IT'S NOT  
17 JUST ABOUT DECLINING REVENUES, IT'S ABOUT STRATEGIC FOCUS,  
18 IT'S ABOUT HOW DO WE CONTRIBUTE WORKING WITH OTHERS TO  
19 GREATER IMPACT.

20 SO I REALLY ACKNOWLEDGE HOW THE BOARD PUT AT THE  
21 CENTER OF OUR CURRENT STRATEGIC PLAN PARTNERSHIP AND  
22 COLLABORATION. I MEAN, THE WORDS IN -- OUR MISSION IS IN  
23 PARTNERSHIP WITH OTHERS. AND THAT HAS REQUIRED US TO  
24 THINK ABOUT WHO WE ARE AND WHAT WE DO AND HOW WE  
25 CONTRIBUTE TO SOCIAL CHANGE IN VERY DIFFERENT WAYS. AND

1 IN MANY RESPECTS THE SUCCESS OF OUR CONTRIBUTION --  
2 BECAUSE WE'RE ALWAYS VERY CLEAR. IT'S NOT ATTRIBUTION TO  
3 US ALONE. OUR CONTRIBUTION TO ACHIEVING RESULTS FOR YOUNG  
4 KIDS AND THEIR FAMILIES IS GOING TO BE THE PRODUCT OF OUR  
5 ABILITY TO BE FOCUSED, TO WORK IN COLLABORATION, TO  
6 PARTNER, TO PARTICIPATE, AND FUNDAMENTALLY TO PARTNER.

7 AND I WANT TO COMMEND OUR STAFF FOR, YOU KNOW,  
8 THE EVOLUTION IN THEIR WORK AND THINKING AND UNDERSTANDING  
9 OF THEIR ROLE. I GIVE THEM A LOT OF CREDIT FOR STEPPING  
10 UP AND OUTSIDE OF A MORE TRADITIONAL CONTRACT MANAGEMENT  
11 ROLE TO BEING MORE PURPOSEFUL AT THE FRONT END, ESPECIALLY  
12 OF OUR NEW WORK IN TERMS OF WHO ARE OUR PARTNERS AND WHY  
13 ARE THEY PARTNERS AND WHERE IS THEIR ALIGNED INTEREST AND  
14 DO WE REALLY UNDERSTAND WHAT THEIR PRIORITIES AND  
15 IMPERATIVES AND PRESSURE POINTS ARE. THAT'S A DIFFERENT  
16 WAY OF THINKING ABOUT THE WORK WE DO AND WITH WHOM WE DO  
17 IT.

18 REACHING OUT AND BUILDING RELATIONSHIPS. THAT'S  
19 BEEN A BIG THEME IN SOME RECENT CONFERENCES WE'VE BEEN  
20 GOING TO IN TERMS OF TRUSTFUL, RESPECTFUL, AUTHENTIC  
21 RELATIONSHIPS. THAT TAKES TIME AND EFFORT. AND ACTUALLY  
22 RELATIONSHIP BUILDING ISN'T JUST SOMETHING WE'RE ALL BORN  
23 WITH. IT'S A SKILL AND IT REQUIRES DEVELOPING THAT MUSCLE  
24 THROUGH THAT EXPERIENCE. CO-SHAPING AND CO-LEADING  
25 CONVENINGS, NOT ON OUR OWE OWN BUT WITH OTHERS AND DOING

1 SO BECAUSE THAT'S A WAY OF NOT ONLY ENGAGING OTHERS BUT  
2 ALSO PROMOTING SHARED OWNERSHIP FOR THE WORK ITSELF.

3 SO THIS IS A DIFFERENT WAY OF US DOING OUR WORK.  
4 IT DOES TAKE TIME. IT DOES TAKE PATIENCE. IT DOES TAKE  
5 CAPABILITIES AND CAPACITIES WITHIN OUR ORGANIZATION, BUT  
6 WE THINK IT IS ABSOLUTELY A WORTHY INVESTMENT GIVEN HOW  
7 FOUNDATIONAL THOSE PARTNERSHIPS, THOSE RELATIONSHIPS ARE  
8 OUTSIDE OF FIRST 5 LA.

9 I WOULD JUST NOTE IN ENDING THAT TOMORROW'S  
10 ANOTHER EXAMPLE OF AN IMPORTANT MILESTONE FOR US IN TERMS  
11 OF NEW WAYS OF DOING OUR WORK IN PARTNERSHIP WITH OTHERS.  
12 WE'RE GOING TO BE HOLDING THE FIRST MEETING OF WHAT WE'RE  
13 CALLING THE LA COUNTY TRAUMA-INFORMED SYSTEMS CHANGE WORK  
14 GROUP. THIS IS THE GROUP OF LEADERS THROUGHOUT THE COUNTY  
15 WHO PUT THEIR HANDS UP AFTER OUR APRIL 1 CONVENING WHICH  
16 WE CO-CONVENED WITH THE CALIFORNIA ENDOWMENT, RALPH M.  
17 PARSON'S FOUNDATION, CALIFORNIA COMMUNITY FOUNDATION. WE  
18 ALSO HAD THE CONRAD HILTON FOUNDATION NOW JOINING. SO  
19 THIS IS A GREAT EXAMPLE OF BRINGING A DIVERSITY OF LEADERS  
20 TO THE TABLE TO HELP THINK THROUGH AND ADVANCE A SYSTEMS  
21 LEVEL CHANGE EFFORT ON ISSUES THAT THIS ORGANIZATION HAS  
22 IDENTIFIED AS IMPORTANT AND WORKING WITH THOSE WHO SHARE  
23 OUR INTERESTS.

24 TWO WEEKS AGO OR THREE WEEKS AGO, WE DID THE KICK  
25 OFF FOR THE HELP ME GROW LEADERSHIP GROUP AS WELL. AGAIN,

1 AN EXAMPLE OF US DOING OUR WORK VERY DIFFERENTLY IN  
2 PARTNERSHIP WITH OTHERS AND CO-SHAPING, CO-CREATING, AND  
3 CO-LEADING.

4 SO HOPEFULLY THOSE COMMENTS ALIGN AND COMPLIMENT  
5 WITH THE CHAIR'S, BUT REALLY PROUD OF THE GOOD WORK AND  
6 EVOLVING WORK AND WE'RE COMMITTED TO IT BEING  
7 TRANSFORMATIVE WORK THAT THIS ORGANIZATION IS HELPING TO  
8 LEAD.

9 SUPERVISOR KUEHL: THANK YOU, KIM. MOVING TO --

10 MS. BELSHE: OH, OH, OH, OH. ONE MORE THING.

11 SUPERVISOR KUEHL: STAYING WITH ITEM 4.

12 MS. BELSHE: THANK YOU FOR THAT. SO I WANTED IF  
13 I MIGHT JUST TAKE TWO MINUTES TO CALL OUT SOMETHING WE  
14 DON'T DO ENOUGH, WHICH IS TO RECOGNIZE OUR COMMISSIONERS  
15 WHO ON OCCASION IN THEIR DAY JOBS, WHICH ARE VERY  
16 SIGNIFICANT AND HIGH-STAKES JOBS, ARE ACKNOWLEDGED FOR  
17 THEIR GOOD WORK AND LEADERSHIP. SO I WANTED TO SPEND ONE  
18 MINUTE -- TWO MINUTES TO RECOGNIZE TWO OF OUR  
19 COMMISSIONERS FOR THEIR LEADERSHIP AND CONTRIBUTIONS TO  
20 PROMOTE CHILD SAFETY AND WELL-BEING.

21 AND I'M LOOKING FARTHEST RIGHT, SO I'LL BEGIN  
22 WITH YOU, DEANNE. WE WERE DELIGHTED TO LEARN THAT DEANNE  
23 AND HER TEAM AT ICAN, INTERAGENCY COUNCIL ON CHILD ABUSE  
24 AND NEGLECT, NOT ONLY RECEIVED AN AWARD BUT AN  
25 INTERNATIONAL AWARD BY THE INTERNATIONAL SOCIETY FOR THE

1 PREVENTION OF CHILD ABUSE AND NEGLECT. THE  
2 MULTIDISCIPLINARY TEAM AWARD WHICH THEY RECEIVED  
3 RECOGNIZES ICAN'S MULTIDISCIPLINARY TEAM THAT'S MADE  
4 SUBSTANTIAL PROGRESS IN THE TREATMENT OR PREVENTION OF  
5 CHILD ABUSE AND NEGLECT IN OUR COMMUNITY, AND IN  
6 PARTICULAR THEY RECOGNIZE ICAN'S PIONEERING WORK THAT THE  
7 TEAM HAS UNDERTAKEN IN SETTING UP THE CHILD DEATH REVIEW  
8 TEAMS AND THE WAY IN WHICH THE INITIATIVE HAS LED TO OTHER  
9 SIMILAR DEVELOPMENTS INTERNATIONALLY. SO CONGRATULATIONS  
10 TO DEANNE.

11 AND HOLD YOUR APPLAUSE BECAUSE RIGHT NEXT TO HER  
12 IS BRANDON WHO WE ARE GOING TO ACKNOWLEDGE ON BEHALF OF  
13 DCFS, WHICH RECENTLY -- PHILLIP LAST MONTH, ON BEHALF OF  
14 DCFS ACCEPTED WHAT IS KNOWN AS THE ISM 2016 RECOGNITION  
15 AWARD FOR EXCELLENCE IN HUMAN SERVICE TECHNOLOGY FOR  
16 INNOVATION AND SERVICE DELIVERY. THAT IS A LONG AWARD  
17 TITLE. ISM IS BASICALLY THE IT RELATED AFFILIATE OF THE  
18 AMERICAN PUBLIC HUMAN SERVICES ASSOCIATION, APHSA. AND IT  
19 WAS FOR WHAT IS CALLED A MOBILE CLIENT PORTAL, AND THIS IS  
20 USING MOBILE TECHNOLOGY TO SUPPORT AND STRENGTHEN THE  
21 ABILITY OF SOCIAL WORKERS TO FOCUS WHERE WE WANT THEM TO  
22 FOCUS, WHICH IS NOT ON THE PAPERWORK AND NOT ON THE  
23 BUREAUCRACY, BUT REALLY ON SUPPORTING AND ENGAGING  
24 FAMILIES, PROVIDING QUALITY SERVICES, AND FOCUSING ON  
25 CHILD SAFETY.

1 SO THAT'S A BIG DEAL RECOGNITION BY YOUR PEERS.  
2 SO CONGRATULATIONS TO BOTH COMMISSIONERS.

3 (APPLAUSE).

4 MS. BELSHE: THANK YOU. CONGRATULATIONS.

5 SUPERVISOR KUEHL: I THINK IT WOULD BE  
6 APPROPRIATE -- I THINK IT WOULD BE APPROPRIATE FOR DEANNE  
7 TO SAYING SOMETHING ABOUT THAT. AND, BRANDON, THIS IS A  
8 WARNING TO YOU, TOO. GIVE US FOUR SENTENCES ABOUT THE  
9 MOBILE APP. BUT JUST ABOUT HOW -- HOW IT FELT TO BE  
10 HONORED AS ESSENTIALLY THE BEST IN THE WORLD IN THIS  
11 CATEGORY, IF YOU DON'T MIND.

12 COMMISSIONER TILTON: IT'S INTERESTING. I'M A  
13 LITTLE BIT INTIMIDATED BY RESPONDING TO THIS QUESTION.  
14 BUT I'M GOING TO SAY NORMALLY NOT INTIMIDATED BY A  
15 MICROPHONE BUT IN CALGARY, CANADA, WHEN I WAS ON THE STAGE  
16 IN FRONT OF SOME 150 COUNTRIES RECEIVING AN AWARD FOR MY  
17 TEAM AND IT'S MUCH MORE IMPORTANT FOR ME TO KNOW THAT THIS  
18 IS A -- AN AWARD TO MANY PEOPLE WHO FOR SO MANY YEARS HAVE  
19 FELT IT WAS IMPORTANT ENOUGH TO COMMIT TO THE WORK THAT WE  
20 DO. I WAS SPEECHLESS. I WAS REALLY SPEECHLESS. I THINK  
21 I CAME UP WITH A FEW WORDS THAT WERE PROBABLY NOT VERY  
22 ARTICULATE. AND I DON'T REMEMBER WHAT THEY WERE. BUT IT  
23 WAS BASED UPON, I BELIEVE, THE EFFORT OVER THE YEARS TO  
24 RECOGNIZE THAT NO ONE PERSON, NO ONE AGENCY CAN EVER TRULY  
25 MAKE A DIFFERENCE IN THE LIVES OF CHILDREN ACTING ALONE,

1 TRYING TO DO IT ALONE. YOU CAN SOMETIMES HELP A CHILD AT  
2 A TIME. BUT THE WORK THAT OUR MULTIDISCIPLINARY TEAMS,  
3 ESPECIALLY THE CHILD FATALITY REVIEW TEAM, HAVE DONE HAVE  
4 RESULTED IN LAWS AND PROTOCOLS AND RECOGNITION OF VERY  
5 BASIC FACTORS LIKE THE VERY YOUNG AGE OF CHILDREN THAT FOR  
6 SO LONG WERE NOT RECOGNIZED AS BEING SO AT RISK, AND WHICH  
7 IS VERY MUCH AT THE CORE OF WHAT FIRST 5 IS FOCUSING ON.

8 WE WERE REALLY INTERVENING WITH SCHOOL AGE KIDS,  
9 AND THAT'S WHERE ALL OF OUR EFFORTS WERE. SO LITTLE  
10 THINGS LIKE POOL DROWNING AND SAFE SLEEPING, WHICH WE  
11 TEAMED UP WITH FIRST 5 TO ADDRESS, AND DIMINISH BY 100  
12 PERCENT -- FROM 70 TO 35. I GUESS THAT'S 50 PERCENT.

13 IN ANY CASE, THERE'S A LOT OF CHANGE THAT  
14 HAPPENED BECAUSE OF ALL THESE PEOPLE'S COMMITMENT, AND  
15 THAT INCLUDES THE SOFT, FUZZY SOCIAL SERVICE PEOPLE AND  
16 THE REALLY, YOU KNOW, TOUGH BEAT COPS WHO HAVE LEARNED HOW  
17 TO INTERVIEW LITTLE KIDS AND HAVE LEARNED TO WORK WITH  
18 SOCIAL WORKERS AND MENTAL HEALTH WORKERS. AND WE CAN'T DO  
19 IT ALONE.

20 AND SO I HAD THE GREAT HONOR OF BEING ABLE TO  
21 ACCEPT THIS AWARD ON THEIR BEHALF. AND THAT'S WHY I DON'T  
22 RETIRE. I KEEP THINKING I SHOULD RETIRE AFTER ALL THESE  
23 YEARS, BUT IT'S SO INSPIRING EVERY TIME. LINDA KNOWS.  
24 SHE COMES TO OUR CHILD FATALITY REVIEW COMMITTEE MEETINGS.  
25 AND IT'S AN EXPERIENCE YOU'LL NOT SOON FORGET AND IT HAS

1 MADE SO MUCH DIFFERENCE ONE CASE AT A TIME. AND TOTAL  
2 PROFESSIONS HAVE CHANGED IN THEIR APPROACH THROUGHOUT THE  
3 COUNTRY AND NOW IN 13 DIFFERENT COUNTRIES.

4 SUPERVISOR KUEHL: GREAT.

5 COMMISSIONER TILTON: THERE HAVE BEEN TEAMS  
6 ESTABLISHED ON OUR MODEL. SO WOW. THAT WAS TOO MUCH TO  
7 SAY. I WISH I COULD HAVE REMEMBERED SOMETHING TO SAY  
8 WHILE I WAS IN CALGARY, BUT --

9 SUPERVISOR KUEHL: THAT'S WHY THEY SAY, IF YOU  
10 EVER GET AN OSCAR, DON'T COME UP AND SAY, GEE, I DIDN'T  
11 THINK I WAS GOING TO WIN, SO I DIDN'T WRITE ANYTHING.  
12 WRITE IT ANYWAY.

13 COMMISSIONER TILTON: I ACTUALLY KNEW WE WERE  
14 GOING TO RECEIVE THIS AWARD, TOO. SO YOU WOULD HAVE  
15 THOUGHT I WOULD HAVE HAD SOMETHING PREPARED. BUT IT WAS  
16 -- AND I WANT TO TELL YOU HOW MUCH I APPRECIATE YOUR  
17 BRINGING THIS UP HERE TODAY.

18 SUPERVISOR KUEHL: WELL, WE'RE PROUD OF YOU AND  
19 THE ORGANIZATION.

20 COMMISSIONER TILTON: THANK YOU. THANK YOU.

21 SUPERVISOR KUEHL: SO, BRANDON, TELL US A LITTLE  
22 ABOUT THE --

23 COMMISSIONER NICHOLS: I'LL BE BRIEF AND TRY TO  
24 MOVE US OFF ITEM 4. BUT DCFS HAS STRUGGLED WITH OUTDATED  
25 TECHNOLOGY. THE PRIMARY CASE MANAGEMENT SYSTEM WE USED

1 WAS BUILT 20 YEARS AGO BY THE STATE. IF YOU CAN IMAGE  
2 WHAT YOUR TECHNOLOGY WAS LIKE 20 YEARS AGO, YOU CAN  
3 IMAGINE WHAT OUR SYSTEM IS LIKE.

4 SUPERVISOR KUEHL: I CAN A CELL PHONE BUT IT WAS  
5 ABOUT THIS BIG AND IT WAS BUILT LIKE A BRICK.

6 COMMISSIONER NICHOLS: AND OUR SOCIAL WORKERS  
7 DIDN'T HAVE MOBILE TECHNOLOGY. AND THEY DO A LOT OF THEIR  
8 WORK OUT IN THE COMMUNITY IN THE HOMES OF FAMILIES, AND  
9 THEY WERE CUT OFF FROM THE INFORMATION THAT WE HAD AT, YOU  
10 KNOW, OUR CENTRALIZED LOCATION. SO OUR DEPARTMENT HAS  
11 MADE IT A PRIORITY TO GIVE THEM THE TOOLS THEY NEED TO  
12 FEEL CAPABLE. THEY ALL HAVE IPHONES NOW. AND ALONG WITH  
13 THAT IS THIS APP THAT WE RECEIVED RECOGNITION FOR. AND IT  
14 ALLOWS THEM TO ACCESS CLIENT SPECIFIC INFORMATION OUT  
15 THERE ON THE SPOT TO HELP THEM MAKE BETTER DECISIONS SO  
16 THAT THEY KNOW THE RICHNESS OF THE INFORMATION WE HAVE  
17 BACK AT HEADQUARTERS.

18 AND WHAT IS NICE IS, THIS WAS A RECOGNITION FROM  
19 OUR PEERS ACROSS THE COUNTRY THAT WE HAVE DEVELOPED A BEST  
20 PRACTICE AND ARE PUSHING THE ENVELOPE. THAT IS A VERY  
21 NICE THING TO HEAR FOR AN ORGANIZATION, LIKE I SAID, THAT  
22 HAS STRUGGLED WITH TECHNOLOGY.

23 SUPERVISOR KUEHL: THANK YOU VERY MUCH.  
24 CONGRATULATIONS TO DCFS AS WELL.

25 NOW WE'RE GOING TO MOVE TO ITEM 5. IS THAT ALL

1 RIGHT?

2 MS. BELSHE: I'M DONE.

3 SUPERVISOR KUEHL: JUST TO LET YOU KNOW,  
4 COMMISSIONERS, THIS WILL REQUIRE TWO MOTIONS, ONE FOR EACH  
5 OF THE AREAS THAT IS GOING TO BE COVERED IN THE REPORT.  
6 SO I WILL -- WE'LL DETAIL IT AS WE GO ALONG. BUT LET US  
7 HEAR ABOUT EACH OF THESE LEGACY INVESTMENTS.

8 MS. FICEK: ALL RIGHT. GOOD AFTERNOON,  
9 COMMISSIONERS.

10 TODAY WE ARE SEEKING BOARD APPROVAL FOR THE  
11 FOLLOWING: OUR ORAL HEALTH AND NUTRITION, DENTAL HOME  
12 INVESTMENT, WHICH INCLUDES OUR CONTRACT WITH UCLA, AND OUR  
13 CONTRACT THAT WE HAVE WITH LA CARE HEALTH PLAN.

14 SO THE BOARD WILL RECALL LAST MONTH I DID PRESENT  
15 AS INFORMATION AN OVERVIEW OF THESE TWO INVESTMENTS AS --  
16 AND THEN WE DIVED INTO THEM MUCH DEEPER AT OUR PPC, OUR  
17 SEPTEMBER PROGRAM AND PLANNING COMMITTEE MEETING. WE'RE  
18 NOW COMING BACK TO THE BOARD REQUESTING TWO SEPARATE BOARD  
19 APPROVALS FOR ORAL HEALTH AND LA CARE HEALTH PLAN. YOU  
20 ALSO WILL RECALL LAST MONTH WE DID PROVIDE IN THE  
21 PRESENTATION ALSO AN OVERVIEW OF PCIT, PARENT/CHILD  
22 INTERACTION THERAPY. AND I'LL AT THE END NOTE WHERE WE  
23 ARE GOING WITH THAT INVESTMENT.

24 SO BEGINNING WITH ORAL HEALTH AND NUTRITION,  
25 DENTAL HOME, WHICH DID FOCUS ON -- WHICH DOES FOCUS ON

1 SUPPORTING THE DEVELOPMENT OF DENTAL HOMES IN  
2 FEDERALLY-QUALIFIED HEALTH CENTERS THROUGHOUT THE COUNTY  
3 AND GROWING THEIR CAPACITY TO INCREASE AND STRENGTHEN ORAL  
4 HEALTH SERVICES TO CHILDREN PRENATAL TO FIVE. THIS  
5 INVESTMENT DOES INCLUDE ONE CONTRACTOR, THAT IS WITH UCLA  
6 SCHOOL OF DENTISTRY. THE INVESTMENT IS SCHEDULED TO END  
7 IN DECEMBER AND IT WAS APPROVED BACK IN 2012 AND THE FUNDS  
8 WERE ADVANCED TO UCLA. SO THROUGH THE EXPIRING  
9 INITIATIVES REVIEW PROCESS, YOU MAY RECALL IT WAS  
10 DETERMINED THAT ORAL HEALTH WAS NOT SPECIFICALLY PROVIDED  
11 FOR IN OUR 2015-2020 STRATEGIC PLAN. AND, THEREFORE, PER  
12 GOVERNANCE GUIDELINE NUMBER 7, THAT INVESTMENT WOULD COME  
13 TO AN END BASED ON ITS CURRENT CONTRACT END DATE.

14 SO INITIATIVE STATUS AS OF JUNE OF THIS YEAR, THE  
15 PROJECT IS FULLY IMPLEMENTING ALL OF THEIR KEY  
16 INFRASTRUCTURE AND CAPACITY BUILDING IMPROVEMENTS, AND  
17 THAT IS ACROSS ALL 12 FEDERALLY-QUALIFIED HEALTH CENTER  
18 SITES. SO, FOR EXAMPLE, THOSE CAN INCLUDE PROVIDER  
19 TRAININGS OR PHYSICAL IMPROVEMENTS WITH THE CLINIC OR  
20 STAFFING ENHANCEMENT, SUCH AS HAVING A PEDIATRIC DENTIST  
21 ON SITE AND OTHER PROVIDERS THAT ARE TRAINED IN SERVING  
22 YOUNG CHILDREN. AND, ULTIMATELY, THE GOAL IS TO  
23 STRENGTHEN THE INTEGRATION BETWEEN THE MEDICAL AND THE  
24 DENTAL SIDE OF EACH CLINIC.

25 SO TOGETHER, THESE STRATEGIES ARE INTENDED TO

1 ENHANCE THE CLINIC'S OPERATIONS TO BETTER SERVE KIDS WHICH  
2 MAY ALSO PREPARE CLINICS THEN FOR OPPORTUNITIES AT THE  
3 STATE AND FEDERAL LEVEL, FOR EXAMPLE, WITH THE AFFORDABLE  
4 CARE ACT OR THROUGH THE CALIFORNIA MEDICAID WAIVER DENTAL  
5 TRANSFORMATION PROJECT AND INITIATIVE THAT SEEK TO IMPROVE  
6 ORAL HEALTH SERVICES FOR CHILDREN.

7 SO WHEN THIS INVESTMENT WAS CONTRACTED THOUGH, A  
8 WAS SPECIAL REVENUE FUND WAS ESTABLISHED THAT DID REQUIRE  
9 UCLA TO HOLD THAT INTEREST THAT WAS DRAWN ON THE ADVANCED  
10 FUNDS. AND A REQUIREMENT OF THAT SPECIAL REVENUE FUND DID  
11 REQUIRE BRINGING A REQUEST BACK TO THE BOARD TO APPROVE  
12 THE USE OF THOSE ACCRUED FUNDS. SO THE TOTAL AMOUNT IS  
13 APPROXIMATELY 387 -- 380,000. STAFF HAS BEEN WORKING  
14 CLOSELY WITH UCLA TO IDENTIFY BEST USE OF THOSE FUNDS.  
15 TODAY WE ARE REQUESTING TO ALLOW UCLA TO RETAIN THE  
16 ACCRUED FUNDS THROUGH JUNE OF NEXT YEAR, 2017, AND TO USE  
17 THOSE FUNDS TO SUPPORT ADDITIONAL CAPACITY BUILDING AND  
18 ALSO WORK ON PROGRAMMATIC SUSTAINABILITY.

19 SO AN IMPORTANT NOTE TO ADD, AND I SHARED THIS AT  
20 THE PROGRAM AND PLANNING COMMITTEE MEETING WAS, ACCESS TO  
21 THIS SPECIAL REVENUE FUND IS CONTINGENT UPON UCLA  
22 COMPLETING THEIR CURRENT SCOPE OF WORK, AGAIN, WHICH TAKES  
23 THEM THROUGH DECEMBER. THERE HAVE BEEN SOME ONGOING  
24 DELAYS RELATED TO A KEY PROGRAM MILESTONE, SPECIFICALLY IT  
25 WAS AN IMPLEMENTATION OF AN IMPORTANT DENTAL SOFTWARE THAT

1 INTEGRATES THE PATIENT DATA BETWEEN THE MEDICAL AND DENTAL  
2 SIDE OF THE CLINIC. SO UCLA IS WORKING UNDER A CORRECTIVE  
3 ACTION PLAN ON THAT TO ADDRESS THESE DELAYS AND THEY DO  
4 ANTICIPATE TO COMPLETE THE WORK BY DECEMBER OF 2016. THEY  
5 ARE MAKING PROGRESS AGAINST THAT CORRECTIVE ACTION PLAN,  
6 BUT WE HAVE INCLUDED SUCCESSFUL COMPLETION OF THAT ACTION  
7 PLAN WITHIN OUR BOARD ACTION REQUIREMENT AS YOU WILL SEE  
8 LATER.

9 SO BOARD ACTION FOR ORAL HEALTH DENTAL HOME DOES  
10 INCLUDE FIRST ASKING -- WE'RE ASKING YOU TO WAIVE  
11 GOVERNANCE GUIDELINE NUMBER 7. THAT DOES REQUIRE A SEVEN  
12 OF NINE VOTE BECAUSE WE ARE REQUESTING AN EXTENSION BEYOND  
13 THE ORIGINAL BOARD APPROVAL ALLOCATION END DATE. AND THEN  
14 WE ARE ALSO REQUESTING THE BOARD TO APPROVE THE USE OF THE  
15 INTEREST ACCRUED ON THE ADVANCED FUNDS FOR UCLA THROUGH  
16 JUNE OF NEXT YEAR CONTINGENT AGAIN ON THE -- THEM  
17 COMPLETING THE ITEMS IN THEIR CORRECTIVE ACTION PLAN.

18 MOVING ON TO LA CARE. AS MANY OF YOU WILL RECALL  
19 DUE TO PAST BOARD PRESENTATIONS, WE CURRENTLY CONTRACT  
20 WITH LA CARE TO ADMINISTER OUR HEALTHY KIDS PROGRAM, AND  
21 THAT PROVIDES HEALTH INSURANCE TO CHILDREN WHO DO NOT  
22 QUALIFY NOR MEDI-CAL OR OTHER COVERAGE. THIS INVESTMENT  
23 WILL END THIS DECEMBER. IT WAS A BOARD-APPROVED ADVANCE IN  
24 AMOUNT OF 12.9 MILLION BACK IN 2012 AS WELL.

25 AS A RESULT OF EXPIRING INITIATIVES, THAT REVIEW

1 PROCESS, THE BOARD DID APPROVE AN EXTENSION OF THIS  
2 CONTRACT AND THAT WAS THROUGH THIS DECEMBER AND THAT WAS  
3 DUE TO THE SUSTAINABILITY OPPORTUNITY THAT RESULTED FROM  
4 MEDI-CAL EXPANSION, WHICH HAS BEGUN AND CONTINUES TO TAKE  
5 PLACE. SO OUT OF THAT 12.9 MILLION THAT WAS ADVANCED,  
6 THERE WILL BE APPROXIMATELY 8 MILLION IN UNSPENT FUNDS.  
7 OVER THE PAST YEAR, STAFF HAS PROVIDE UPDATES TO THE BOARD  
8 ON OPPORTUNITIES TO CONTINUE PARTNERING WITH LA CARE THAT  
9 IS SPECIFICALLY ALIGNED TO OUR WORK IN OUR NEW STRATEGIC  
10 PLAN, SPECIFICALLY HELP ME GROW.

11 SO LA CARE IS AN IMPORTANT PLATFORM THAT OFFERS  
12 BROAD POPULATION LEVEL IMPACT AS THEY DO CURRENTLY SERVE  
13 ALMOST 40 PERCENT OF THE KIDS ZERO TO FIVE IN LA COUNTY.  
14 AND IN ADDITION TO SERVING SUCH A LARGE NUMBER OF  
15 CHILDREN, THEY ALSO HAVE OF COURSE AN EXTENSIVE HEALTH  
16 PROVIDER NETWORK THAT COULD BE TAPPED TO ADDRESS THE  
17 VARIOUS CHALLENGES THAT ARE RELATED TO COMPLETING  
18 DEVELOPMENTAL SCREENING FOR ZERO TO FIVE MEDI-CAL  
19 POPULATION.

20 SO WHAT WE ARE ASKING FOR THE BOARD TODAY IS TO  
21 AUTHORIZE OUR EXECUTIVE DIRECTOR TO EXECUTE AN  
22 ADMINISTRATIVE AGREEMENT WITH LA CARE TO CONTINUE TO HOLD  
23 THAT EIGHT 8 MILLION BALANCE THAT IS FOR UP TO 12 MONTHS  
24 AND THAT IS WHILE WE WORK THROUGH THE POTENTIAL USE OF  
25 THOSE FUNDS FOR A PILOT PROJECT THAT DIRECTLY CONNECTS AND

1 PHASES INTO THE BUILD-UP OF OUR HELP ME GROW WORK. STAFF  
2 DOES ANTICIPATE COMING BACK TO THE BOARD IN SPRING OF NEXT  
3 YEAR, 2017, WITH ADDITIONAL DETAILS REGARDING THAT EARLY  
4 PHASE HELP ME GROW, WORK INCLUDING THE SCOPE AND THE TOTAL  
5 COST OF THAT WORK. AND THEN THAT WOULD NEED TO BE, OF  
6 COURSE, APPROVED BY THE BOARD, PRESENTED AND APPROVED BY  
7 THE BOARD, AND THEN LA CARE WOULD BE RETURNING ANY  
8 REMAINING FUNDS.

9 SO AT THE BEGINNING OF THE PRESENTATION, I DID  
10 SHARE THAT PRIOR BOARD PRESENTATIONS, BOTH THE SEPTEMBER  
11 COMMISSION MEETING AS WELL AS THE SEPTEMBER PROGRAM AND  
12 PLANNING COMMITTEE MEETING, DID INCLUDE AN UPDATE ON THREE  
13 INVESTMENTS: ORAL HEALTH AND LA CARE, BUT ALSO WE TALKED  
14 ABOUT PCIT, PARENT/CHILD INTERACTION THERAPY. AND AT THE  
15 SEPTEMBER PPC MEETING, STAFF DID SHARE THAT WE ARE  
16 EXTENDING OUR PCIT INVESTMENT FOR AN ADDITIONAL 21 MONTHS  
17 WHICH WILL ALLOW FOR THE COMPLETION OF PROVIDER TRAINING.  
18 IT ALSO ALLOWS FOR THE IMPROVEMENT OF SOME TRAINING  
19 INFRASTRUCTURE AS WELL AS CONTINUED OUTREACH STRATEGIES TO  
20 SPECIFIC POPULATIONS SUCH AS DCFS CLIENTS AND THEN  
21 FORMERLY HOMELESS.

22 PCIT'S EXTENSION WILL COME BACK TO THE BOARD NEXT  
23 YEAR AT OUR JUNE 2017 MEETING AS IS NOTED HERE, AND THAT  
24 WILL BE AS PART OF THE CONSENT PROCESS WHICH WILL INCLUDE  
25 PCIT'S CONTRACT RENEWAL, AND THAT IS BOTH WITH DEPARTMENT

1 OF MENTAL HEALTH AND ALSO WITH UC DAVIS AS THE TA PROVIDER  
2 AS A REMINDER.

3 SO TO HELP IN CLOSING, SO THAT YOU HAVE AN  
4 UNDERSTANDING OF WHAT YOU'RE VOTING ON TODAY, WE HAVE  
5 INCLUDED THE BOARD ACTION THAT IS REQUIRED FOR BOTH  
6 INVESTMENTS SPELLED OUT HERE. BUT WE CAN ALSO -- BEFORE  
7 WE DO THAT, WE CAN ALSO OPEN IT UP TO QUESTIONS.

8 SUPERVISOR KUEHL: ANY QUESTIONS FROM THE  
9 COMMISSIONERS?

10 WE DO HAVE ONE REQUEST FOR PUBLIC SPEAKING I  
11 THINK PROBABLY ON THE ORAL HEALTH ISSUE. PROFESSOR CRALL,  
12 PLEASE COME FORWARD.

13 SPEAKER: THANK YOU VERY MUCH FOR THE TIME. I'M  
14 JIM CRALL. I'M THE CHAIR OF PUBLIC HEALTH AND COMMUNITY  
15 DENTISTRY AT THE UCLA SCHOOL OF DENTISTRY. I JUST WANT TO  
16 TAKE THE OPPORTUNITY TO EXPRESS OUR GRATITUDE, NOT ONLY ON  
17 BEHALF OF UCLA BUT THE CLINICS THAT WE'VE BEEN WORKING  
18 WITH THROUGHOUT THE COUNTY ON THE DENTAL HOMES PROJECT AND  
19 ON ANOTHER PROJECT THAT YOU FUNDED FOR US AS WELL WHICH  
20 REALLY HELPED US TO EXPAND THAT TO NOW 20  
21 FEDERALLY-QUALIFIED HEALTH CENTERS AND TWO OTHER SAFETY  
22 NET DENTAL CLINICS.

23 WE CERTAINLY APPRECIATE THE OPPORTUNITY TO, AS  
24 YOU WERE SAYING IN YOUR INTRODUCTORY REMARKS, DEVELOP  
25 RELATIONSHIPS AND PARTNERSHIPS FROM THE ACADEMIC CENTER

1       OUT INTO THE COMMUNITY.  AND WHAT YOU'VE ALLOWED US TO DO  
2       IS NOT ONLY ACHIEVE THE TARGETS THAT YOU ESTABLISHED FOR  
3       NUMBERS OF CHILDREN AND FAMILIES TO BE SERVED, BUT REALLY  
4       TO BUILD AN INFRASTRUCTURE AND HOPEFULLY SOME MOMENTUM  
5       THAT'S GOING TO POSITION US AND OTHER PARTNERS TO MAKE  
6       EVEN LARGER CHANGES IN LA COUNTY PERHAPS THROUGH THE  
7       DENTAL TRANSFORMATION INITIATIVE, DEPENDING ON HOW THAT  
8       GOES, THE DENTI-CAL DENTAL TRANSFORMATION INITIATIVE.

9               SO, AGAIN, JUST WANTED TO EXPRESS THE GRATITUDE.  
10       ORAL HEALTH CARE IS ONE OF THE MOST NEGLECTED, AS YOU  
11       KNOW, AREAS IN HEALTH CARE FOR KIDS.  THERE'S OVER A HALF  
12       A MILLION KIDS IN THIS COUNTY THAT ARE ON DENTI-CAL NOT  
13       GETTING ANY SERVICES, AT LEAST WHEN WE STARTED.  FEWER  
14       NOW.  AND MORE NEEDS TO BE DONE.  BUT YOU'VE DONE A  
15       TREMENDOUS JOB I THINK OF HELPING US BUILD A FOUNDATION  
16       AND HOPEFULLY A LITTLE MOMENTUM FOR THE FUTURE.

17               SUPERVISOR KUEHL:  THANK YOU VERY MUCH FOR YOUR  
18       WORK AND THANKS TO YOUR TEAM AND ALL OF THOSE WHO ARE  
19       PROVIDING THE SERVICES.  WE REALLY APPRECIATE IT.

20               SO IF YOU WOULD PUT THE MOTIONS BACK UP JUST ONE  
21       BACK FROM YOUR QUESTIONS SLIDE.  I THINK IT ALWAYS HELPS  
22       FOR US TO SEE WHAT WE'RE VOTING ON.

23               SO AS I INDICATED, WE NEED SEPARATE MOTIONS FOR  
24       EACH ONE OF THESE BECAUSE THERE'S A DIFFERENT VOTE  
25       THRESHOLD.  SO ON ACTION 1, THE ORAL HEALTH INITIATIVE, DO

1 I HAVE A MOTION?

2 COMMISSIONER ZEPEDA: I MOVE THAT WE APPROVE THE  
3 ORAL HEALTH EXTENSION.

4 SUPERVISOR KUEHL: OKAY. THE LANGUAGE REQUIRES  
5 THAT WE WAIVE GOVERNANCE GUIDELINE NUMBER 7 AND APPROVE  
6 THE USE OF THE INTEREST, ET CETERA, AS YOU SEE WRITTEN OUT  
7 BEFORE YOU. IS THERE A SECOND?

8 COMMISSIONER ABDO: SECOND.

9 SUPERVISOR KUEHL: IT'S BEEN MOVED AND SECONDED.  
10 ANY DISCUSSION? ANY OBJECTION TO A UNANIMOUS VOTE?

11 SEEING NONE THAT IS APPROVED.

12 IN TERMS OF LA CARE HEALTH PLAN, THE SECOND  
13 MOTION THAT IS NEEDED TO AUTHORIZE OUR EXECUTIVE DIRECTOR  
14 TO EXECUTE THE AGREEMENT, ANY QUESTIONS OR DISCUSSION?

15 DO I HAVE A MOTION FOR THAT?

16 COMMISSIONER GILLELAND: SO MOVED.

17 SUPERVISOR KUEHL: IT'S BEEN MOVED AND --

18 COMMISSIONER AU: SECONDED.

19 SUPERVISOR KUEHL: -- SECONDED.

20 ANY DISCUSSION? ANY OBJECTION TO A UNANIMOUS  
21 VOTE?

22 SEEING NONE, THAT ACTION NUMBER 2 REGARDING LA  
23 CARE IS APPROVED.

24 OKAY. VERY GOOD. THANK YOU VERY MUCH FOR THE  
25 PRESENTATION AND FOR THE WORK.

1 MS. FICEK: THANK YOU.

2 SUPERVISOR KUEHL: ITEM NUMBER 6 RELATES TO  
3 ABRIENDO PUERTAS. AND SO LET US MOVE TO THAT, TALKING  
4 ABOUT OUR STRATEGIC PARTNERSHIP. THIS IS ALSO AN ACTION  
5 ITEM WHICH WILL REQUIRE APPROVAL AT THE END.

6 WELCOME. GO AHEAD.

7 MS. TRAN: GOOD AFTERNOON, COMMISSIONERS, STAFF,  
8 AND MEMBERS OF THE PUBLIC.

9 TWO WEEKS AGO I PRESENTED AN INFORMATION ITEM AT  
10 THE SEPTEMBER PPC MEETING REGARDING THE STRATEGIC  
11 PARTNERSHIP WITH ABRIENDO PUERTAS, OPENING DOORS, WHO'S  
12 FISCAL SPONSOR IS THE TIDE'S FOUNDATION. TODAY I'M  
13 PRESENTING THE STRATEGIC PARTNERSHIP AS AN ITEM FOR  
14 ACTION.

15 SUPERVISOR KUEHL: ALL RIGHT.

16 MS. TRAN: DURING THE COURSE OF THE PRESENTATION,  
17 I'M GOING TO REVIEW THE STRATEGIC PARTNERSHIP PLAN BY  
18 PROVIDING OUR INVESTMENT APPROACH AND TO DEMONSTRATE  
19 ALIGNMENT PROMOTING PARENT ENGAGEMENT IN LA COUNTY AS WELL  
20 AS REQUESTS FOR APPROVAL.

21 GERMANE TO OUR MISSION TO STRENGTHEN FAMILIES,  
22 COMMUNITIES, SYSTEMS OF SERVICES, AND SUPPORTS, STRATEGY  
23 TWO OF THE FAMILIES OUTCOME AREA IS TO IMPROVE THE  
24 CAPACITY OF ECE HEALTH RELATED TO PROVIDERS TO ENGAGE  
25 PARENTS, CARE GIVERS IN SUPPORTING THEIR CHILD'S

1 DEVELOPMENT.

2 FIRST 5 LA NOW HAS THE OPPORTUNITY TO INCREASE  
3 PROVIDER CAPACITY WITH ABRIENDO PUERTAS TO BETTER SUPPORT  
4 PARENTS OF CHILDREN ZERO TO FIVE IN DIVERSE SETTINGS.

5 LATINO FAMILIES WITH CHILDREN UNDER FIVE ARE THE  
6 FOCUS OF THIS INITIAL PHASE OF INVESTMENT. SUBSEQUENT  
7 PHASES WILL BUILD FROM WHAT WE LEARN IN PHASE ONE AND  
8 SUPPORT THE DEVELOPMENT OF A CULTURALLY AND LINGUISTICALLY  
9 RESPONSIVE CURRICULUM FOR THE AFRICAN-AMERICAN OR AN ASIAN  
10 AND PACIFIC ISLANDER COMMUNITY. THE MAP THAT YOU HAVE  
11 HERE BEFORE YOU IS A MAP OF LA COUNTY. IT DEMONSTRATES  
12 THE CONCENTRATION OF LATINO CHILDREN UNDER FIVE. AND TWO  
13 OUT OF FIVE CHILDREN IN THE COUNTY ARE LATINO AND OVER 80  
14 PERCENT OF OUR BEST START COMMUNITIES ARE LATINO. AND  
15 THAT'S FOUR OUT OF FIVE CHILDREN UNDER FIVE.

16 DATA SUCH AS THESE DEMONSTRATE THE IMPORTANCE OF  
17 BUILDING PROVIDER CAPACITY TO SUPPORT LATINO FAMILIES AND  
18 THEIR YOUNG CHILDREN WHICH HEAVILY INFORMS THIS INITIAL  
19 PHASE OF INVESTMENT.

20 ABRIENDO PUERTAS IS THE NATION'S FIRST  
21 EVIDENCE-BASED PARENT LEADERSHIP TRAINING PROGRAM  
22 DEVELOPED BY AND FOR LATINO PARENTS WITH CHILDREN ZERO TO  
23 FIVE. IT WAS CREATED RIGHT HERE IN LOS ANGELES AND IS  
24 AVAILABLE IN ENGLISH AND IN SPANISH. THE PROGRAM BUILDS  
25 PROVIDER CAPACITY THROUGH THE TRAIN THE FACILITATOR MODEL

1 WHICH HELPS PROVIDERS LEARN ABOUT ABRIENDO PUERTAS AS A  
2 CURRICULUM BUT ALSO THEIR METHODS IN ENGAGING WITH  
3 FAMILIES. AFTER THE TRAINING, FACILITATORS THEN IMPLEMENT  
4 THE PROGRAM IN THEIR RESPECTIVE COMMUNITIES TO PARENTS VIA  
5 A TEN-SESSION CURRICULUM THAT PROMOTES SCHOOL READINESS,  
6 ADVOCACY, AND FAMILY WELL-BEING.

7 ABRIENDO PUERTAS IS UNIQUELY QUALIFIED IN  
8 REACHING AND CONNECTING WITH FAMILIES THROUGH THEIR  
9 EFFECTIVE POPULAR EDUCATION MODEL. SINCE THIS PROGRAM WAS  
10 FIRST DEVELOPED IN SPANISH AND THEN TRANSLATED INTO  
11 ENGLISH, THERE ARE PARTICULAR CULTURAL NUANCES OF THE  
12 PROGRAM THAT MANY OTHER PARENT ENGAGEMENT PROGRAMS DON'T  
13 NECESSARILY HAVE. AND FOR THAT REASON AND FOR MANY  
14 OTHERS, A LOT OF FAMILIES REALLY RESPOND TO ABRIENDO  
15 PUERTAS.

16 AS A WHOLE THE PROGRAM ADDRESSES ALL OF THE  
17 FAMILY PROTECTIVE FACTORS THROUGH THEIR METHODS.  
18 THROUGHOUT EACH SESSION, THE PROGRAM DRAWS FROM PARENTS'  
19 REAL-LIFE EXPERIENCE AND REALLY RESPECT PARENTS AS THEIR  
20 CHILD'S FIRST TEACHER AND HELPS CONNECT PARENTS TO LOCAL  
21 INFORMATION. SO MANY TIMES OUR SYSTEMS DON'T ENGAGE WITH  
22 PARENTS AROUND THE DATA POINTS AND EVEN REALLY COMPLEX  
23 TERMS LIKE, ACHIEVEMENT GAP. SO THROUGH ABRIENDO PUERTAS  
24 WHAT THEY DO IS, THEY TRY TO BRIDGE THAT GAP BETWEEN  
25 SYSTEMS AND PARENTS BY INFORMING PARENTS, THIS IS WHAT THE

1 GRADUATION RATE IS LIKE IN THE COMMUNITY. THIS IS WHAT WE  
2 CAN DO AS A COMMUNITY AND WHAT YOU CAN DO AS A PARENT TO  
3 CHANGE OR IMPROVE THESE STATISTICS.

4 NATIONALLY AND LOCALLY ABRIENDO PUERTAS HAS A  
5 STRONG REPUTATION OF EFFECTIVENESS AMONG PROVIDERS AND  
6 PARENTS. AND ADDITIONALLY, THE PROGRAM HAS UNDERGONE TWO  
7 RIGOROUS INDEPENDENT IMPACT STUDIES.

8 SO THE FIRST ONE THAT I'M GOING TO BRIEFLY COVER  
9 IS UC BERKELEY'S EVALUATION. THIS LOOKED AT ABRIENDO  
10 PUERTAS' PARENTS ACROSS SIX STATES. THEY FOUND THE  
11 PARENTS MADE SIGNIFICANT GAINS IN KNOWLEDGE OF EARLY  
12 CHILDHOOD DEVELOPMENT AND PARENTING WHICH IN TURN  
13 INCREASED PARENT SELF CONFIDENCE, THEIR PARENTING SKILLS,  
14 AND THEIR ABILITY TO ADVOCATE ON BEHALF OF THEIR FAMILIES.

15 ANOTHER STUDY COMES FROM CHILD TRENDS, A  
16 WASHINGTON DC BASED NONPROFIT, NONPARTISAN RESEARCH CENTER  
17 THAT STUDIES CHILDREN AT ALL PAGES OF DEVELOPMENT. THIS  
18 PARTICULAR STUDY FOUND THAT ABRIENDO PUERTAS PARENTS  
19 APPLIED WHAT THEY LEARNED TO PREPARE THEIR CHILDREN FOR  
20 SCHOOL. PARENTS GAINED KNOWLEDGE ABOUT HIGH-QUALITY CHILD  
21 CARE AND HAD A GREATER APPRECIATION FOR THEIR ROLE AS  
22 MODELS FOR THEIR CHILDREN. PARENTS USED LIBRARY SERVICES  
23 MORE OFTEN AS WELL AS SOUGHT OUT OTHER RESOURCES WITHIN  
24 THEIR COMMUNITY. PARENTS WERE MORE LIKELY TO DEVELOP  
25 FAMILY GOALS AND TO TIME TO RESPOND TO THEIR CHILDREN'S

1 BEHAVIORS.

2 ONE OF THE MOST IMPORTANT FINDINGS OUT OF THIS  
3 PARTICULAR STUDY WAS THAT THESE INTERACTIONS AND PRACTICES  
4 WERE SUSTAINED OVER TIME. THIS IS ALSO IMPORTANT TO NOTE  
5 THAT THIS PARTICULAR STUDY WAS THE FIRST EVER RANDOM  
6 ASSIGNMENT EVALUATION OF A LATINO PARENTING PROGRAM, WHICH  
7 IN THE WORLD OF RESEARCH IS A VERY IMPORTANT METHOD IN  
8 TESTING WHAT WORKS.

9 THIS INVESTMENT DIRECTLY ALIGNS WITH MANY OF OUR  
10 FIRST 5 LA INVESTMENT AREAS. SO RESEARCH AND OPPORTUNITY  
11 IS ESSENTIAL FOR THIS LEARNING JOURNEY FOR PHASE ONE.  
12 CURRENTLY, PARENT ENGAGEMENT PROGRAMS AND RESEARCHERS ARE  
13 FOCUSED ON WHICH CURRICULUM WORKS. SO WITH SOME OF THE  
14 INFORMATION I JUST SHARED WITH YOU WITH THE EVIDENCE BASE  
15 FOR ABRIENDO PUERTAS, WE KNOW THAT THE CURRICULUM WORKS.  
16 BUT WHAT THE FIELD LACKS INFORMATION ON IS HOW THESE  
17 PROGRAMS ARE IMPLEMENTED. HOW DO PROVIDERS GO THROUGH A  
18 TRAINING AND SUSTAIN THESE PROGRAMMINGS OVER TIME. SO  
19 THIS HOW COMPONENT IS ESSENTIAL TO OUR INITIAL PHASE OF  
20 INVESTMENT.

21 IN UNDERSTANDING THE HOW, WE CAN BE BETTER  
22 ADVOCATES, BUT ALSO BE -- HAVE SPECIFIC DATA POINTS TO  
23 HELP PROVIDERS AND PARENTS ARTICULATE BEST PRACTICES AND  
24 NEEDS FOR PROGRAM DEVELOPMENT IN THEIR LOCAL COMMUNITY.

25 ANOTHER MAJOR ASPECT OF THIS INVESTMENT IS TO

1 BUILD THE KNOWLEDGE AND SKILLS OF THE PEOPLE PROVIDING  
2 SUPPORT AND SERVICES TO PARENTS AND CHILDREN. TOGETHER  
3 PROVIDERS AND PARENTS CAN ENGAGE IN HONEST CONVERSATIONS  
4 THAT CAN BUILD FOUNDATIONAL SUPPORT AND INFORM AND ENACT  
5 CHANGE IN THEIR COMMUNITIES. BOTH RESEARCH AND PROVIDER  
6 TRAINING GOES HAND IN HAND TOWARDS SYSTEM CHANGES.

7 GIVEN THAT CALIFORNIA HAS IDENTIFIED PARENT  
8 INVOLVEMENT AS ONE OF THEIR EIGHT PRIORITIES UNDER THE  
9 LOCAL CONTROL FUNDING FORMULA, IT'S IMPORTANT TO SUPPORT  
10 PROVIDERS AND PARENTS AS THEY WORK WITH SYSTEMS TO DEVELOP  
11 AND MEET THEIR LOCAL CONTROL ACCOUNTABILITY PLANS.

12 ANOTHER ESSENTIAL PART IS COMMUNITIES. DURING  
13 THIS PHASE OF WORK, WE WILL DIRECTLY IDENTIFY ASPECTS  
14 WITHIN THE COMMUNITY THAT CAN HELP COMMUNITY MEMBERS BUILD  
15 CAPACITY WITH PARENTS AND PROVIDERS. IN IDENTIFYING THESE  
16 BENEFITS, WE CAN HELP ENGAGE PROVIDERS AND PARENTS TO WORK  
17 CLOSELY WITH ADVOCACY AGENCIES AND MECHANISMS WITHIN THEIR  
18 COMMUNITIES, SUCH AS OUR BEST START COMMUNITIES. AN  
19 EXAMPLE OF HOW ABRIENDO PUERTAS FACILITATES CAPACITY  
20 BUILDING IS HELPING PROVIDERS AND PARENTS FINDING THEIR  
21 VOICES.

22 THROUGHOUT THE CURRICULUM, THERE ARE DICHOS OR  
23 CULTURAL SAYINGS THAT ARTICULATE LARGE CONCEPTS INTO  
24 RELATABLE PHRASES. FOR INSTANCE, ONE OF THE DICHOS IN THE  
25 PROGRAM WHICH MANY OF YOU MAY BE FAMILIAR WITH IS, SI SE

1 PUEDE, WHICH MEANS, YES, WE CAN. AND ALONE, THESE WORDS  
2 HOLD MUCH POWER, BUT THEY HOLD GREATER POWER WHEN  
3 PROVIDERS AND PARENTS CAN ARTICULATE THEIR NEEDS AND  
4 VISION FOR THE COMMUNITY TOGETHER IN PARTNERSHIP TO FOSTER  
5 SAFE, HEALTHY, AND VIBRANT COMMUNITIES.

6 OUR STRATEGIC PARTNERSHIP ENCOMPASSES A  
7 THREE-PRONG APPROACH. FIRST, IT'S TO PROVIDE PROVIDER  
8 CAPACITY AND PREPARE FAMILIES TO ENGAGE WITH THE K-12  
9 SYSTEM.

10 SECOND, TO PROVIDE OPPORTUNITIES TO CONDUCT  
11 LIMITED PILOT TESTING IN DIVERSE SETTINGS WHICH ALL  
12 INFORMS WAYS TO LEAD THE EXPANDING BODY OF EVIDENCE AROUND  
13 EFFECTIVE PARENT ENGAGEMENT AND THEIR ROLE -- AND THE  
14 ROLES OF PROVIDERS.

15 THE STRATEGIC PARTNERSHIP ALSO COMPLEMENTS THE  
16 CURRENT INVESTMENTS OF THE DAVID AND LUCILLE PACKARD  
17 FOUNDATION - SIMMONS FOUNDATION AND THE VESSELS FAMILY  
18 FOUNDATION TO SUPPORT ABRIENDO PUERTAS IN THEIR EFFORTS TO  
19 UPDATE THE CURRICULUM AS WELL AS BUILD THEIR  
20 ORGANIZATIONAL CAPACITY.

21 THIS IS A SNAPSHOT OF WHERE WE SEE THE 18 MONTH  
22 OF THIS INITIAL PHASE GOING. SO WE HAVE 20 CITES THAT WE  
23 WILL BE ENGAGING WITH. AND WE WANT THESE CITES TO BE AS  
24 DIVERSE AS POSSIBLE IN THE CATEGORIES OF SCHOOLS AND  
25 NONSCHOOL SITES. SO, FOR INSTANCE, SCHOOL SITES COULD BE

1 HEAD STARTS PROGRAMS OR TK PROGRAMS. NONSCHOOL SITES CAN  
2 INCLUDE HOUSING SITES, HOUSING PROGRAM SITES, AS WELL AS  
3 MUSEUMS. AND BY DIVERSIFYING HOW WE LOOK AT SITES, WE CAN  
4 LOOK AT WHAT THEY SIMILAR AND WHAT THEY HAVE DIFFERENTLY  
5 SO THAT WE CAN COMPARE AND CONTRAST WAYS TO BUILD PROVIDER  
6 CAPACITY.

7 TO FROM THESE 20 SITES, WE HOPE TO ENGAGE 80  
8 FACILITATORS ACROSS FOUR TRAINING INSTITUTES TO REALLY  
9 BUILD PROVIDER COMMUNITY FROM WITHIN THEIR ORGANIZATION,  
10 BUT ALSO EXTERNALLY ACROSS THEIR COMMUNITY. AND THEY WILL  
11 IN TURN GO BACK TO THEIR RESPECTIVE COMMUNITIES AND  
12 CO-FACILITATE TOGETHER THE PROGRAM. A LOT OF WHAT INFORMS  
13 THE CO-FACILITATION MODEL IS WHEN TRAINING THE FACILITATOR  
14 MODELS ARE EXECUTED, A LOT OF TRAINERS FEEL ALONE WHEN  
15 THEY GO BACK TO THEIR RESPECTIVE SITES. SO THIS INCREASES  
16 PROVIDER CAPACITIES THROUGH THAT COMMUNITY DEVELOPMENT  
17 PROCESS. AND WE'RE HOPING TO REACH 800 PARENTS ACROSS TWO  
18 CYCLES OF PROGRAMMING AT EACH OF THESE 20 SITES.

19 TOGETHER WE'RE HOPING THAT PROVIDERS AND PARENTS  
20 CAN CO-CREATE A SUSTAINABILITY PLAN FOR FUTURE COHORTS.  
21 AND THIS IS REALLY IMPORTANT BECAUSE, GOING BACK TO MY  
22 POINT WITH NOT HAVING A WHOLE LOT OF INFORMATION ABOUT  
23 IMPLEMENTATION, THE FIELD REALLY LACKS INFORMATION ABOUT  
24 REAL COST AS WELL AS OTHER ASPECTS OF PROGRAMMATIC  
25 NUANCES. AND SO BY UNDERSTANDING HOW MUCH A PROGRAM

1 COSTS, LET'S SAY IN A PRESCHOOL SITE VERSUS A MUSEUM, WE  
2 CAN HELP SIMILAR TYPES OF ORGANIZATIONS SCALE PARENT  
3 ENGAGEMENT PROGRAMS.

4 THIS NEXT SLIDE PROVIDES YOU WITH AN OVERVIEW, A  
5 ROAD MAP ACTUALLY OF WHERE WE SEE FUTURE PHASES. SO PHASE  
6 ONE IS WHAT I JUST ARTICULATED. AND OUR MAIN OBJECTIVE IS  
7 TO LEARN, AND TO LEARN SPECIFICALLY FROM PROVIDERS AND  
8 PARENTS ABOUT WHAT THEIR NEEDS ARE. AND THE MAJOR COST  
9 DRIVERS FOR THIS PARTICULAR PHASE COMES FROM HAVING TRAIN  
10 THE FACILITATOR INSTITUTES OPERATIONS, TECHNICAL  
11 ASSISTANCE, AS WELL AS TRANSLATION AND IMPLEMENTATION  
12 GRANTS FOR EACH OF THE 20 SITES. WE HOPE THAT THROUGH  
13 THIS PROCESS WE CAN INFORM OUR PHASE TWO AND THREE OF THIS  
14 INVESTMENT.

15 AND PHASE TWO IS ABOUT LEARNING AND DEVELOPING  
16 PARTNERSHIPS. WE WILL RETURN BACK TO THE COMMISSION FOR  
17 APPROVAL FOR EACH OF THESE SUBSEQUENT PHASES. BUT PHASE  
18 TWO IS REALLY ABOUT BUILDING THESE PARTNERSHIPS, REALLY  
19 EXTENDING THEM NOT ONLY WITHIN OUR FIRST INITIAL PHASE OF  
20 COMMUNITY BUILDING, BUT ALSO LOOKING AHEAD AT DIFFERENT  
21 POPULATIONS TO WORK WITH. SO A LOT OF NUANCES RIGHT NOW  
22 IN ADAPTING A PROGRAM LIKE THIS. AND ACTUALLY THE WORD  
23 ADAPTATION IS A LITTLE BIT COMPLICATED. IF WE WANT TO  
24 CREATE A PROGRAM FOR AND BY A PARTICULAR COMMUNITY, THAT'S  
25 GOING TO TAKE A LOT OF RESOURCES. AND DEPENDING ON THE

1 NUANCES AND THE CULTURAL CONTEXT OF THOSE COMMUNITIES, WE  
2 HAVE TO REALLY CONSIDER WAYS WE'RE ENGAGING WITH THOSE  
3 COMMUNITIES.

4 SOME EXAMPLES. IN FRESNO, SOME HOUSING  
5 COMMUNITIES ARE ACTUALLY INTERACTING WITH THE MONGE  
6 POPULATION TO INCORPORATE PIECES OF ABRIENDO PUERTAS IN  
7 THEIR PROGRAMMING. AND ONE OF THE BIGGEST CHALLENGES IN  
8 WORKING WITH THE MONGE POPULATION IS UNDERSTANDING  
9 NONWRITTEN FORMS OF TRAINING. A LOT OF FOLKS WITHIN THE  
10 MONGE POPULATION ARE NOT -- DON'T FOLLOW THE SAME LITERACY  
11 CULTURAL NORMS THAT WE DO IN THE ENGLISH SPEAKING SOCIETY.  
12 SO IN ORDER TO CREATE SOMETHING MEANINGFUL FOR THE MONGE  
13 COMMUNITY, WE HAVE TO LOOK AT, FOR INSTANCE, STORY TELLING  
14 APPROACHES. AND THERE ARE ALSO OTHER EXAMPLES WHERE WE  
15 HAVE SO MANY SUBPOPULATIONS IN GROUPS. THERE ARE SO MANY  
16 DIALECTICS BEING SPOKEN IN THE CHINESE POPULATION. SO  
17 REALLY UNDERSTANDING THOSE CULTURAL CONTEXTS IS REALLY  
18 IMPORTANT FOR THIS PARTICULAR PHASE OF WORK.

19 AND FROM THERE WHOEVER WE END UP PARTNERING WITH,  
20 WE WANT TO WORK WITH A STRONG BACKBONE ORGANIZATION THAT  
21 REFLECTS THAT PARTICULAR COMMUNITY SO THAT THEY CAN TAKE  
22 OWNERSHIP OF TO CREATE A FOR AND BY CURRICULUM. AND A LOT  
23 OF THIS IS INFORMED BY THE ABRIENDO PUERTAS FORUM BY  
24 PROCESS OF WHAT THEY'VE BEEN ABLE TO DEVELOP FOR THE  
25 LATINO POPULATION.

1 SO WITH THAT, WE ARE SEEKING BOARD APPROVAL TO  
2 ESTABLISH A STRATEGIC PARTNERSHIP WITH ABRIENDO PUERTAS,  
3 AUTHORIZE STAFF TO EXECUTE AN INITIAL 18-MONTH CONTRACT  
4 STARTING JANUARY 1ST, 2017, FOR THE AMOUNT NOT TO EXCEED  
5 \$900,000.

6 THANK YOU. AND BARBARA AND I WILL ANSWER ANY  
7 QUESTIONS.

8 SUPERVISOR KUEHL: ALL RIGHT. THANK YOU VERY  
9 MUCH.

10 COMMISSIONER ZEPEDA: I'M GOING TO RECUSE MYSELF  
11 BECAUSE I'M ON THE ADVISORY BOARD FOR THIS ORGANIZATION.

12 SUPERVISOR KUEHL: THANK YOU. YOU DON'T HAVE TO  
13 LEAVE THE ROOM HOWEVER.

14 COMMISSIONER ZEPEDA: I DON'T?

15 SUPERVISOR KUEHL: I DON'T THINK SO.

16 COMMISSIONER ZEPEDA: I THOUGHT CRAIG TOLD ME I  
17 HAVE TO LEAVE.

18 MR. STEELE: I THINK YOU'RE OKAY TO STAY. IT'S  
19 NOT AN ECONOMIC CONFLICT.

20 SUPERVISOR KUEHL: THANK YOU.

21 LINDA?

22 COMMISSIONER ARAGON: THANK YOU. GREAT  
23 PRESENTATION BY THE WAY.

24 HOW ARE THE 20 SITES GOING TO BE CHOSEN?

25 MS. TRAN: WE ARE GOING TO NEGOTIATE THAT WITH

1 THE EXPERTISE OF ABRIENDO PUERTAS. WE WANT TO MAXIMIZE  
2 EXISTING OPPORTUNITIES WITH LAUSD. LAUSD ACTUALLY  
3 CURRENTLY TRAINS THEIR OWN TRAINERS. THEY HAVE THEIR OWN  
4 MODEL. SO WE WANT TO LOOK AT LANDSCAPE CAREFULLY. AND  
5 BECAUSE THIS IS A LEARNING PHASE, WE WANT TO MAXIMIZE OUR  
6 LEARNING OPPORTUNITIES. SO WE WANT TO VARY SITES AS MUCH  
7 AS POSSIBLE GEOGRAPHICALLY BUT ALSO TYPES OF SERVICES THAT  
8 ARE OFFERED.

9 SUPERVISOR KUEHL: OKAY. DUANE.

10 COMMISSIONER DENNIS: YOU KNOW, I DON'T HAVE A  
11 PROBLEM WITH FOCUS INTERVENTION, BUT MANY OF OUR  
12 COMMUNITIES ARE MULTIETHNIC. SO HOW DO YOU DEAL WITH  
13 ISSUES IF AFRICAN-AMERICAN FAMILIES WANTED TO BE A PART  
14 OR, YOU KNOW, ASIAN FAMILIES OR PACIFIC ISLANDER FAMILIES  
15 WANT TO BE A PART? AND HOW DO YOU DEAL WITH THE  
16 SENSITIVITY AROUND THAT AND AT THE SAME TIME, YOU KNOW,  
17 MAINTAIN RESPECTABILITY IN THOSE COMMUNITIES?

18 MS. MS. TRAN: THAT'S ACTUALLY A CORE PART OF OUR  
19 LEARNING PROCESS AS WELL. ABRIENDO PUERTAS, ALTHOUGH IT'S  
20 AVAILABLE IN ENGLISH AND SPANISH, A LOT OF NONSPANISH  
21 SPEAKING FAMILIES DO ENGAGE IN THE PROGRAM ACROSS THE  
22 COUNTRY. SO OFTENTIMES IN MANY SITUATIONS THERE ARE  
23 NONLATINO FAMILIES, INCLUDING AFRICAN-AMERICAN AND ASIAN  
24 FAMILIES, PARTICIPATING IN ABRIENDO PUERTAS. DEPENDING ON  
25 HOW SOME OF THESE PROGRAMS ROLL OUT, IT COULD BE THAT

1 THERE'S A TRANSLATOR IN THE ROOM. IT COULD BE THAT THERE  
2 ARE OTHER SUPPORT SERVICES THAT THAT PARTICULAR  
3 ORGANIZATION OR SITE WOULD HAVE TO SUPPORT THE DIVERSE  
4 FAMILY.

5 SO PART OF THIS LEARNING PROCESS IS EXAMINING HOW  
6 THIS PROGRAM GETS DISSEMINATED AND ENGAGED TO DIFFERENT  
7 TYPES OF AUDIENCE MEMBERS. WE ALSO WANT TO DIVERSIFY  
8 TYPES OF FAMILIES, SO MULTIGENERATIONAL FAMILIES. THIS  
9 PROGRAM HISTORICALLY ALSO ENGAGES WITH INFORMAL CARE  
10 PROVIDER AS. A LOT OF PEOPLE ACROSS THE COUNTRY ACTUALLY  
11 USE ABRIENDO PUERTAS AS A FORM OF PROFESSIONAL DEVELOPMENT  
12 FOR CARE PROVIDERS. AND IT HELPS BUILD COMMUNITY SO THAT  
13 INFORMAL CARE PROVIDERS AREN'T ISOLATED AS WELL.

14 SO THERE ARE SOME BEST PRACTICES THAT WE WANT TO  
15 CAPTURE, BUT ALSO WE WANT TO ALSO CAPTURE THE CHALLENGES  
16 OF IMPLEMENTATION. SO IF WE CAN DOCUMENT THESE  
17 CHALLENGES, WE CAN BE MORE RESPONSIVE TO THEM IN THE  
18 SUBSEQUENT PHASES OF THIS INVESTMENT.

19 COMMISSIONER DENNIS: SO A FAMILY WOULDN'T BE  
20 EXCLUDED IF THEY WEREN'T LATINO --

21 MS. TRAN: NO, NOT AT ALL.

22 COMMISSIONER DENNIS: -- NUMBER ONE.

23 AND HOW ABOUT FACILITATORS? WILL A FACILITATOR  
24 BE -- BE ABLE TO BE OF DIFFERENT ETHNICITY AS WELL?

25 MS. TRAN: YES. SO THIS PROGRAM OFFERS TRAINING

1 IN ENGLISH AND IN SPANISH SO YOU CAN OPT FOR A TRAINING TO  
2 BE ALL IN ENGLISH OR ALL IN SPANISH. SO IT'S VERY POPULAR  
3 FOR A LOT OF NONLATINO FAMILIES TO GO THROUGH ABRIENDO  
4 PUERTAS ENGLISH TRAINING PORTION TO BETTER CONNECT THEM  
5 CULTURALLY WITH THE LATINO POPULATIONS THEY WORK WITH BUT  
6 ALSO TO DIVERSIFY HOW THEY INTERACT WITH DIFFERENT TYPES  
7 OF POPULATIONS.

8 COMMISSIONER DENNIS: THANK YOU. THAT'S ALL I  
9 HAVE.

10 SUPERVISOR KUEHL: NANCY.

11 COMMISSIONER AU: I GUESS I'M GETTING SOMEWHAT  
12 MUDDLED IN TERMS OF THE OBJECTIVE OF THIS INVESTMENT. ON  
13 THE ONE HAND WHAT IS SORT OF CAUTIONING ME IS THAT WE'RE  
14 NOT MOVING INTO ANOTHER DIRECT SERVICE SITUATION WHERE WE  
15 WILL NOT BE ABLE TO MAINTAIN AND SUSTAIN AND THE POTENTIAL  
16 FOR US AT THE POINT IN TIME WHERE WE DECIDE THAT OUR  
17 INVESTMENT HAS CONCLUDED, THAT WE'RE NOT LEAVING THE  
18 COMMUNITY WITH AN EMPTY SITUATION AGAIN AND FEELING THAT  
19 THEY'VE BEEN ESSENTIALLY USED FOR AN EXPERIMENT OR A STUDY  
20 OR A LEARNING OPPORTUNITY. SO I HAVE THAT CAUTIONARY NOTE  
21 COMING FROM A COMMUNITY PERSPECTIVE.

22 THE OTHER CONCERN I HAVE, I REALLY DIDN'T SEE --  
23 MAYBE I WAS TOTALLY OUT OF MY MIND MAYBE WHEN THE INITIAL  
24 PRESENTATION WAS DONE AT THE PROGRAM PLANNING COMMITTEE.  
25 BUT I DIDN'T PAY ATTENTION TO THE COST. \$900,000 MAY NOT

1 SOUND LIKE A BIG AMOUNT, BUT THIS IS A PHASE ONE  
2 INVESTMENT, RIGHT? AND SO MY END -- AND THE GOAL IN TERMS  
3 OF TRAINING 80 FACILITATORS PARTNERING WITH MULTIPLE  
4 AGENCIES, POSSIBLY THE SCHOOL DISTRICTS AND OTHER ENTITIES  
5 IF YOU'RE TALKING ABOUT MULTIPLE VENUES OR MULTIPLE  
6 PARTNERSHIPS, AND THE IMPACT ON 800 PARENTS HOPEFULLY --  
7 NO.

8 I FIND THAT 900,000 JUST DOESN'T JIVE FOR ME. SO  
9 MY -- MY -- MY WISH IS THAT WE TAKE THIS CONVERSATION BACK  
10 TO PROGRAM AND PLANNING AND THAT WE DELVE EVEN DEEPER INTO  
11 THIS.

12 AND THE OTHER THIRD AREA OF QUESTIONING IS, WHAT  
13 WOULD BE THE DOWNFALL -- OR DOWN SIDE OF US SAYING NO, WE  
14 WILL NOT MOVE FORWARD IN THIS PARTNERSHIP? WHAT WOULD BE  
15 THE DOWN SIDE? QUESTION.

16 MS. TRAN: OH, DO YOU WANT TO --

17 MS. DUBRANSKY: SO I'M GOING TO TRY TO CAPTURE  
18 ALL OF THE QUESTIONS.

19 THE FIRST ONE, YOU ARE CORRECT. AS CHRISTINE  
20 MENTIONED, ONE OF OUR STRATEGIC PLANNING -- OUR VIEW ON  
21 THIS INITIATIVES IS THAT THIS IS A RESEARCH AND  
22 DEVELOPMENT TYPE OF INVESTMENT. AND THE INTENT IS TO DO  
23 THAT IN SUCH A WAY AS TO IMBED SUSTAINABILITY WITH FIRST 5  
24 LA NOT BEING IN THE ROLE OF SUSTAINER OR SCALER. SO  
25 THAT'S WHY IT'S SO KEY TO HAVE ABRIENDO PUERTAS' CAPACITY

1 GROW AS WELL AS FOR US TO BEGIN IN PARTNERSHIP BECAUSE  
2 WHAT WE'VE LEARNED AND ACTUALLY WHAT CHRISTINE DIDN'T  
3 SHARE IS, CHRISTINE HAS ACTUALLY IMPLEMENTED ABRIENDO  
4 PUERTAS ACROSS ILLINOIS. AND IN HER EXPERIENCE THERE,  
5 BASED ON THE WAY SHE IMPLEMENTED AND WE'RE BRINGING HER  
6 LESSONS LEARNED HERE, THEY HAVE HAD THE MOST SUCCESS IN  
7 SUSTAINING THE PROGRAM.

8 SO YOU SEE 800 PARENTS HERE, BUT THAT'S JUST  
9 DURING THE LIFE OF OUR INVESTMENT. AFTER OUR INVESTMENT  
10 IS OVER, FAMILIES ARE STILL BEING ENROLLED BECAUSE THOSE  
11 FACILITATORS ARE STILL IN PLACE.

12 SO WHAT WE'RE TRYING TO DO IS LEARN WHAT WILL IT  
13 TAKE HERE IN LA COUNTY TO EMBED THIS PROGRAM AS CONCRETELY  
14 AS IT HAS BEEN IN SOME OTHER SUCCESSFUL AREAS SO THAT WE  
15 DON'T HAVE TO SCALE AND SUSTAIN IT. AND THAT'S WHY SOME  
16 OF THESE SYSTEMS. ONE, WE WANT TO TAKE ADVANTAGE OF THIS  
17 OPPORTUNITY IN TERMS OF THE POINT IN TIME WHERE SCHOOL  
18 DISTRICTS ARE LOOKING TO MEET THEIR REQUIREMENTS AROUND  
19 FAMILY ENGAGEMENT. WE WANT TO TAKE ADVANTAGE OF THE  
20 OPPORTUNITY THAT WE HAVE TO CO-FUND WITH SOME OTHER  
21 FUNDERS TO MAKE SURE THAT WE BUILD THE CAPACITY OF THE  
22 ORGANIZATION AND WE'RE BENEFITING FROM THE STRATEGIC  
23 PLANNING PROCESS THEY'RE DOING WITH OTHER RESOURCES WHERE  
24 OUR GOALS, THE GOALS THAT WE HAVE WORKED OUT, THAT WE HAVE  
25 HERE ARE EMBEDDED IN THEIR STRATEGIC PLANNING PROCESS.

1           SO IT'S REALLY ABOUT GETTING THE CAPACITY OF  
2 ABRIENDO PUERTAS SO THAT WE AREN'T IN THAT ROLE TO SCALE  
3 AND SUSTAIN, BUT THEY ARE READY TO DO THAT AND THAT THEY  
4 KNOW WHAT THEY NEED TO KNOW TO SUPPORT SUSTAINABILITY  
5 ACROSS THE VARIOUS INTERESTED PARTIES THAT THEY KNOW OF  
6 AND THE ONES THAT WE HOPE TO BUILD AS WE LEARN.

7           SO THAT'S -- THAT'S WHERE WE ARE TODAY.

8           MS. BELSHE: BARB, MAYBE YOU COULD SPEAK -- GO TO  
9 THE SLIDE IN TERMS OF THE NEXT SLIDE AND SPEAK TO THE COST  
10 DRIVERS AND SOME OF THE -- \$900,000 IS A LOT OF RESOURCES  
11 TO BE SURE. BUT MAYBE YOU CAN SPEAK MORE DIRECTLY BECAUSE  
12 I THINK IT'S BUILDING UPON THE POINT YOU WERE JUST MAKING.

13          MS. TRAN: I'M ACTUALLY GOING TO MOVE BACK TO THE  
14 OTHER SIDE SO I CAN ARTICULATE AT EACH LEVEL.

15          IN ORDER TO SUPPORT THE 20 SITES, WE ARE  
16 PROVIDING IMPLEMENTATION GRANTS OF \$5,000 EACH SITE. IT'S  
17 ENOUGH MONEY TO PROVIDE THE ESSENTIALS AND ALSO TO FIGURE  
18 OUT WHAT ELSE IS NEEDED. SO, FOR EXAMPLE, A SCHOOL SITE  
19 LIKE HEAD START MAY OR MAY NOT NEED CHILD CARE SERVICES  
20 BECAUSE THE CHILDREN ARE IN SESSION. BUT PARENTS WILL BE  
21 INTERACTING WITH, IN SOME CASES -- A SOCIAL WORKERS WHO  
22 GOES THROUGH THIS PROGRAM CAN FACILITATE THE PROGRAM TO  
23 THE PARENTS. AND SO THERE ARE DIFFERENT AVENUES IN WHICH  
24 WE LOOK AT HOW THE MONEY IS SPENT. AND SO TO COMPARE AND  
25 CONTRACT REAL COST IS REALLY IMPORTANT FOR PROVIDER

1 CAPACITY WHICH LEADS TO SYSTEMS CHANGE.

2 A LOT OF THIS MONEY ALSO IS FOR THE FACILITATOR  
3 INSTITUTE. EACH FACILITATOR INSTITUTE -- SO TO TRAIN 80  
4 FACILITATORS WILL BE ABOUT FOUR INSTITUTE AND EACH  
5 INSTITUTE WILL COST APPROXIMATELY \$45,000 FOR A THREE-DAY  
6 TRAINING PLUS A LOST TA AND ONE-ON-ONE SESSIONS. THERE  
7 MAY OR MAY NOT -- SOME SITES MAY OR MAY NOT NEED  
8 TRANSLATION SERVICES FOR FURTHER DOCUMENTS. AND SO A LOT  
9 OF SITES MIGHT DEVELOP OFFSHOOT PRIORITY AREAS THAT ARE  
10 IMPORTANT OR INTEGRAL FOR THAT PARTICULAR COMMUNITY. SO  
11 PART OF THE TA-ING IS TO HELP THEM ESTABLISH WAYS TO  
12 BETTER SUPPORT FAMILIES AFTER THEY'VE LEARNED A LITTLE BIT  
13 MORE ABOUT MENTAL HEALTH, PHYSICAL HEALTH, AND SOME OF THE  
14 CORE PIECES OF THE CURRICULUM.

15 SO THE MAJOR COST DRIVERS IS ESSENTIALLY GOING TO  
16 BE IN TECHNICAL ASSISTANCE AND REALLY SUPPORTING THOSE 20  
17 SITES SO THAT WE CAN LEARN IN PARTNERSHIP WITH THEM TO  
18 SUSTAIN THESE PROGRAMS.

19 SUPERVISOR KUEHL: OTHER QUESTIONS OR COMMENTS?  
20 DUANE.

21 COMMISSIONER DENNIS: I MEAN, THE COST -- I MEAN,  
22 IT DOESN'T STYMIE ME. I MEAN, WE WERE PAYING FIVE OR  
23 \$6,000 PER CHILD WHEN WE WERE DOING SCHOOL READINESS. I  
24 MEAN, SO I DON'T THINK, WHEN YOU LOOK AT 800 PARENTS, 80  
25 FACILITATORS, \$900,000 YOU'RE TALKING ABOUT MAYBE A

1 THOUSAND DOLLARS, YOU KNOW, A PARENT.

2 I THINK, HOWEVER, WHAT WILL BE NECESSARY -- I  
3 MEAN, YOU KNOW -- THEN IN ADDITION IS, I THINK REALLY  
4 INCREASES CAPACITY. SO I THINK THIS IS A  
5 CAPACITY-BUILDING TYPE OF INITIATIVE. AND I DO KNOW A  
6 LITTLE BIT ABOUT THIS, YOU KNOW, FROM MY WORK, YOU KNOW,  
7 WITH SANDRA OVER THE YEARS. AND IT HAS BEEN NOT ONLY  
8 SIGNIFICANCE IN LA COUNTY BUT, YOU KNOW, THROUGHOUT THE  
9 COUNTRY, AND I THINK IT WOULD BEHOOVE US TO MOVE FORWARD.

10 BUT TO YOUR POINT, NANCY, I THINK THE DEGREE TO  
11 WHICH STAFF COULD BRING THIS BACK TO P AND P WITH UPDATES  
12 AND -- YOU KNOW, BECAUSE THERE WILL BE, YOU KNOW, BUMPS ON  
13 THE ROAD. I THINK THAT WOULD BE EXTREMELY HELPFUL, BUT I  
14 WOULD WANT IN NO WAY, SHAPE, OR FORM TO STOP THIS AT THIS  
15 PARTICULAR TIME TAKING INTO CONSIDERATION THE PREPARATION  
16 THAT WE'VE HAD AS A COMMISSION OVER THE LAST FOUR TO SIX  
17 WEEKS AROUND THIS INITIATIVE.

18 SUPERVISOR KUEHL: OTHER THOUGHTS?

19 SEEMS LIKE A GOOD COMPROMISE IN A WAY TO ADOPT  
20 THIS MOTION TODAY, BUT ALSO TO MAKE CERTAIN THAT --  
21 RESPECTFULLY, NANCE, THAT WE CAN COME BACK TO P AND P SO  
22 WE UNDERSTAND AS WE GO ALONG HOW IT'S GOING.

23 I THINK NANCY ALSO RAISED KIND OF A POINT IN THE  
24 OTHER DIRECTION, WHICH IS NOT ONLY ABOUT THE, YOU KNOW,  
25 WHERE'S THE MONEY GOING, BUT ALSO TO BE CERTAIN THESE DAYS

1 SO WE DON'T RAISE AN EXPECTATION OF CONTINUITY. WE CALL  
2 SOMETHING PHASE ONE, WE HAVEN'T APPROVED PHASE TWO OR  
3 PHASE THREE IN TERMS OF ANY INVESTMENT THAT WE MIGHT MAKE,  
4 TO MAKE THAT CLEAR. BUT ALSO I THINK WHEN WE ARE ENGAGED  
5 IN RESEARCH, WHICH IS ONE OF OUR GOALS, WE WILL BE DOING  
6 PILOT PROGRAMS.

7 I MEAN, THIS IS SORT OF -- RESEARCH ISN'T JUST, I  
8 THINK I'LL SIT IN MY CHAIR AND THINK ABOUT IT. OFTEN WE  
9 ARE ENGAGING COMMUNITIES TRYING TO SEE WHAT WORKS, EMPLOY  
10 WHAT HAS BEEN SHOWN TO WORK IN THE PAST, AND SEE IF IT  
11 WORKS IN OUR COUNTY ACROSS OUR POPULATIONS. AND OFTEN WE  
12 WILL BE WORKING KIND OF A FULL PROGRAM AS A PILOT BUT NEED  
13 TO BE VERY CLEAR THAT WE ARE NOT, AS YOU SAID, MS. TRAN,  
14 THE SCALE -- THE PEOPLE WHO SCALE UP OR SHOULD BE EXPECTED  
15 TO SCALE UP AND TRY TO BUILD IN SUSTAINABILITY WHICH IS,  
16 WHO ELSE WILL TAKE THIS AND RUN, NOT JUST LEAVE 80 PEOPLE  
17 IN PLACE AND THAT WAS NICE.

18 SO I THINK THAT'S A VERY GOOD ROLE PERSONALLY FOR  
19 FIRST 5, AND I -- I'M PREPARED TO --

20 COMMISSIONER AU: MAY I JUST ASK ANOTHER?

21 SUPERVISOR KUEHL: NANCY, PLEASE.

22 COMMISSIONER AU: AGAIN, I GUESS THE PART THAT IS  
23 SOMEWHAT TROUBLING FOR ME IS THAT PARENT ENGAGEMENT HAS  
24 BEEN AN ONGOING COMPONENT OF HEAD START PROGRAMS. AND  
25 IT'S NOT THAT THIS IS A NEW THING. WE ALSO HAVE INVESTED

1 IN FAMILIES AND IN SCHOOLS. I THINK WE'VE ALSO INVESTED  
2 IN OTHER -- THROUGH OUR SCHOOL READINESS INVESTMENTS  
3 ALWAYS WITH THE -- THERE'S COMPONENTS IN THERE THAT  
4 REQUIRE FAMILIES TO BE ENGAGED WITHIN THE EDUCATION OF  
5 THEIR CHILDREN.

6 SO I -- I GUESS WHAT I'M LOOKING FOR IS WHAT IS  
7 THE DEFINING DIFFERENCE BETWEEN WHAT WE'VE SEEN UP TO THIS  
8 POINT IN TIME -- AND I'M -- I'M SURE WE'VE BEEN GATHERING  
9 DATA FROM THAT AS WELL -- AND WHAT THIS NEW PROJECT IS  
10 GOING TO BRING THAT IS DIFFERENT.

11 MS. TRAN: SO THE FOCUS -- ACTUALLY, I'M GLAD  
12 THAT YOU MENTIONED HEAD START. SO NATIONAL HEAD START  
13 ASSOCIATION ACTUALLY USES THE ABRIENDO PUERTAS MODEL. AND  
14 THEY HAVE TRAINED ABOUT 1,500 FACILITATORS ACROSS THE  
15 COUNTRY AND THAT PROGRAM HAS GROWN. ACTUALLY, IN LA  
16 ALONE, THERE'S 15,000 -- SORRY. I'M RETHINKING SOME OF  
17 THESE FACTS.

18 IN LA COUNTY, THERE'S 15 FACILITATORS ACCORDING  
19 TO THE NATIONAL HEAD START ASSOCIATION TRAINED IN ABRIENDO  
20 PUERTAS. AND THEY ACTUALLY HAVE A PROVIDER COLLABORATIVE  
21 ACROSS ALL FACILITATORS TO SHARE BEST PRACTICES.

22 SO ONE OF OUR GOALS IS TO REALLY BUILD THE  
23 CAPACITY PROVIDERS TO HAVE THEM HAVE A COMMUNITY SO THAT  
24 THEY CAN FIGURE OUT THINGS LIKE REAL COST. SO BECAUSE THE  
25 LOCAL THE CONTROLLED FUNDING FORMULA HAS THE LCAP

1 REQUIREMENT, A LOT OF FAMILY ENGAGEMENT PROVIDERS HAVE A  
2 HARD TIME ARTICULATING HOW MUCH MONEY OR RESOURCES THEY  
3 ACTUALLY NEED TO CARRY OUT SOME OF THEIR PARENT ENGAGEMENT  
4 PLANS.

5 SO PART OF THIS LEARNING PROCESS WILL ALLOW TO US  
6 WORK WITH PROVIDERS TO ARTICULATE HOW MUCH IT WOULD COST  
7 TO HAVE AN ABRIENDO PUERTAS PROGRAM TO ENGAGE NOT ONLY  
8 WITH THE LATINO COMMUNITY BUT ALSO THE NONLATINO COMMUNITY  
9 AND OTHER TYPES OF FAMILIES WITHIN THE COMMUNITY THAT  
10 INFORMS FAMILY AND COMMUNITY ENGAGEMENT.

11 SO NATIONAL HEAD START OPERATES THIS ABRIENDO  
12 PUERTAS LEARNING COMMUNITY TO SUPPORT PROVIDER CAPACITY.  
13 SO WE ARE TAKING SOME INFORMATION FROM THEIR LESSONS  
14 LEARNED AS THEY GROW ABRIENDO PUERTAS ACROSS THE COUNTRY  
15 IN THE HEAD START MODEL.

16 MS. DUBRANSKY: I JUST WANT TO ADD, TOO, I THINK  
17 I HEARD AN EVEN BROADER QUESTION THAN JUST ABRIENDO  
18 PUERTAS, AND THAT IS, WHAT MAKES US FOCUS ON THIS. THIS  
19 IS A FIRST STEP IN TERMS OF THE STRATEGY TWO OF FAMILIES  
20 IN OUR STRATEGIC PLAN, WHICH WAS ABOUT ENGAGING --  
21 IMPROVING HOW WE ENGAGE FAMILIES IN ECE AND HEALTH  
22 SETTINGS. ONE OF THE THINGS WE'RE GOING TO DO IS AT THE  
23 NEXT PPC, WE'RE GOING TO BE HAVING OUR CONVERSATION ABOUT  
24 FAMILY ENGAGEMENT BECAUSE I THINK WHAT YOU'RE POINTING TO  
25 IS SOMETHING THAT WE ARE RECOGNIZING -- HAVE RECOGNIZED

1 THROUGH ALL OF OUR INVESTMENTS IS, THERE ISN'T REALLY A  
2 FAMILY ENGAGEMENT FIELD. SO THERE ISN'T, YOU KNOW,  
3 COMPREHENSIVE AND COHERENT LEARNING GOING ON AND THERE  
4 ISN'T A SENSE OF BUILDING A FIELD SO THAT YOU CAN REALLY  
5 TELL THE DIFFERENCE BETWEEN SOMETHING THAT WORKS AND  
6 SOMETHING THAT DOESN'T WORK. THIS WOULD BE A WAY FOR US  
7 TO BEGIN TO CONTRIBUTE TO THAT FIELD. FIRST IN A SMALL  
8 AND INITIAL STEP TO CONTRIBUTE TO WHAT IS -- WE WILL TALK  
9 ABOUT AT PPC IS A CONCEPT THAT IS BECOMING A FIELD JUST  
10 BARELY NOW.

11 MS. TRAN: AND REALLY QUICKLY FOR THE FIELD OF  
12 EARLY -- THE FIELD OF FAMILY ENGAGEMENT IN TERMS OF  
13 RESEARCH, THERE IS A LOT OF RESEARCH THAT HAPPENS ACTUALLY  
14 IN THE ELEMENTARY WORLD -- ELEMENTARY SCHOOL WORLD, BUT  
15 THERE IS A DROP OFF OF INFORMATION IN THE EARLY CHILDHOOD  
16 AND MIDDLE SCHOOL ONWARD. SO THERE IS ACTUALLY VERY  
17 LITTLE INFORMATION THAT IS OUT THERE IN TERMS OF RESEARCH  
18 TO INFORM BEST PRACTICES IN EARLY CHILDHOOD EDUCATION AND  
19 FAMILY ENGAGEMENT.

20 COMMISSIONER AU: I THINK THAT I AM MORE  
21 COMFORTABLE NOW BECAUSE IN MY HEAD WHAT I'M SEEING IS A  
22 WAY TO SORT OF FEEL SUPPORTIVE IS THAT IT IS GOING TO BE  
23 AN OPPORTUNITY FOR US TO BE ABLE TO GET CLARITY AS TO WHAT  
24 IS TRULY REQUIRED IN TERMS OF GETTING SOME TRULY EFFECTIVE  
25 PARENT ENGAGEMENT ACTIVITY GOING ON AND -- AND BEING ABLE

1 TO DEFINITELY SAY THAT THIS IS USUALLY THE KIND OF  
2 INVESTMENT THAT AN ORGANIZATION WILL NEED TO CONSIDER WHEN  
3 THEY'RE DOING THIS KIND OF AUTHENTIC ENGAGEMENT. AND SO  
4 I'M COMFORTABLE WITH THAT.

5 BUT I REALLY NEEDED TO HEAR THIS FOR ME  
6 PERSONALLY BECAUSE, AGAIN, WHEN I LOOK AT BODY OF  
7 INVESTMENT WE HAVE DONE OVER THE YEARS WHERE THERE HAVE  
8 BEEN REAL SIGNIFICANT AMOUNT OF DOLLARS PUT INTO  
9 ENGAGEMENT OF PARENTS THEN, I QUESTION ADDITIONAL  
10 INVESTMENTS.

11 OKAY. THANK YOU.

12 SUPERVISOR KUEHL: QUESTIONS ARE VERY GOOD. I  
13 THINK WE ALL WONDER ISN'T SOMEBODY ELSE DOING THIS? WHAT  
14 ARE WE ADDING BY WHAT WE'RE DOING? AND ALSO, SINCE WE ARE  
15 NOT FUNDING ONGOING PROGRAMMING, WHAT ARE WE DOING THAT  
16 ISN'T, AS YOU SAID IN YOUR OTHER POINT, JUST KIND OF JUST  
17 ABANDONING PEOPLE WHO ARE COUNTING ON US.

18 AND I THINK WE'RE SENSITIVE TO BOTH OF THOSE. I  
19 THINK IT'S A VERY WELL RESPECTED PROGRAM. I THINK THE  
20 LEARNING THAT WE CAN GAIN FROM IT IS GOING TO BE VERY  
21 IMPORTANT. AND IT WILL LEAVE A REALLY GOOD TEMPLATE I  
22 THINK TO TRANSITION INTO CONTINUITY AND SCALING UP IN LA  
23 COUNTY, PARTICULARLY ACROSS A NUMBER OF COMMUNITIES, NOT  
24 ONLY THE LATINO COMMUNITY.

25 SO ANY OTHER QUESTIONS FROM THE BOARD?

1 COMMISSIONER GILLELAND: THANK YOU. THANK YOU  
2 FOR THE PRESENTATION.

3 I'D LIKE TO MAYBE OFFER A LITTLE BIT MORE COMFORT  
4 TO YOU, NANCY, IN TERMS OF MY PERSPECTIVE WITH THE K-12  
5 WORLD. THERE WAS MENTION OF THE LCAP, AND I THINK IT'S  
6 REALLY IMPORTANT TO POINT OUT THAT, WITH THE NEW  
7 MEASUREMENT, WE'RE REALLY CALLING -- WE'RE CALLING UPON  
8 SCHOOLS TO ESTABLISH MORE MEANINGFUL ENGAGEMENT FOR  
9 PARENTS. AND IT'S REALLY BEEN A CHALLENGE. AND I THINK  
10 THAT THERE'S GREATER IMPETUS AND A GREATER DEMAND AND NEED  
11 FOR THAT AND I THINK THIS WILL PROVIDE AN ADDED LAYER OF  
12 SUPPORT TO THE SCHOOLS THAT ARE REALLY TRYING TO TACKLE  
13 THAT.

14 SO I THINK THAT THERE'S AN ADDED BENEFIT. AND  
15 THE TIMING SEEMS VERY APPROPRIATE IN TERMS OF NEW RUBRIC  
16 AND THE ACCOUNTABILITY MEASURES THAT SCHOOLS WILL BE HELD  
17 TO FOR ONGOING FUNDING. SO I THINK THERE'S REALLY -- IT'S  
18 REALLY KIND OF I THINK OPTIMAL LEVERAGE POINT RIGHT NOW TO  
19 MOVE FORWARD.

20 SUPERVISOR KUEHL: OKAY. GOOD DISCUSSION. DO I  
21 HAVE A MOTION TO APPROVE THE STRATEGIC PARTNERSHIP WITH  
22 ABRIENDO PUERTAS?

23 COMMISSIONER DENNIS: SO MOVE.

24 COMMISSIONER ARAGON: SECONDED.

25 SUPERVISOR KUEHL: AND SECONDED.

1 IS THERE ANY OBJECTION TO A UNANIMOUS VOTE?  
2 WITH ONE --

3 COMMISSIONER ZEPEDA: ABSTENTION.

4 SUPERVISOR KUEHL: -- I GUESS ABSTENTION. IS  
5 THAT HOW WE RECORD IT FOR CONFLICT?

6 OKAY. IT IS APPROVED.

7 THE NEXT ITEM, ITEM 7. LET'S HAVE THE GOOD NEWS  
8 HERE. OUR COMPREHENSIVE ANNUAL FINANCIAL REPORT.  
9 WELCOME.

10 MR. GENIO: GOOD AFTERNOON, COMMISSIONERS AND  
11 EVERYONE.

12 TODAY I WILL BE PRESENTING THE COMPREHENSIVE  
13 ANNUAL FINANCIAL REPORT, ALSO KNOWN AS THE CAFR, WHICH IS  
14 THE RESULT OF OUR FINANCIAL AUDIT FOR FISCAL YEAR 15-16.  
15 THE CAFR IS A DETAILED PRESENTATION OF FIRST 5 LA'S  
16 FINANCIAL CONDITIONS AND REPORTS ON EACH ACTIVITIES AND  
17 BALANCES FOR EACH FISCAL YEAR. TODAY'S PRESENTATION  
18 INCLUDES THE INDEPENDENT AUDITOR'S REPORT, AN OVERVIEW OF  
19 HOW OUR FUND BALANCE WILL BE USED IN THE NEXT SEVERAL  
20 YEARS WITH OUR CURRENT STRATEGIC PLAN, AS WELL AS  
21 THREE-YEAR COMPARISONS OF REVENUES AND EXPENDITURES,  
22 PROGRAM ADMINISTRATIVE EXPENDITURES, AND FUND BALANCE, AND  
23 LASTLY NEXT STEPS FOR THE CAFR.

24 BEFORE I GO ON TO THE AUDIT RESULTS, I WOULD LIKE  
25 TO DO A SHORT OVERVIEW OF THE CAFR JOURNEY. THE AUDIT

1 PROCESS IN ITSELF TAKES ABOUT FIVE WEEKS TO COMPLETE AND  
2 IT IMPACTS THE WHOLE ORGANIZATION FROM INTERVIEWS WITH  
3 SENIOR MANAGEMENT, STAFF, AND COMMISSIONERS, CONFIRMATION  
4 OF PENDING LITIGATION FROM OUR LEGAL COUNSEL, AS WELL AS  
5 DIVING DEEP INTO OUR ACCOUNTS PAYABLE FILES TO ASSURE THAT  
6 THE APPROPRIATE INTERNAL CONTROLS ARE IN PLACE. WHEN THE  
7 DRAFT CAFR IS PRODUCED BY OUR AUDITORS, THE DRAFT CAFR  
8 GOES TO SEVERAL PRESENTATION INCLUDING THE BUDGET AND  
9 FINANCE COMMITTEE FOR THEIR ENDORSEMENT AS WELL AS AN  
10 INFORMATION ITEM WITH THE PROGRAM AND PLANNING COMMITTEE  
11 AND THE EXECUTIVE COMMITTEE. FINALLY, THIS DRAFT CAFR IS  
12 BEING PRESENTED TO YOU TODAY FOR YOUR APPROVAL.

13 AS STEWARDS OF PUBLIC FUNDS COMMISSIONERS HAVE  
14 OVERSIGHT AND MUST APPROVE THIS REPORT TO BE SUBMITTED TO  
15 THE STATE CONTROLLER'S OFFICE AND FIRST 5 CALIFORNIA TO  
16 MEET OUR STATE REPORTING REQUIREMENTS.

17 CONTINUING ON TO THE AUDIT RESULTS. AS STATED ON  
18 THE SLIDE AND ALSO ON PAGE 1 OF THE DRAFT CAFR INCLUDED IN  
19 YOUR MEETING PACKET OUR AUDITORS, VAVRINEK, TRINE, DAY &  
20 COMPANY, OR VTD, NOTED THE FINANCIAL STATEMENTS ARE  
21 PRESENTED FAIRLY IN ACCORDANCE WITH GENERALLY ACCEPTED  
22 ACCOUNTING PRINCIPLES. IN ADDITION AND SEPARATE FROM THE  
23 OPINION, DURING VTD'S NORMAL COURSE OF PERFORMING THEIR  
24 ASSIGNED FUNCTIONS DURING THE AUDIT, NO MATERIAL  
25 DEFICIENCIES IN INTERNAL CONTROL WERE IDENTIFIED, AND ALL

1 STATE COMPLIANCE REQUIREMENTS WERE MET. THERE WERE NO  
2 ADJUSTING ENTRIES IN OUR GENERAL LEDGER AND NO FINDINGS OR  
3 OBSERVATIONS WERE MADE WHICH REPRESENTS A CLEAN AUDIT.

4 I WOULD ALSO LIKE TO MENTION THAT THE FISCAL YEAR  
5 14-15 CAFR HAS RECEIVED A CERTIFICATE OF ACHIEVEMENT FOR  
6 EXCELLENCE IN FINANCIAL REPORTING FROM THE GOVERNMENT  
7 FINANCE OFFICER ASSOCIATION. THIS IS THE EIGHTH  
8 CONSECUTIVE YEAR THAT WE HAVE RECEIVE THIS AWARD.

9 NEXT IS OUR FUND BALANCE AS OF JUNE 30TH, 2016.  
10 THIS PIE CHART REFLECTS THE DISTRIBUTION OF OUR FUND  
11 BALANCE OF 460.08 MILLION USING TERMS TO BEST ILLUSTRATE  
12 HOW FIRST 5 LA ACCOUNTS FOR OUR FUNDS. STARTING WITH  
13 ORANGE SECTION, 7.45 PERCENT OF THE TOTAL FUND BALANCE  
14 REFLECTS FUNDS THAT HAVE BEEN ADVANCED TO A CONTRACTOR OR  
15 GRANTEE FOR SERVICES TO BE PROVIDED IN THE FUTURE.

16 THE BLUE SECTION REPRESENTS OVER ONE HALF OF THE  
17 TOTAL FOUND BALANCE OF -- AT 54 PERCENT. THESE FUNDS HAVE  
18 BEEN DEDICATED TO COMMISSION-APPROVED MULTIYEAR  
19 ALLOCATIONS FOR SPECIFIC INITIATIVES AS WELL AS THE ANNUAL  
20 16-17 APPROPRIATION APPROVED BY THE BOARD FOR PROGRAMS  
21 WITHOUT A MULTIYEAR ALLOCATIONS. THESE FUNDS ALSO SUPPORT  
22 YEAR TWO OF THE 2015-2020 STRATEGIC OUTCOMES AND  
23 STRATEGIES.

24 THE GREEN SECTION ARE FUNDS THAT ARE INTENDED FOR  
25 THE USE CONSISTENT WITH THE 2015-2020 STRATEGIC PLAN

1 GUIDELINES OVER THE NEXT THREE YEARS.

2 AND THE LAST PIECE OF THE PIE, THE PURPLE  
3 SECTION, REPRESENTS FUNDS DESIGNATED TO SUPPORT THE 16-17  
4 OPERATING BUDGET AND PURSUANT TO BOARD-APPROVED POLICY, A  
5 25 PERCENT RESERVE. WHAT THIS ALL MEANS IS THAT THE  
6 ENTIRETY OF OUR FUND BALANCE AT JUNE 2016 IS ALREADY  
7 DEDICATED FOR AN INTENDED PURPOSE TO BOARD ACTION. A  
8 FURTHER BREAKDOWN OF THE CLASSIFIED HIERARCHY CAN BE FOUND  
9 UNDER NOTE 5 STARTING ON PAGE 25 OF THE DRAFT CAFR.

10 AND THE NEXT THREE SLIDES WE'VE TAKEN THE RESULTS  
11 OF THIS YEAR'S AUDIT AND COMPARED THEM WITH THE PREVIOUS  
12 TWO YEARS. THE SLIDE REFLECTS REVENUES VERSUS  
13 EXPENDITURES WHICH CONTINUED A PATTERN OF SPENDING IN  
14 EXCESS OF REVENUE. TOTAL REVENUE DECREASED FROM 110  
15 MILLION IN 14-15 TO 108 MILLION FOR 15-16, A DECREASE OF  
16 2.65 MILLION OR 2.4 PERCENT.

17 TOTAL EXPENDITURES FOR 15-16 WERE ABOUT 190  
18 MILLION EXCEEDING REVENUE BY 82.3 MILLION CAUSING A  
19 DECREASE IN OUR NET POSITION BY THIS AMOUNT.

20 THIS GRAPH SHOWS A COMPARISON OF OUR PROGRAM AND  
21 ADMINISTRATIVE EXPENDITURES FOR. 15-16, THE ADMINISTRATIVE  
22 COST OF \$8.9 MILLION OR 4.69 OF THE TOTAL ACTUALLY  
23 EXPENDITURES IS WELL BELOW THE SPENDING CAP OF 11.3  
24 MILLION APPROVED BY THE BOARD DURING MIDYEAR REVISION.  
25 THE TOTAL PROGRAM EXPENDITURES OF 181.33 MILLION FOR 15-16

1 INCLUDES PROVIDED GRANTS AND ALLOCATIONS AS WELL AS  
2 OPERATIONS EXPENDITURES IN DIRECT SUPPORT OF PROGRAMMATIC  
3 EFFORTS.

4 THIS LAST GRAPH REFLECTS OUR DECLINING FUND  
5 BALANCE. AS PRESENTED IN THE PRIOR PIE CHART, FUND  
6 BALANCE AS OF JUNE 2016 IS 460.08 MILLION, WHICH DECREASED  
7 76.6 MILLION OR 14 PERCENT FROM THE JUNE 2015 BALANCE OF  
8 536.63 MILLION.

9 FOR NEXT STEPS, UPON YOUR APPROVAL OF THIS  
10 REPORT, THE CAFR WILL BE SUBMITTED TO THE STATE  
11 CONTROLLER'S OFFICE AND FIRST 5 CALIFORNIA BY NOVEMBER  
12 1ST. THIS INFORMATION WILL ALSO BE USED TO START A  
13 DIALOGUE TO UPDATE THE LONG-TERM FINANCIAL PROJECTION  
14 WHICH WILL BE PRESENTED STARTING IN DECEMBER AND SEEK  
15 BOARD APPROVAL IN JANUARY.

16 THAT ENDS MY PRESENTATION TODAY. AND ROGER  
17 ALFARO, PARTNER FROM VTD, AND STAFF ARE AVAILABLE FOR ANY  
18 QUESTION OR CONCERNS THAT THE COMMISSION WOULD LIKE TO  
19 ADDRESS.

20 THANK YOU.

21 SUPERVISOR KUEHL: THANK YOU VERY. EXCELLENT  
22 PRESENTATION AND GOOD NEWS FOR US.

23 I -- LET ME SAY ON BEHALF OF OUR BOARD, AND I'M  
24 CERTAIN THEY ALL JOIN ME. CONGRATULATION FOR THE VERY,  
25 VERY GOOD WORK. I MEAN, THIS IS EXCELLENT NEWS. I CAN'T

1 -- I DON'T WANT TO SAY THAT EVERY OTHER BOARD THAT I'VE  
2 EVER BEEN ON HAS NEVER GOTTEN A CLEAN AUDIT, BUT I COULD  
3 SAY IT NEVER GOT AN AUDIT WITHOUT ONE NOTE THAT SAYS YOU  
4 HAVE TO DO SOMETHING. SO THIS IS QUITE EXTRAORDINARY. I  
5 THINK A REALLY, REALLY FINE ACCOMPLISHMENT, AND WE'RE  
6 VERY, VERY PROUD OF YOU AND YOUR TEAM AND OF THE EXECUTIVE  
7 DIRECTOR'S LEADERSHIP IN THIS MATTER.

8 ANY QUESTIONS ON THE FINANCIAL REPORT OR COMMENTS  
9 OR ADDITIONAL PRAISE?

10 COMMISSIONER ARAGON: JUST TO COMMENT TO YOUR  
11 PRAISE. I MEAN TO DITTO IT ACTUALLY IS THAT IT'S BEEN A  
12 PLEASURE. I JUST RECENTLY TO GO VISIT THE CHAIR OF BUDGET  
13 FINANCE, AND I HAVE TO SAY THAT I'VE SAT ON THE COMMITTEE  
14 IN THE PAST PREVIOUSLY AND THERE ISN'T IS A DEFINITE HOW  
15 SHOULD I SAY -- HIGHER LEVEL OF PERFORMANCE HERE. AND  
16 IT'S REALLY TRULY APPRECIATED, AND I CONGRATULATE YOU AND  
17 I -- I DO LOOK FORWARD TO WORKING WITH THE COMMITTEE AND  
18 LOOKING -- WORKING ON AND GRAPPLING WITH THE LONG-TERM  
19 PROJECTIONS. I THINK IT'S REALLY WONDERFUL THAT -- AND I  
20 HAVE TO CREDIT THE COMMISSION BECAUSE WE'RE REALLY ONLY  
21 SPENDING WHAT MONEY WE DO HAVE OTHER -- AND NOT SPENDING  
22 MONEY THAT WE DON'T HAVE. AND THAT IS TRULY GOOD STEWARD  
23 SHIP AND I COMMEND THE COMMISSION AS WELL.

24 THANK YOU VERY MUCH.

25 SUPERVISOR KUEHL: THANK YOU.

1 DUANE. OH, I'M SORRY. I THOUGHT YOU WERE  
2 LEANING FORWARD INTO THE MICROPHONE.

3 COMMISSIONER DENNIS: I WAS JUST LEANING FORWARD  
4 TO LISTEN BETTER.

5 SUPERVISOR KUEHL: OKAY. WELL, I WOULD BE  
6 LISTENING -- OUR ACTION WOULD BE A MOTION TO APPROVE THE  
7 COMPREHENSIVE ANNUAL FINANCIAL REPORT.

8 COMMISSIONER DENNIS: SO MOVED.

9 SUPERVISOR KUEHL: IT IS MOVED.

10 COMMISSIONER ZEPEDA: SECOND.

11 SUPERVISOR KUEHL: AND SECONDED.

12 IS THERE ANY OBJECTION TO A UNANIMOUS VOTE?

13 SEEING NONE, THAT IS APPROVED.

14 MS. BELSHE: AND IF I MAY, MADAM CHAIR, JUST  
15 ACKNOWLEDGING NOT ONLY TINO WHO'S BEEN THE FRONT MAN ON  
16 THE CAFR JOURNEY BUT OUR DIRECTOR OF FINANCE. AND I KNOW  
17 WE HAVE THE BETTER PART OF OUR WHOLE FINANCE TEAM HERE  
18 TODAY. FINANCE HAS BEEN POINT BUT IT'S REALLY BEEN AN  
19 ORGANIZATION-WIDE ROLE OVERSEEN IN OUR ADMIN DIVISION WITH  
20 KARLA, JOHN. AND I JUST REALLY WANT TO COMMEND THEM FOR  
21 THE TERRIFIC --

22 SUPERVISOR KUEHL: CAN WE ASK THAT TEAM TO STAND  
23 SO THAT WE CAN THANK THEM.

24 (APPLAUSE)

25 SUPERVISOR KUEHL: ALSO LIKE TO THANK MR. ALFARO

1 FOR HIS WORK WITH US.

2 SO MONEY ALWAYS MAKES ME FEEL LIKE I NEED A  
3 BREAK. AND LOTS OF MONEY MAKES ME FEEL LIKE A NEED A  
4 BREAK. SO IT IS AT THE MOMENT 2:55. LET US RETURN AT  
5 3:05, AND WE WILL THEN BEGIN AGAIN WITH ITEM NUMBER 9.

6 (A BRIEF BREAK.)

7 SUPERVISOR KUEHL: CAN WE START AGAIN, PLEASE.  
8 PLEASE, TAKE YOUR SEATS. DON'T MAKE ME CALL YOU BY NAME.  
9 I USED TO BE A PROFESSOR. DID YOU KNOW THAT?

10 COMMISSIONER ARAGON: THAT'S IT.

11 SUPERVISOR KUEHL: OKAY. THERE'S GOING TO BE A  
12 TEST. ANYBODY STANDING UP HAS TO TAKE IT TWICE, EXCEPT  
13 FOR THE PRESENTERS OF COURSE.

14 ALL RIGHT. WE ARE MOVING THEN TO ITEM NUMBER 9.  
15 ITEM NUMBER 9 RELATES TO POTENTIAL SUPPORT FOR  
16 PROPOSITIONS 55 AND 56. LET US HEAR THE PRESENTATION.

17 MS. BROWNSON: GOOD AFTERNOON. SO THIS  
18 PRESENTATION ESSENTIALLY PICKS UP ON THE CONVERSATION WE  
19 BEGAN ON SEPTEMBER 29TH AT THE P AND P MEETING ABOUT HOW  
20 TO SUPPORT POLICY AND SYSTEMS CHANGE BEYOND FIRST 5  
21 FUNDING STREAMS DIRECTLY. AND SO WE ARE RETURNING TO SEEK  
22 BOARD SUPPORT FOR PROPOSITIONS 55 AND 56 TODAY.

23 SO THE OVERVIEW ESSENTIALLY IS THAT WE'RE GOING  
24 TO PROVIDE CONTEXT OF THE PARAMETERS IN WHICH WE CAN  
25 CONSIDER ENDORSEMENT ACTIVITIES. WE'RE GOING TO DO A

1 HIGH-LEVEL REVIEW OF THE ANALYSIS OF THE PROPOSITIONS THAT  
2 ARE BEFORE US, PROPOSITIONS 55 AND 56, AND THEN TURN IT  
3 BACK TO THE BOARD FOR CONSIDERATION AND A VOTE ON SUPPORT.

4 REFLECTING ON THE CHAIR'S COMMENTS AT THE OUTSET,  
5 THIS CONVERSATION REALLY COMES AT A TIME WHERE WE ARE  
6 THINKING ABOUT FOCUS AND COLLABORATION AND MOST EXPLICITLY  
7 PARTICIPATION IN OTHER SYSTEMS BEYOND THOSE THAT EXIST  
8 WITHIN THE WALLS OF FIRST 5 LA TODAY.

9 OUR EXECUTIVE DIRECTOR ALSO IN THE THEMES OF  
10 PARTNERSHIP, OF RELATIONSHIP BUILDING, AND HOW TO IN FACT  
11 ENGAGE IN TRANSFORMATIVE WORK. AND THE SLIDE BEHIND YOU  
12 IS REALLY TAKING A VERY DEEP LOOK AT POLICY SYSTEMS AND  
13 SCALE THAT AFFECT THE LARGEST NUMBER OF CHILDREN ZERO TO  
14 FIVE IN THE COUNTY.

15 I WAS ALSO THINKING ABOUT COMMISSIONER TILTON'S  
16 EARLIER COMMENTS ABOUT NO ONE ORGANIZATION BEING ABLE TO  
17 TRANSFORM THE LIVES OF CHILDREN ALONE AND THE EFFORT TO  
18 ENGAGE IN THE BALLOT MEASURES IS REALLY REFLECTIVE OF THE  
19 EFFORTS THAT WE CAN UNDERTAKE TO SUPPORT OUR PARTNERS AND  
20 THEIR FUNDING STREAMS TO ESSENTIALLY SUPPLEMENT WHAT  
21 BEGINS AS A SPARK HERE.

22 SO ON THE ADVICE OF OUR WISE COUNSEL, WE HAVE  
23 CLEAR GUARDRAILS AS TO HOW WE CAN AND CANNOT ENGAGE. AND  
24 THERE ARE A CLEAR SET OF ACTIVITIES THAT ARE BRIGHT LINE  
25 UNDERSTOOD TO BE PERMISSIBLE ACTIVITIES BY EXISTING CASE

1 LAW. WE CAN UNDERTAKE AN OBJECTIVE ANALYSIS OF BALLOT  
2 PROPOSITIONS. WE CAN TAKE A POSITION, POST THE POSITION  
3 IN OUR MINUTES, POST THE POSITION ON OUR WEB SITE AND OUR  
4 REGULAR NEWSLETTER, AND WE CAN RESPOND AND ACCEPT  
5 INVITATIONS TO CLARIFY THE BASIS FOR OUR DECISION TO TAKE  
6 A SUPPORT OR OPPOSED POSITION.

7 THERE ARE ALSO BRIGHT LINES AS TO WHAT TYPES OF  
8 ACTIVITIES WE CANNOT ENGAGE IN. SO THE BULLETED LIST HERE  
9 IS IMPERMISSIBLE CAMPAIGN ACTIVITIES THAT I THINK WE  
10 COVERED A LITTLE BIT IN P AND P LAST TIME. THEY'RE  
11 ACTIVITIES THAT WE ABSOLUTELY ARE NOT PROPOSING TO  
12 UNDERTAKE AND WE'LL NOT ENTERTAIN DOING SO. SIGNATURE  
13 GATHERING, URGING A PARTICULAR VOTE, PRODUCING CAMPAIGN  
14 MATERIALS OR LINKING DIRECTLY TO CAMPAIGNS ARE THINGS THAT  
15 WE ARE NOT ASKING THIS BOARD TO APPROVE AND WOULD NOT BE  
16 PERMITTED UNDER EXISTING LAW.

17 SO THE QUESTION TODAY AND WHAT WE'RE REQUESTING  
18 APPROVAL FOR IS A SUPPORT POSITION FOR TWO BALLOT  
19 MEASURES, PROPOSITIONS 55 AND 56. THE FACTORS THAT WE  
20 CONSIDERED IN LOOKING AT THE FULL LIST OF STATE BALLOT  
21 MEASURES WERE THE DEGREE TO WHICH THE BALLOT MEASURES  
22 ALIGNED WITH STRATEGIC PRIORITIES, THE IMPACT ON YOUNG  
23 CHILDREN IN LOS ANGELES COUNTY, THE SUSTAINABILITY OF THE  
24 FUNDING IMPLICATIONS, LIKELIHOOD OF SUCCESS, REPUTATIONAL  
25 RISK, AND PARTNERSHIP IMPLICATIONS.

1           THESE ARE OUR STRATEGIC PLAN OUTCOME AREAS WHICH  
2 I KNOW ARE NEAR AND DEAR TO EVERYONE'S HEART. AND, AGAIN,  
3 THOSE TWO MEASURES THAT WE'RE BRINGING BEFORE YOU TODAY  
4 MOST CLEANLY ALIGN WITH OUR STRATEGIC PLAN OUTCOMES.

5           THE FIRST PROPOSITION THAT WE'RE GOING TO REVIEW  
6 IS PROPOSITION 55. THIS A 12-YEAR EXTENSION OF EXISTING  
7 TAXES THAT WERE ENACTED THROUGH PROP 30 IN 2012. THIS IS  
8 A TAX ON THE TOP 1.5 PERCENT OF INCOME EARNERS IN THE  
9 STATE, AND IT'S EXPECTED TO GENERATE FOUR TO \$9 BILLION  
10 ANNUALLY. THE PRINCIPLE PURPOSES FOR WHICH THIS WILL BE  
11 PUT TO USE ARE K TO 14 EDUCATION, SO THE K TO 12 SYSTEM  
12 AND THE COMMUNITY COLLEGE SYSTEM, MEDI-CAL, AND THEN ALSO  
13 TRAILING PAYMENTS FOR BUDGET RESERVES AND DEBT PAYMENTS.

14           THIS IS CLEARLY ALIGNED WITH OUR EARLY CARE AND  
15 EDUCATION FOCUS AREA, AND IN PARTICULAR THE FUNDING TO K  
16 TO 12 SCHOOL DISTRICTS, MANY OF WHICH HAVE MADE SIZABLE  
17 INVESTMENTS IN EARLY CARE AND EDUCATION AFTER THE PASSAGE  
18 OF PROP 30. HERE IN OUR OWN NEIGHBORHOOD, LAUSD JUST THIS  
19 LAST YEAR INVESTED ALMOST 50 MILLION IN NEW FUNDING IN  
20 EARLY CHILDHOOD AND HAVE MADE PUBLIC STATEMENTS TO THE  
21 EFFECT THAT THEIR ABILITY TO CONTINUE TO FUND INITIATIVES  
22 SUCH AS THOSE ARE DEPENDENT ON THE CONTINUED FUNDING OF  
23 PROP 30.

24           WE ALSO JUST GOT A PIECE OF ANALYSIS LOOKING AT  
25 THE MOST RECENT ALLOCATION OF CALIFORNIA STATE PRESCHOOL

1 PROGRAMS, THE PRIMARY FOUR-YEAR OLD PROGRAM FUNDING FROM  
2 THE STATE. AND WHEREAS TWO TO THREE YEARS AGO, IT WAS  
3 ABOUT 50 PERCENT OF THE UPTAKE THAT WAS COMPRISED BY K TO  
4 12 SCHOOL DISTRICT, IT IS NOW LOOKING CLOSER TO 70  
5 PERCENT.

6 SO ALL OF THAT IS TO UNDERSCORE THAT SCHOOL  
7 DISTRICTS ARE CRITICAL PARTNERS IN THE WORK OF EARLY CARE  
8 AND EDUCATION AND THEIR FINANCES IMPACT YOUNG CHILDREN'S  
9 FINANCES AND THEIR FINANCES IMPACT OUR FINANCES AND THE  
10 ABILITY TO REACH MORE CHILDREN AND WITH HIGHER-QUALITY  
11 SERVICES.

12 THE MEDI-CAL FUNDING AS WELL IS SIGNIFICANT. IN  
13 LA COUNTY RIGHT NOW, IT'S MORE THAN 300 -- IT'S ALMOST  
14 380,000 YOUNG CHILDREN ZERO TO FIVE WHO ARE CURRENTLY  
15 SERVED BY MEDI-CAL. WE ANTICIPATE THAT AN INCREASE TO  
16 MEDI-CAL FUNDING COULD BOTH COVER MORE CHILDREN AS WELL AS  
17 OFFER THE POTENTIAL OF ADDITIONAL SERVICES LIKE  
18 DEVELOPMENTAL SCREENINGS WHICH ARE ALSO CALLED OUT IN OUR  
19 STRATEGIC PLAN.

20 ALSO QUITE IMPORTANTLY I THINK THERE ARE  
21 REPUTATIONAL BENEFITS THAT WE WOULD GAIN FROM ESSENTIALLY  
22 BEING A PART OF THIS CONVERSATION. TO DATE, THERE IS NOT  
23 ANOTHER ORGANIZATION THAT IS SAYING AND FULLY EXPLICATING  
24 HOW PROPOSITION 55 AFFECTS YOUNG CHILDREN. AND THAT'S A  
25 VALUE ADD TO THE FIELD AND A FACTUAL PIECE OF ANALYSIS

1 THAT WE CAN PROVIDE.

2 THE OPPOSITION ARGUMENTS ARE LISTED HERE AND A  
3 VARIETY OF THEM DEAL WITH MOTIVATIONS. I WILL JUST  
4 SUMMARIZE BY SAYING THAT NONE OF THE OPPOSITION ARGUMENTS  
5 ADDRESS ZERO TO FIVE-YEARS OLD OR THE IMPACTS ON THEIR  
6 FAMILIES. AND SO THEY'RE SOMEWHAT ANCILLARY TO OUR  
7 MISSION. AND I'LL TAKE QUESTIONS ON INDIVIDUAL ONES IF  
8 THAT'S HELPFUL.

9 THIS IS THE LIST OF SUPPORTERS AND OPPONENTS FOR  
10 PROPOSITION 55. THE BOLDED ONES UNDER SUPPORTERS ARE  
11 LATEST BREAKING NEWS, THAT IS THAT FIRST 5 ASSOCIATION,  
12 FIRST 5 SANTA CRUZ, FIRST 5 SANTA CLARA, AND FIRST 5 MARIN  
13 HAVE TAKEN SUPPORT POSITIONS IN THE INTERIM BETWEEN THE  
14 LAST P AND P MEETING AND TODAY. THERE IS STILL NO  
15 REPORTED OPPOSITION FUNDING. AND OUR RECOMMENDATION FOR  
16 PROPOSITION 55 IS TO ENDORSE.

17 FOR PROPOSITION 56, THIS IS THE MEASURE TO  
18 INCREASE TOBACCO TAXES BY \$2 A PACK, BRINGING IT TO 2.87.  
19 BY WAY OF REFERENCE, NEW YORK'S TOBACCO TAX IS CURRENTLY  
20 AT \$4.35 PER PACK, SO WE WOULD STILL BE LAGGING OUR  
21 NEAREST STATE COMPARISON AND IT WOULD TAKE US FROM BEING  
22 37TH IN THE NATION IN TERMS OF TOBACCO TAXES TO NINTH IN  
23 THE NATION. IT WOULD ALSO IMPOSE NEW E-CIGARETTE TAXES  
24 AND IS EXPECTED TO GENERATE 1.1 TO 1.4 BILLION ANNUALLY,  
25 AND THE FUNDING WOULD GO TO MEDI-CAL AND OTHER PUBLIC

1 HEALTH PROGRAMS AS WELL AS TOBACCO PREVENTION AND TRAINING  
2 AND RESEARCH.

3 IN TERMS OF THE IMPLICATIONS DIRECTLY FOR FIRST  
4 5, THERE IS A HOLD HARMLESS WHICH ESSENTIALLY IS A  
5 BACKFILL FOR THE EXPECTED DECREASE IN REVENUE. IN  
6 ADDITION, THERE WOULD BE TEN TO 40 MILLION EXPECTED FOR  
7 THE NEW SOURCE OF FUNDING FROM E-CIGARETTES. THIS BEGINS  
8 TO ADDRESS SOME OF THE SUSTAINABILITY DEMANDS THAT WE BUT  
9 CERTAINLY ALL OF OUR OTHER FIRST 5 COUNTY COMMISSIONS  
10 AROUND THE STATE ARE FEELING AND IS OBVIOUSLY ALIGNED WITH  
11 OUR HISTORICAL TOBACCO CESSATION HISTORY. THIS IS ALSO AN  
12 OPPORTUNITY TO ELEVATE ZERO TO FIVE WITHIN THE  
13 CONVERSATION THAT IS ONGOING. BUT WE ALSO WANT TO BE  
14 CANDID THAT THIS MAY DRAW SOME NEGATIVE TARGETING BECAUSE  
15 THERE IS IN FACT FUNDED OPPOSITION.

16 THE OPPOSITION AGAIN MAKES A VARIETY OF  
17 ARGUMENTS, WHICH I'LL JUST AGAIN SAY NONE OF WHICH ARE  
18 ADDRESSING ZERO TO FIVE-YEAR OLDS OR THEIR FAMILIES. THEY  
19 LARGELY FOCUS ON THE IDEA THAT THERE ARE OTHER ALTERNATIVE  
20 PRIORITIES THAT SHOULD BE FUNDED AND A HOST OF OTHER  
21 ARGUMENTS WHICH AGAIN I'D BE HAPPY TO ADDRESS IN THE  
22 QUESTIONS.

23 IN TERMS OF SUPPORT AND OPPONENTS, WE HAVE AGAIN  
24 LATEST BREAKING, FIRST 5 ASSOCIATION ACTUALLY HAD ENDORSED  
25 AS OF P AND P LAST TIME, BUT WE HAVE MORE RECENTLY ADDED

1 FIRST 5 SANTA CRUZ, SANTA CLARA, AND MARIN WHICH HAVE  
2 TAKEN SUPPORT POSITIONS FOR PROPOSITION 56. IN  
3 OPPOSITION, IT'S PHILIP MORRIS AND RJ REYNOLDS TOBACCO  
4 COMPANY AND THE HOARD JARVIS ASSOCIATION. THE MONEY  
5 QUESTION ESSENTIALLY IS TWO TO ONE. SO THE OPPONENTS ARE  
6 AT ALMOST 36 MILLION IN FUND RAISED OPPOSITION AND 17  
7 MILLION IN SUPPORT. REALISTICALLY, WE ALSO KNOW THAT  
8 THESE ARE TOUGH ODDS. NO TOBACCO TAX HAS PASSED SINCE  
9 '98, AND THERE ISN'T A HISTORY OF TAXING E-CIGARETTES.

10 THIS IS ESSENTIALLY A TREND LINE WHICH SHOWS THAT  
11 PROPOSITION 55 CONTINUES TO PULL STEADILY IN THE 55 TO 59  
12 PERCENT RANGE AND PROPOSITION 56 HAS ESSENTIALLY TAKEN  
13 HITS SINCE THE ONSLAUGHT OF OPPOSITION ADVERTISING. THAT  
14 SAID, IT IS STILL HEALTHFULLY ABOVE 50 PERCENT, AND WE  
15 THINK IT BEARS ENDORSEMENT STILL.

16 THE LAST THING I'LL JUST OFFER IS A RUN -- IS A  
17 REMINDER OF WHAT THE PRACTICAL IMPLICATIONS OF ENDORSEMENT  
18 WOULD MEAN; THAT ESSENTIALLY IT WOULD BE IN OUR MINUTES,  
19 IT WOULD GO ON OUR WEB SITE, IT WOULD GO INTO A  
20 NEWSLETTER, AND WOULD ENABLE US TO RESPOND TO INVITATIONS  
21 TO PRESENT THE BALLOT MEASURE EFFECTS AS NEEDED.

22 SO I DO NOT HAVE MY CUTE PHOTOS OF MY KIDS  
23 BECAUSE THEY'VE AGED OUT OF ZERO TO FIVE, BUT I MAY INSERT  
24 THEM AT A FUTURE PRESENTATION BECAUSE THEY ONCE WERE ZERO  
25 TO FIVE.

1 SUPERVISOR KUEHL: I THINK OLD BABY PICTURES  
2 WOULD DO. I MEAN, IT'S WORTH -- OR CAT VIDEOS.

3 THANK YOU VERY MUCH FOR THE PRESENTATION. I  
4 THINK VERY THOROUGH ON THE LEGAL GROUND AS WELL AS THE  
5 ISSUES OF EACH OF THE PROPOSITIONS.

6 ANY DISCUSSION BY THE COMMISSIONERS?

7 SUPERVISOR KUEHL: NANCY. NANCY AND THEN  
8 MARLENE.

9 COMMISSIONER AU: THIS IS OUT OF CURIOSITY. PROP  
10 55 WHERE THEY HAVE LISTED THE AREAS IN WHICH FUNDING IS  
11 GOING TO GO TO, I'M ASSUMING THAT IT IS -- IT DIFFERS FROM  
12 THE ORIGINAL TAX EXTENSION AT THE TIME -- I MEAN, WAS THE  
13 UTILIZATION OF THOSE TAX DOLLARS DIFFERENT FROM WHAT WE  
14 ARE SEEING IN THE CURRENT PROPOSITION?

15 MS. BROWNSON: YES. SO THERE ARE TWO WAYS IN  
16 WHICH IT MATERIALLY DIFFERS FROM THE 2012 VERSION, WHICH  
17 WAS PROP 30. THERE IS AN EXPLICIT CARVE OUT FOR MEDI-CAL  
18 FOR LOW-INCOME PEOPLE FOR HEALTH CARE. AND THERE WAS ALSO  
19 A NEGOTIATED TRUCE IN TERMS OF THE ALLOCATION OF FUNDING  
20 THAT WOULD GO TO BUDGET RESERVES AND DEBT PAYMENTS. AND  
21 THAT WAS -- THERE WAS AN INITIAL ITERATION OF THIS BALLOT  
22 MEASURE THAT WAS FIRST SUBMIT. THERE WERE CONVERSATIONS  
23 AND NEGOTIATIONS ONGOING WITH THE GOVERNOR. AND THE MOST  
24 RECENT AND STILL EXISTING VERSION INCLUDES THE LINE ITEMS  
25 FOR BUDGET RESERVES AND DEBT PAYMENTS.

1 COMMISSIONER AU: THANK YOU.

2 SUPERVISOR KUEHL: MARLENE.

3 COMMISSIONER ZEPEDA: KIM, I HAD A QUESTION ABOUT  
4 THE NEWSPAPERS ENDORSING EITHER ONE OF THESE PROPOSITIONS.  
5 HOW IS THAT GOING UP AND DOWN THE STATE?

6 MS. BROWNSON: SO THEY ARE NOT LISTED ON HERE. I  
7 ACTUALLY DON'T HAVE THE LIST OF ENDORSERS IN TERMS OF  
8 NEWSPAPERS. THERE -- THERE ARE VERY FEW OUTLETS THAT HAVE  
9 ACTUALLY COME OUT IN OPPOSITION TO PROPOSITION 55 ACROSS  
10 THE BOARD IN MEDIA, IN ORGANIZATIONS. THE LIST OF  
11 OPPONENTS FOR PROP 55 --

12 MS. BELSHE: YOU MEAN 55 OR 56 WITH WHAT YOU JUST  
13 SAID?

14 MS. BROWNSON: 55. ARE THE HOWARD JARVIS  
15 ASSOCIATION, THE CALIFORNIA CHAMBER, AND THE CALIFORNIA  
16 REPUBLICAN PARTY. AND, AGAIN, THERE'S NO FUNDED  
17 OPPOSITION. THOSE ARE OPPOSITION STATEMENTS AND  
18 POSITIONS, BUT NOT ONES ATTACHED TO FUNDING.

19 I -- I AM NOT AWARE OF ANY MAJOR NEWS OUTLET THAT  
20 HAS TAKEN AN OPPOSED POSITION --

21 COMMISSIONER ZEPEDA: A NO POSITION ON IT?

22 MS. BROWNSON: -- ON EITHER OF THEM, BUT I WOULD  
23 BE HAPPY TO ALSO CONFIRM THAT AND SEND THAT OUT TO THE  
24 BOARD AFTERWARDS.

25 SUPERVISOR KUEHL: ANY OTHER QUESTIONS OR

1 COMMENTS?

2 JUDY.

3 COMMISSIONER ABDO: I WOULD MOVE THAT WE FOLLOW  
4 STAFF RECOMMENDATIONS.

5 SUPERVISOR KUEHL: THAT WOULD BE TO ENDORSE BOTH  
6 PROP 55 AND PROP 56.

7 COMMISSIONER ABDO: YES.

8 SUPERVISOR KUEHL: I THINK IT SHOULD BE REFLECTED  
9 IN THE RECORD THAT THOSE MEMBERS OF OUR COMMISSION WHO ARE  
10 HERE REPRESENTING COUNTY DEPARTMENTS WILL NOT TAKE A  
11 POSITION ON THIS AT THIS -- ON THIS VOTE BECAUSE THE BOARD  
12 OF SUPERVISORS, WE HAVE NOT REALLY ASKED THEM TO TAKE A  
13 VOTE ON IT. SO THERE'S NO REAL AUTHORITY FOR THEM TO TAKE  
14 A VOTE ON BEHALF OF THE COUNTY.

15 I THINK BRANDON INDICATED THE SAME FOR LACOE  
16 THOUGH THE LACOE BOARD DID VOTE TO ENDORSE PROP 55. SO I  
17 THINK IT'S IMPORTANT, IF THERE ARE ABSTENTIONS, WHICH  
18 THERE WILL BE, THAT SOMEHOW WE RECORD THAT THEY WERE  
19 REFLECTIVE OF A PROFESSIONAL DECISION.

20 WHAT DO YOU THINK, COUNSEL? BECAUSE OTHERWISE IT  
21 LOOKS LIKE PEOPLE ARE JUST SAYING, I DON'T LIKE THESE  
22 PROPOSITIONS WHICH MAY -- MAY OR MAY NOT BE THE CASE,  
23 BUT --

24 MR. STEELE: I THINK THAT WOULD BE APPROPRIATE TO  
25 HAVE REFLECTED IN THE MINUTES, CHAIR.

1 SUPERVISOR KUEHL: I'M SORRY. I MEANT DAYTON,  
2 NOT BRANDON. FORGIVE ME.

3 SAY AGAIN.

4 MR. STEELE: I THINK THAT WOULD BE APPROPRIATE TO  
5 HAVE THAT DISTINCTION NOTED IN THE MINUTES, THAT THOSE  
6 ABSTENTIONS WERE FOR, AS YOU SAID, PROFESSIONAL REASONS  
7 AND NOT CONTENT RELATED REASONS.

8 SUPERVISOR KUEHL: OKAY.

9 COMMISSIONER DENNIS: MADAM CHAIR, CAN I SUGGEST  
10 THAT DAYTON CAN VOTE ON 55 AND NOT ON 56?

11 SUPERVISOR KUEHL: HE'S NOT CERTAIN WHETHER --  
12 BECAUSE SOMETIMES YOU DON'T KNOW WHETHER A BOARD IS  
13 AUTHORIZING YOU TO DO IT AT ANOTHER BOARD. SO I THINK MY  
14 OWN LEGAL OPINION, WHICH IS COMPLETELY IRRELEVANT HERE,  
15 WOULD BE THAT HE COULD, BUT I THINK ONE ALWAYS WANTS TO  
16 CHECK. EVEN IF YOUR BOARD'S TAKING A POSITION, YOU WANT  
17 TO SAY, IS IT OKAY FOR ME TO TAKE.

18 SO LET US SEE HOW WE DO. THEY'RE NINE VOTING  
19 MEMBERS TO THE BOARD. FIVE US OF US WOULD BE A MAJORITY.  
20 SO LET US SEE IF WE HAVE A MAJORITY AND WE'LL DISCUSS IT  
21 IF WE DO NOT.

22 WE HAD A MOTION. AND DO WE HAVE A SECOND TO --

23 COMMISSIONER ZEPEDA: SECOND.

24 SUPERVISOR KUEHL: ALL RIGHT. IT'S BEEN MOVED  
25 AND SECONDED TO ENDORSE BOTH PROP 55 AND PROP 56 ON BEHALF

1 OF FIRST 5 LA. WE PROBABLY SHOULD HAVE A ROLL CALL SO THE  
2 ABSTENTIONS ARE REFLECTED.

3 IS THAT CORRECT, COUNSEL?

4 MR. STEELE: YES.

5 SUPERVISOR KUEHL: OKAY.

6 SECRETARY: JUDY ABDO.

7 COMMISSIONER ABDO: YES.

8 SECRETARY: NANCY AU.

9 COMMISSIONER AU: YES.

10 SECRETARY: DUANE DENNIS.

11 COMMISSIONER DENNIS: YES.

12 SECRETARY: LINDA ARAGON.

13 COMMISSIONER ARAGON: ABSTAIN.

14 SECRETARY: DAYTON GILLELAND.

15 COMMISSIONER GILLELAND: ABSTAIN.

16 SECRETARY: MARLENE ZEPEDA.

17 COMMISSIONER ZEPEDA: YES.

18 SECRETARY: SHEILA KUEHL.

19 SUPERVISOR KUEHL: YES.

20 ALL RIGHT. THAT REPRESENTS A MAJORITY OF THE  
21 BOARD AND, THEREFORE, THIS ACTION ITEM IS APPROVED. FIRST  
22 5 LA OFFICIALLY ENDORSES PROP 55 AND PROP 56.

23 THANK YOU VERY MUCH FOR THE VERY THOUGHTFUL  
24 PRESENTATION. AND I KNOW PEOPLE HAVE BEEN THINKING ABOUT  
25 THIS EVEN BEFORE THEY WALKED IN THIS ROOM, SO I PERSONALLY

1 THINK THIS IS GREAT, I'LL JUST SAY PERSONALLY.

2 LET US MOVE THEN TO ITEM 10, WHICH IS OUR LAST  
3 SUBSTANTIVE ITEM ON THE AGENDA, AN INFORMATION ITEM. NO  
4 ACTION IS REQUIRED BY THE BOARD. SO WHO'S GOING TO GIVE  
5 -- KATIE.

6 MS. FALLIN: HI.

7 SUPERVISOR KUEHL: THANK YOU. WELCOME.

8 MS. FALLIN: THANK YOU. GOOD AFTERNOON,  
9 COMMISSIONERS.

10 SO WE WILL BE PRESENTING AN UPDATE ON OUR QUALITY  
11 RATING AND IMPROVEMENT SYSTEM, OR QRIS WORK. AND I AM  
12 CO-PRESENTING TODAY WITH CHRISTINA COLLOSI WHO IS MANAGING  
13 PARTNER OF VIVA STRATEGY AND COMMUNICATIONS, AND OUR  
14 CONSULTANT ON THIS WORK.

15 VIVA IS A SOCIAL IMPACT CONSULTING FIRM WITH  
16 SIGNIFICANT EXPERIENCE IN EARLY CHILDHOOD INITIATIVES.  
17 AND WE'RE VERY, VERY FORTUNATE TO HAVE AN OPPORTUNITY TO  
18 WORK WITH CHRISTINA AND HER TEAM.

19 AS YOU WILL SEE FROM HER BIO THAT'S INCLUDED IN  
20 THE COMMISSIONERS FYI FOLDERS, CHRISTINA HAS WORKED ON  
21 QRIS AT THE NATIONAL, STATE, REGIONAL, AND COUNTY LEVEL,  
22 AND IS A RECOGNIZED EXPERT IN QRIS. SHE AND HER TEAM ARE  
23 CURRENTLY WORKING WITH A NUMBER OF HER WEB SITE  
24 COMMISSIONS THROUGHOUT THE STATE AS WELL AS WITH THE FIRST  
25 5 ASSOCIATION WHICH HAS BEEN IMMENSELY HELPFUL IN

1 CONNECTING OUR WORK WITH THE WORK STATEWIDE.

2 SO TODAY CHRISTINA AND I ARE GOING TO PROVIDE YOU  
3 WITH AN UPDATE ON OUR QRIS STRATEGY AND THE WORK WE'RE  
4 DOING WITH QRIS ARCHITECTS IN PARTICULAR. IN ADDITION TO  
5 PROVIDING YOU WITH AN UPDATE ON OUR PROGRESS, WE ALSO WANT  
6 TO TAKE THIS CHANCE TO SHARE WITH YOU SOME OF OUR  
7 SUCCESSES, ACCOMPLISHMENTS, AS WELL AS SOME OF THE  
8 CHALLENGES THAT WE'VE EXPERIENCED.

9 THE LAST TIME WE PRESENTED TO YOU ABOUT THIS WORK  
10 WAS ABOUT A YEAR AGO. IT WAS ABOUT LAST NOVEMBER WHEN WE  
11 WERE APPLYING FOR THE FIRST 5 CALIFORNIA IMPACT FUNDING.  
12 AND WE HEARD FROM COMMISSIONERS AT THE JULY STRATEGIC  
13 PLANNING WORKSHOP THAT YOU ARE READY TO HEAR AN UPDATE ON  
14 OUR PROGRESS. SO THIS PRESENTATION IS A RESPONSE TO YOUR  
15 DIRECTION.

16 SO JUST AS A REMINDER OF WHERE THIS WORK FALLS  
17 WITHIN OUR STRATEGIC PLAN, THE QUALITY RATING AND  
18 IMPROVEMENT RATING STRATEGIES IS ONE OF THREE STRATEGIES  
19 WITHIN THE ECE OUTCOME AREA. THE FOCUS OF OUR QRIS  
20 STRATEGY IS TO DESIGN AND IMPLEMENT A SINGLE QRIS WITHIN  
21 LA COUNTY TO IMPROVE OUTCOMES FOR CHILDREN AND TO BUILD  
22 EVIDENCE BASE REGARDING THE IMPORTANCE OF QUALITY --  
23 INVESTING IN QUALITY.

24 OUR STRATEGY IS MULTIFACETED. AND WE ARE  
25 DIRECTLY FUNDING -- THE FIRST TWO ORANGE BOXES. WE'RE

1 DIRECTLY FUNDING QRIS WITH AN ANNUAL TARGET OF 239 SITES  
2 THROUGH OUR CONTRACT WITH LAUP. THIS WORK IS FUNDED USING  
3 LAUP'S FUND BALANCE, IF YOU RECALL, AND ENABLES US TO DRAW  
4 DOWN THE FIRST 5 CALIFORNIA IMPACT DOLLARS. WE ARE ALSO  
5 DIRECTLY FUNDING QUALITY IMPROVEMENT COACHING, OR QI, WITH  
6 AN ANNUAL ACTUAL TARGET OF UP TO 90 SITES THROUGH OUR  
7 CONTRACT WITH THE CHILDCARE ALLIANCE OF LOS ANGELES. AND  
8 THAT CONTRACT IS FUNDED THROUGH THE -- PARTIALLY FUNDED  
9 THROUGH THE FUND BALANCE FROM THE ECE WORKFORCE  
10 CONSORTIUM.

11 LASTLY IS OUR QRIS SYSTEMS BUILDING WORK. THIS  
12 IS THE WORK THAT'S FUNDED BY FIRST 5 CALIFORNIA IMPACT AND  
13 THAT WILL BE THE FOCUS OF OUR PRESENTATION TODAY. SO THE  
14 FOCUS OF OUR SYSTEMS BUILDING WORK IS TO CONVENE THE LOCAL  
15 PLAYERS IN THE QRIS LANDSCAPE AND WORK TOGETHER AS  
16 ARCHITECTS TO DESIGN A SINGLE LA COUNTY QRIS MODEL BASED  
17 ON THE BEST OF WHAT WE KNOW WORKS LOCALLY, STATEWIDE, AND  
18 NATIONALLY.

19 AND WHILE THE SYSTEMS BUILDING WORK THAT WE ARE  
20 DOING IS CHALLENGING, IT IS CLEAR THAT ALL OF OUR PARTNERS  
21 ARE MOTIVATED BY THE SAME VISION FOR OUR CHILDREN AS THIS  
22 QUOTE FROM PRESIDENT JOHN F. KENNEDY SO ELOQUENTLY REMINDS  
23 US.

24 SO HERE IS A LIST OF OUR PARTNERS IN THE QRIS  
25 WORK, THEIR LOGOS. ALL SEVEN OF THE ORGANIZATIONS ARE

1       REQUIRED SIGNATORIES ON THE FIRST 5 CALIFORNIA IMPACT  
2       APPLICATION AS WELL AS THE QRIS BLOCK GRANTS FROM THE  
3       CALIFORNIA DEPARTMENT OF EDUCATION.

4               MANY OF OUR ARCHITECTS ARE IN THE ROOM TODAY. SO  
5       I JUST WANT TO RECOGNIZE THEM. CHRISTINA ALVARADO AND  
6       FIONA STEWART FROM THE CHILDCARE ALLIANCE. IF YOU CAN  
7       WAVE. LIZ GUERRA FROM LACOE, ALEX HEMELL FROM LAUP, AND  
8       MICHELLE SARTELL FROM THE CHILDCARE PLANNING COMMITTEE.  
9       DID I MISS ANY OF YOU?

10              OKAY. GREAT.

11             SO THIS SLIDE SHOWS THE FUNDING LANDSCAPE FOR  
12       QRIS. AND AS YOU CAN SEE, WHEN WE STARTED THE PLANNING  
13       PROCESS FOR IMPACT LAST YEAR, THERE WERE SIX DIFFERENT  
14       FUNDING STREAMS GOING -- GOING TOWARDS QRIS, EACH WITH  
15       THEIR OWN FOCUS, REQUIREMENTS, AND CAVEATS. AND THERE  
16       WASN'T TIME TO STEP BACK AS A COUNTY TO THINK ABOUT HOW  
17       ALL OF THESE LENDING STREAMS FIT TOGETHER. AND THAT'S THE  
18       OPPORTUNITY THAT FIRST 5 CALIFORNIA IMPACT FUND REALLY  
19       PROVIDED US.

20             SO I'M GOING TO NOW HAND IT OVER TO CHRISTINA  
21       WHO'S GOING TO GIVE YOU AN OVERVIEW OF OUR ARCHITECTS'  
22       APPROACH, OUR ACCOMPLISHMENTS SO FAR, AND WHERE WE'RE  
23       HEADED NEXT WITH THE WORK.

24              CHRISTINA.

25              MS. COLLOSI: HELLO. THANKS FOR HAVING ME.

1           GIVEN THE IMPORTANCE OF SYSTEMS CHANGE IN YOUR  
2 STRATEGIC PLAN, I WANTED TO PROVIDE SOME NATIONAL CONTEXT  
3 TO KEEP IN MIND WHEN YOU HEAR ABOUT THE ARCHITECTS' WORK.  
4 AS OF MAY 2016 OF THE 50 STATES, 46 HAD STATEWIDE QRIS  
5 IMPLEMENTATION. THREE HAD REGIONAL IMPLEMENTATION.  
6 CALIFORNIA IS INCLUDED IN THAT THREE. AND ONE WAS  
7 PLANNING. IF YOU FOLLOWED QRIS, YOU WOULD KNOW THAT, IF  
8 IT WAS JUST FOUR YEARS BEFORE, THE NUMBERS DID NOT LOOK  
9 LIKE THAT. EARLY LEARNING RACE TO THE TOP REALLY PROVIDED  
10 THAT PIVOT ACROSS THE COUNTRY. YOU REALLY SEE THIS TIDAL  
11 WAVE OF STATES IMPLEMENTING QRIS STATEWIDE.

12           IN ONGOING WORK WITH THE ASSOCIATION, VIVA MAPPED  
13 ALL OF THE EARLY LEARNING LEGISLATION NATIONALLY BY BILL  
14 NUMBER OVER THE LAST FIVE YEARS AND THEN CATALOGED THAT.  
15 WE ACTUALLY JUST SENT THAT OUT TO COMMITTEE MEMBERS LAST  
16 WEEK, AND KATIE HAS THAT REPORT.

17           AS A PART OF THAT, THE 18 STATES THAT WERE MOST  
18 ACTIVE IN EARLY LEARNING LEGISLATION INCLUDING SOME PRETTY  
19 SIGNIFICANT BUDGET PACKAGES, 15 OF THOSE 18 HAD STATEWIDE  
20 QRIS FOR AT LEAST TWO YEARS. NATIONALLY, IT'S PRETTY WELL  
21 KNOWN IN THOSE CONVERSATIONS THAT QRIS HAS REALLY HELPED  
22 TO FRAME CONVERSATIONS AT THE POLICY LEVEL.

23           THE REASON WHY I THINK THIS IS RELEVANT,  
24 ESPECIALLY FOR YOU AND YOUR COMMISSION AND CERTAINLY THE  
25 WORK OF THE ARCHITECTS IS THAT THE EXTENT TO WHICH THE

1 ARCHITECTS WORK, WHICH IS REALLY FUTURE FOCUSED, CAN  
2 RESULT IN HAVING YOUR STRATEGIC PARTNERS REALLY FRAME AND  
3 SHAPE THE APPROACH FOR QRIS IN LA COUNTY. THE EXTENT TO  
4 WHICH ALL OF THOSE PARTNERS CAN DO THAT TOGETHER WILL  
5 REALLY BE ABLE TO AMPLIFY YOUR VOICE AT FIRST 5 LA AND  
6 CERTAINLY YOUR PARTNERS AS YOU MOVE FORWARD AND CARRY ON  
7 YOUR POLICY WORK. SO MAYBE KEEP THAT IN MIND AS WE'RE  
8 GOING THROUGH THE PRESENTATION.

9 SO THE FIRST TIME I FACILITATED A MEETING WITH  
10 THE ARCHITECTS WHICH WAS I THINK PROBABLY A LITTLE OVER A  
11 YEAR AGO, I WAS ACTUALLY BROUGHT IN JUST TO HELP PULL  
12 PEOPLE TOGETHER AND WRITE A GRANT APPLICATION. AND WITHIN  
13 ABOUT THE FIRST 5 MEET MINUTES OF THE MEETING, I HAD ASKED  
14 WHAT I THOUGHT WAS A NONCONTROVERSIAL QUESTION. IT WAS  
15 THE FIRST TIME MEETING EVERYBODY. AND IT WAS SOMETHING  
16 LIKE, YOU KNOW, TALK ABOUT HOW QRIS IS GOING OR SOMETHING  
17 THAT COMES UP FOR YOU WHEN YOU THINK ABOUT QRIS BECAUSE  
18 EVERYBODY WAS INVOLVED. AND THE ANSWERS I RECEIVED  
19 RESULTED IN ME THROWING AWAY MY VERY CAREFULLY PLANNED  
20 AGENDA BECAUSE WHAT I HEARD WAS THERE WAS SIGNIFICANT  
21 STRESS, FOLKS HAD NOT HAD TIME TO REALLY THINK AND PLAN TO  
22 WORK TOGETHER IN A WAY BECAUSE THE FUNDING STREAMS HAD  
23 COME SO QUICKLY. CERTAINLY, THERE WAS LOTS OF PLANNING  
24 FOR CSPP, BUT THERE WERE -- SO DON'T TAKE IT IN A WAY I  
25 DON'T INTEND. THERE WAS PLANNING PER FUNDING SOURCE, BUT

1       THERE HAD NEVER BEEN TIME TO WORK TOGETHER OUTSIDE OF THE  
2       CONSTRAINTS WITH THE PARTICULAR FUNDING SOURCE TO THINK  
3       ABOUT WHAT WOULD WORK REGARDLESS OF FUNDING SOURCE AND  
4       WHAT'S REALLY BEST LOOKING FORWARD, FUTURE IN LA, AND THEN  
5       HOW DO WE MAKE SURE WHAT THAT IS WILL ALSO WORK FOR YOUR  
6       VERY DIVERSE PROVIDER COMMUNITY AND YOUR FAMILIES.

7                SO THIS QUOTE IS A REAL QUOTE FROM ONE OF YOUR  
8       ARCHITECTS REALLY TALKING ABOUT MAYBE IMPACT BEING AN  
9       OPPORTUNITY TO DO SOME OF THAT PLANNING TOGETHER.

10               SO FROM THAT MOMENT, IMPACT REALLY BECAME THIS  
11       OPPORTUNITY TO BUILD THIS SYSTEM TOGETHER. AND KATIE  
12       MENTIONED THAT WHAT'S REALLY IMPORTANT TO NOTE IS THAT YOU  
13       HAVE IMPLEMENTATION OF ONGOING GRANTS HAPPENING AT THE  
14       SAME TIME AS LONG-TERM PLANNING FOR QRIS. AND, OF COURSE,  
15       THIS POSES BOTH OPPORTUNITIES AS WELL AS VERY SIGNIFICANT  
16       CHALLENGES BECAUSE SOMETIMES IT'S HARD TO THINK FORWARD  
17       WHEN YOU'RE ALSO, YOU KNOW, IN THE REALITY OF THE  
18       DAY-TO-DAY. AND BECAUSE THE DAY-TO-DAY IS REALLY DRIVEN  
19       BY EXISTING FUNDING STREAMS, NOT EVERYTHING IS EQUAL.  
20       SOME ARE MORE HEAVILY RESOURCED THAN OTHERS. IT'S VERY  
21       DIFFICULT TO BUILD AND MAINTAIN TRUST IN THAT ENVIRONMENT.  
22       SO I WOULD SAY THAT THAT'S ONE OF THE CHALLENGES. I KNOW  
23       KATIE'S GOING TO GET INTO THIS LATER, BUT IT'S ONE OF THE  
24       REALITIES OF PLANNING AND IMPLEMENTING AT THE SAME TIME.

25               OKAY. SO HERE'S OUR APPROACH. AND YOU'VE SEEN

1 THIS BEFORE, SO I'M GOING TO GO FAIRLY QUICKLY, BUT I'M  
2 HAPPY TO ANSWER QUESTIONS.

3 THE FIRST PHASE -- THIS IS A MULTIYEAR PROCESS.  
4 THE FIRST PHASE WAS DEFINE. WE WANTED TO START BY REALLY  
5 MAKING SURE THAT EVERYBODY UNDERSTOOD HOW WERE WE ENGAGING  
6 WITH ONE ANOTHER. HOW ARE WE MAKING DECISIONS? HOW ARE  
7 WE RECORDING VOTES? WHO GETS TO COME TO THE MEETINGS?  
8 CAN YOU SEND A DELEGATE? WHEN WE THINK ABOUT QRIS, WHAT  
9 DOES THAT MEAN? WHAT ARE THE COMPONENTS, ET CETERA, ET  
10 CETERA? THIS IS ALL CODIFIED AT MOU. THE MOU HAS BEEN  
11 SIGNED BY EVERY SINGLE PARTNER.

12 LEARN IS THE PHASE THAT WE'RE IN RIGHT NOW.  
13 LEARN IS ABOUT MAKING SURE THAT WE UNDERSTAND THE LOCAL  
14 KNOWLEDGE, THE EXPERIENCE OF FOLKS THAT ARE IN THE ROOM,  
15 THE EXPERIENCE OF YOUR FAMILIES AND YOUR PROVIDER  
16 COMMUNITY THAT WILL HAPPEN I BELIEVE LATE SPRING THROUGH  
17 FOCUS GROUPS, AS WELL AS LEARNINGS ACROSS THE STATE AND  
18 LEARNINGS ACROSS THE COUNTRY.

19 WE WILL THEN UTILIZE THESE REFLECTIONS TO BEGIN  
20 TO PILOT OUR FINDING, YOU KNOW, WHAT MAKES SENSE, WHAT  
21 SEEMS TO RESONATE IN LA COUNTY. AND THEN ULTIMATELY, IF  
22 YOU LOOK AT ACTUALLY THE FUNDING OF IMPACT AND THE WAY  
23 IT'S WRITTEN, THERE'S -- MOST OF THAT FUNDING GOES OUT IN  
24 THIS FOURTH PHASE, WHICH IS REALLY EXPANDING THE NUMBER OF  
25 SITES THAT ARE IMPLEMENTING THE MODEL THAT'S DEVELOPED BY

1 THE ARCHITECTS. AND THIS MODEL DOESN'T EXIST. THERE ARE  
2 OTHER MODELS IN EXISTENCE, BUT THIS IS REALLY ABOUT  
3 EXPANDING THE ARCHITECTS' DEVELOPED MODEL.

4 OF COURSE WE HAVE IMPLEMENTATION OF ONGOING QRIS  
5 GRANTS. I'VE MENTIONED THAT THIS IS BOTH AN ASSET AND A  
6 CHALLENGE. AND OF COURSE WE'RE REFLECTING AND REFINING AS  
7 WE'RE MOVING ALONG.

8 ONE OF THE WAYS IN WHICH IT'S A CHALLENGE IS  
9 THAT, IF YOU LEARN THAT THERE'S A BEST PRACTICE -- I'M  
10 JUST GOING TO MAKE SOMETHING UP. BUT LET'S SAY YOU NEED  
11 TO DO -- YOU NEED TO DO SIX AMOUNT OF COACHING HOURS  
12 INSTEAD OF FOUR HOURS OF COACHING A MONTH. FAKE NUMBERS,  
13 BUT HEAR ME OUT. WHAT IF YOU'RE IN THE MIDDLE OF A  
14 FUNDING STREAM THAT'S ALREADY LOCKED, YOU ALREADY HAVE  
15 YOUR SCOPE OF WORK, YOUR BUDGET'S ALREADY DONE? YOU CAN'T  
16 IMPLEMENT THAT. YOU HAVE TO WAIT FOR A CYCLE TO DO THAT  
17 OR FIGURE OUT IF THERE'S SOME WAY YOU CAN MAKE A  
18 MODIFICATION. OR YOU FIND OUT ONE OF YOUR PARTNERS IS  
19 DOING SOMETHING THAT YOU'RE NOT DOING BUT YOU FOUND OUT  
20 BECAUSE, AT THIS POINT, EVERYTHING'S VERY TRANSPARENT,  
21 EVERYBODY IS SHARING EVERYTHING THEY'RE DOING. WELL THEN  
22 YOU NEED TO START HAVING CONVERSATIONS ABOUT EQUITY AND  
23 WHY DO YOU GET TO DO THIS AND I DON'T GET TO DO THAT.  
24 AGAIN, WE'LL GET INTO THIS MORE LATER, BUT IT'S REALLY A  
25 PART OF THE ENTIRE PROCESS.

1           SO AT END AS WE GO THROUGH THIS SEQUENCE, IT'S  
2 ABOUT WHAT IS THAT SYSTEM AT THE END SO THAT IT'S THE SAME  
3 MODEL ALTHOUGH THERE MIGHT BE VARIANCES MAYBE IN OUR  
4 MODEL, THERE'S CERTAIN THINGS THAT ARE OPTIONS FOR FAMILY  
5 CHILD CARE PROVIDERS BECAUSE THAT'S WHAT WE FIND IS THE  
6 BEST PRACTICE. SO BY SAYING THERE'S ONE MODEL, IT DOESN'T  
7 MEAN THAT IT'S A COOKIE CUTTER AND THAT EVERY SINGLE  
8 PROVIDER SHOULD EXPERIENCE THE SAME THING. MAYBE THEY  
9 ACTUALLY NEED DIFFERENT THINGS, BUT THAT'S A PART OF THE  
10 MODEL THAT'S INTENTIONAL.

11           HERE'S ANOTHER QUOTE FROM AN ARCHITECT. REALLY  
12 THAT THIS APPROACH IS WHAT WE NEED TO DO. WE ACTUALLY  
13 CHECKED THIS JUST LAST MONTH IN SEPTEMBER. WE CHECKED  
14 THIS BY ACTUALLY PUTTING THE MODEL BACK UP ON THE BOARD  
15 AND ASKED EVERY SINGLE ARCHITECT INDIVIDUALLY USING RED,  
16 YELLOW, AND GREEN CARDS, IS EVERYBODY HERE? DO WE AGREE  
17 THAT THIS IS WHAT WE SAID WE'RE GOING TO DO? IS EVERYBODY  
18 STILL COMMITTED? WHERE ARE WE HERE? OVERWHELMINGLY IT  
19 WAS GREEN CARDS. WE HAD ONE YELLOW CARD THAT WASN'T ABOUT  
20 A LACK OF COMMITMENT TO THE SYSTEM, BUT THERE WAS A  
21 QUESTION RAISED JUST AROUND THE CHALLENGE OF IMPLEMENTING  
22 AT THE SAME TIME AS WE'RE LOOKING FORWARD.

23           IN TERMS OF ACHIEVEMENTS, I THINK A KEY  
24 ACHIEVEMENT IS THAT WE HAVE THIS SIGNED MOU AND ALTHOUGH  
25 MOUS MIGHT SOUND LIKE A BORING PIECE OF PAPER, HAVING

1 SEVEN ENTITIES COMMIT TO ONE ANOTHER HOW WE'RE GOING TO DO  
2 THIS, HOW WE'RE GOING TO PLAN. THIS IS NOT A CONTRACT  
3 THAT MONEY. IT WASN'T EVEN ON ANYBODY'S LETTERHEAD. IT  
4 WAS ACTUALLY A MUTUAL LETTERHEAD WHERE EACH ARCHITECT MADE  
5 A COMMITMENT TO ONE ANOTHER TO WORK TOGETHER FOR A FUTURE  
6 QRIS.

7 AT THE END OF THIS, WE TOOK A MOMENT TO  
8 CELEBRATE, AND I RECORDED SOME OF THE COMMENTS. THE ONE  
9 THAT IS SEARED IN MY MIND I THINK I ASKED, WHAT IS THE  
10 RELEVANCE OF THIS MOU IN LA COUNTY. AND FIONA SAID, IT'S  
11 REVOLUTIONARY. SO THERE WERE MANY COMMENTS BUT THAT ONE  
12 -- YOU MADE MY MONTH. I DON'T KNOW IF I EVER SHARED THAT  
13 WITH YOU. IT WASN'T JUST MADE MY DAY. I WAS LIKE, YEAH,  
14 I DID IT.

15 SO WE LEARN THIS IS WHERE WE ARE NOW. IT'S ABOUT  
16 LEARNING. MEETINGS HAVE LEARNING OBJECTIVES. WE'LL BE  
17 LOOKING AT BEST PRACTICES. THIS NEXT MEETING WILL BE  
18 LOOKING AT MARKETING, COMMUNICATIONS, FOCUS GROUPS.

19 I DON'T KNOW WHAT WE'RE DOING IN THE NEXT  
20 MEETING, BUT THERE'S SO MUCH TO LEARN. BUT EACH MEETING  
21 REALLY HAS THESE LEARNING OBJECTIVES. WE'RE ALSO LOOKING  
22 AT BRINGING IN SOME NATIONAL CONTENT EXPERTS. CERTAINLY  
23 FOCUS GROUPS I'VE ALREADY MENTION. AND THEN ALSO MAKING  
24 SURE THAT WE'RE ABLE TO LEARN FROM EACH OF THE PARTNERS  
25 THAT ARE ALREADY IMPLEMENTING QRIS BECAUSE YOU ACTUALLY

1 HAVE A LOT OF LOCAL KNOWLEDGE AND WE WANT TO MAKE SURE  
2 THAT THAT REALLY COMES FRONT AND CENTER. AND, CERTAINLY,  
3 YOU HAVE QSLA, YOU HAVE LOCAL KNOWLEDGE FROM LAUP,  
4 CERTAINLY FROM THE ALLIANCE. SO HOW DO WE PULL ALL OF  
5 THAT FORWARD. AND THAT'S SOMETHING WE'LL BE DOING THIS  
6 YEAR.

7 SO I'M GOING TO BRING KATIE BACK UP.

8 MS. FALLIN: HERE I AM.

9 SO WHAT HAS WORKED SO FAR? CHRISTINA TOUCHED ON  
10 SOME OF THESE THINGS. BUT FIRST, IT'S BEEN VERY IMPORTANT  
11 FOR US TO SAY FOCUSED ON THAT END GOAL CREATING A SHARED  
12 VISION AND STAYING REALLY FOCUSED ON THAT VISION HAS BEEN  
13 CRITICAL.

14 COMMISSIONERS, YOU HAVE A COPY OF OUR SHARED  
15 VISION THAT WE DEVELOPED IN YOUR FYI FOLDER HOPEFULLY.  
16 AND AS YOU'LL SEE, WE SORT OF CREATED A VISION FOR EVERY  
17 ONE OF OUR STAKEHOLDERS, FROM PARENTS TO PROVIDERS TO THE  
18 K-12 SYSTEM, THE HIGHER ED. WHAT DO WE WANT THEM TO SAY  
19 ABOUT OUR QRIS SYSTEM IN -- IN 2025? SO REALLY STAYING  
20 FOCUSED ON THAT AND GOING BACK TO THAT WHEN WE GET OFF  
21 TRACK HAS BEEN REALLY CRITICAL.

22 SO SECOND, WE'RE REALLY FILLING A GAP THAT DIDN'T  
23 EXIST BEFORE. CREATING A SPACE FOR QRIS IMPLEMENTERS AND  
24 KEY LEADERS IN THE SYSTEM ARE WORKING TOGETHER TO CREATE A  
25 LONG-TERM PLAN FOR OUR COUNTY.

1           LASTLY, WE REALLY NEEDED TO START WITH A STRONG  
2 FOUNDATION AS CHRISTINA MENTIONED. SO CREATING SHARED  
3 EXPECTATIONS, SHARED COMMITMENTS, AND DOCUMENTING THOSE  
4 AND SIGNED MOUS ELEVATED THE IMPORTANCE OF OUR WORK AND  
5 REALLY REINFORCED OUR COMMITMENT TO WORKING TOGETHER.

6           AND SOME OF THE CHALLENGES THAT WE FACED, IN THE  
7 BEGINNING WE HAD TO REALLY APPRECIATE THAT WE'RE ALL  
8 COMING TO THE PROCESS WITH DIFFERENT PERSPECTIVES AND  
9 ASSUMPTIONS. IT WAS ALSO IMPORTANT TO MAKE SURE THAT WE  
10 WERE MOVING FORWARD AS ONE GROUP WITH THE SAME  
11 UNDERSTANDING. SO WE REALLY HAD TO TAKE TIME TO KIND OF  
12 DIG IN TO WHAT WE WERE EACH ASSUMING AND HOPING AND  
13 WISHING FROM THIS PROCESS. AND I THINK WE HAVE TO KEEP ON  
14 CONNECTING BACK TO THAT, MAKING SURE WE'RE ON THE SAME  
15 PAGE.

16           AND AS CHRISTINA MENTIONED, A TOOL FOR DOING THAT  
17 THAT HAS REALLY BEEN HELPFUL TO THIS PROCESS IS IN THE  
18 SIMPLE RED, YELLOW, AND GREEN CARDS. SO IN THE BEGINNING,  
19 WE WOULD HAVE THE MEETINGS AND WE'D KIND OF LOOK AROUND  
20 THE ROOM, IS EVERYBODY OKAY AND NOBODY WAS SAYING  
21 ANYTHING. AND WE TOOK THAT AS, OKAY, I GUESS EVERYBODY'S  
22 OKAY WITH IT. BUT THEN THE NEXT MEETING, WE REALIZED  
23 MAYBE NOT, MAYBE SOME PEOPLE HAVE SOME CONCERNS. SO THE  
24 CARDS REALLY HELPED US TO SEE SOME, OKAY, THERE'S SOME  
25 YELLOW HERE THAT WE NEED TO STAY ON THIS TOPIC AND WE

1 REALLY NEED TO TALK MORE ABOUT IT.

2 ANOTHER CHALLENGE HAS BEEN KEEPING OUR  
3 CONVERSATIONS FOCUSED, AS CHRISTINA SAID, ON THE LONG-TERM  
4 PLANNING. THIS HAS REALLY BEEN ONE OF OUR BIGGEST  
5 CHALLENGES. AND NOT GETTING SUCKED INTO WHAT WE NOW  
6 AFFECTIONATELY CALL THE VORTEX, THE DAY-TO-DAY CHALLENGES  
7 OF IMPLEMENTING QRIS IN THE ABSENCE OF A SINGLE APPROACH.  
8 SO WE SORT OF SAY, THESE MEETINGS ARE VORTEX-FREE ZONES.  
9 WE'RE NOT GOING TO GET SUCKED IN TODAY. WE'RE GOING TO  
10 STAY ON THAT LONG-TERM VISION.

11 LASTLY, THE GREATEST CHALLENGE AND ALSO ONE THAT  
12 IS MOST FUNDAMENTAL TO THIS KIND OF WORK I THINK IS  
13 BUILDING TRUST AMONG THE MEMBERS OF OUR GROUP. AND EVEN  
14 THOUGH THERE ARE DIFFERENCES AND THERE ARE DIFFERENT  
15 APPROACHES AND DIFFERENT RESOURCES, THAT'S REALLY CRITICAL  
16 TO OUR SUCCESS AND SOMETHING THAT WE'RE REALLY WORKING  
17 HARD TO INCREASE.

18 SO DESPITE THESE CHALLENGES EVERYONE I THINK  
19 FEELS GOOD ABOUT WHAT WE'VE ACCOMPLISHED SO FAR AND WHERE  
20 WE'RE HEADED USING QRIS AS A FRAMEWORK TO MOVE THIS SYSTEM  
21 FORWARD. AND WHAT WE MEAN BY THAT IS REALLY FORWARD TO  
22 STRONGER PARTNERSHIPS, FORWARD TO BETTER SERVICE, AND MOST  
23 IMPORTANTLY FORWARD TO BETTER OUTCOMES FOR CHILDREN.

24 SO HAPPY TO TAKE ANY QUESTIONS OR COMMENTS THAT  
25 ANYBODY HAS.

1 SUPERVISOR KUEHL: THANK YOU VERY MUCH.

2 QUESTIONS COMMENTS?

3 MARLENE.

4 COMMISSIONER ZEPEDA: HI, KATIE. I'M ASSUMING  
5 THAT -- BECAUSE I KNOW A LOT OF PEOPLE THAT ARE INVOLVED  
6 IN THIS AND I HAVE A LOT OF CONFIDENCE IN THOSE  
7 INDIVIDUALS. BUT ONE OF THE THINGS THAT I AM CONCERNED  
8 ABOUT HAVING BEEN OUT IN THE FIELD DOING SOME OBSERVATION  
9 RELATIVELY RECENTLY IS THAT THE TEACHERS AND/OR PROVIDERS  
10 IF WE'RE TALKING ABOUT FAMILY CHILD CARE PROVIDERS OR  
11 ACTUAL CLASSROOM PRESCHOOL TEACHERS -- AND I THINK WE HAD  
12 A CONVERSATION EARLIER ABOUT THIS AMONG THE COMMISSIONERS  
13 -- THEY'RE BEING BOMBARDED WITH SO MUCH PAPERWORK AND SO  
14 MUCH -- SO MANY REQUIREMENTS THAT EVEN THE DRDP IS BEING  
15 REVISED BECAUSE OF PUSH BACK.

16 AND SO I WOULD HOPE THAT THAT'S SOMETHING THAT'S  
17 BEING KEPT MIND AS YOU MOVE FORWARD; WHAT IS DOABLE, WHAT  
18 IS PRACTICAL WITHIN THOSE SETTINGS BECAUSE MY CONCERN  
19 HAVING SEEN THE -- THE CONSORTIUM QRIS, IT WAS LIKE  
20 EVERYTHING BUT THE KITCHEN SINK WAS IN THERE. AND IT -- I  
21 THINK THE QRIS STARTS TO BECOME JUST A, WELL, LET'S JUST  
22 RESPOND TO THE LIST OF, YOU KNOW, THE AGENCY STAGES OR --  
23 AND IT LOSES ITS MEANINGFULNESS I THINK.

24 SO I UNDERSTAND THE CHALLENGES AND I'M EXCITED  
25 ABOUT NOT HAVING A FRAGMENTED SYSTEM BUT IT WILL -- SO

1 THOSE ARE SOME COMMENTS.

2 BUT MY QUESTION IS WILL CALIFORNIA STILL REMAIN A  
3 REGIONALLY BASED QRIS STATE BECAUSE WE'RE SO DIVERSE  
4 RELATIVE TO OTHER STATES? MAYBE THIS SAY QUESTION FOR  
5 CHRISTINA.

6 MS. COLLOSI: SO TECHNICALLY THE ANSWER IS, IT'S  
7 A REGIONAL QRIS. THE REALITY IS WITH I THINK THE FUNDS  
8 THAT COME FROM STATE GENERAL FUND, WHICH IS WHAT FUNDS  
9 INFANT AND TODDLER AS WELL AS THE NO PROP 98 AND BLOCK  
10 GRANT AND NOW WITH IMPACT, I DON'T THINK THERE WILL BE A  
11 COUNTY WITHOUT QRIS. BUT IS THERE STATE FUNDING FOR THE  
12 PROVISION OF QRIS? NO.

13 COMMISSIONER ZEPEDA: YEAH.

14 MS. COLLOSI: IN TERMS OF INFRASTRUCTURE.

15 COMMISSIONER ZEPEDA: OKAY. THANK YOU.

16 MS. BELSHE: STATE GENERAL FUND AS OPPOSED TO  
17 FIRST 5 CALIFORNIA.

18 MS. COLLOSI: EXACTLY. THANK YOU.

19 SUPERVISOR KUEHL: OTHER QUESTIONS OR COMMENTS?  
20 DUANE.

21 COMMISSIONER DENNIS: FIRST A COMMENT AND THEN A  
22 QUESTION.

23 THE COMMENT IS AROUND, CHRISTINA, YOU ARTICULATED  
24 THE IMPLEMENTATION PROCESS WHEREIN YOU TALKED ABOUT  
25 DEFINE, LEARN, TEST, AND SCALE. AND SIMILARLY, THERE'S

1 SOME PIECES BEFORE THAT WHEN YOU DEAL WITH VALUES,  
2 PHILOSOPHY; FOR EXAMPLE, TRANSPARENCY, EQUITY, AND THOSE  
3 TYPE OF ISSUES. ARE THOSE ISSUES BEING DEALT WITH?  
4 BECAUSE, IN MY MIND, YOU CAN'T GET TO THE IMPLEMENTATION  
5 PIECE UNTIL YOU DEAL WITH SOME OF THE VALUES PROPOSITION,  
6 YOU KNOW, WORK.

7 MS. COLLOSI: THAT'S A GREAT QUESTION. I THINK  
8 WE -- WE SPENT ALMOST AN ENTIRE MEETING AROUND THE VISION  
9 AND WHAT DOES THAT MEAN AND WHAT DOES THAT MEAN TO YOU. I  
10 THINK IT'S EMBEDDED INTO OUR MEETINGS. I THINK YOU RAISE  
11 A REALLY INTERESTING POINT, YOU KNOW, THAT WE COULD  
12 PROBABLY THINK ABOUT FURTHER.

13 COMMISSIONER DENNIS: RIGHT.

14 MS. COLLOSI: I WOULD PROBABLY HAVE TO ASK THE --  
15 THE ARCHITECTS, YOU KNOW, IF THEY FEEL LIKE THAT'S, YOU  
16 KNOW, RAISING UP TO THE LEVEL THAT THEY WOULD LIKE. SO I  
17 APPRECIATE THE QUESTION. YOU KNOW, I -- WE STARTED THE --  
18 THE VALUES CONVERSATION AROUND THAT SHARED VISION TO MAKE  
19 SURE WE UNDERSTOOD WHAT THE PERSPECTIVE WAS. SO ONE OF  
20 THE THINGS THAT THEY WANTED, THE REASON WHY YOU SEE ON  
21 THOSE VISION STATEMENTS THAT IT'S NOT JUST A VISION  
22 STATEMENT. SO I'VE CREATED SO MANY VISION STATEMENTS  
23 THROUGH STRATEGIC PLANNING. YOU DO THIS WORK AND THEN YOU  
24 COME UP WITH A STATEMENT.

25 BUT THE ARCHITECTS FELT LIKE REALLY TO CAPTURE

1 OUR VALUES AND WHAT IT MEANS TO US WE DON'T WANT ONE  
2 VISION STATEMENT. WE ACTUALLY WANT A VISION STATEMENT FOR  
3 EACH THESE AUDIENCES. SO THAT WAS -- THEY DECIDE, RIGHT?  
4 I MEAN, THE ARCHITECTS ALL HAVE EQUAL VOTES. AND IF  
5 THAT'S HOW THEY WANT SOMETHING, THEN THAT'S REALLY WHERE  
6 IT LIVES.

7 BUT THE EXTENT TO WHICH WE NEED TO CONTINUE TO  
8 THINK ABOUT THAT TO DRIVE SOME OF OUR WORK, I THINK I CAN  
9 CERTAINLY RAISE THAT QUESTION IN OUR MEETING IN TWO WEEKS  
10 AND SEE HOW THEY FEEL. AND IF WE NEED TO INCREASE  
11 INTENTIONALITY AROUND THAT, WE CERTAINLY WOULD. I HOPE  
12 THAT THEY FEEL LIKE IT'S EMBEDDED IN EACH OF THE MEETINGS,  
13 BUT I TAKE YOUR POINT.

14 COMMISSIONER DENNIS: THANK YOU.

15 AND THEN MY QUESTION IS, KATIE, LOOKING AT OUR  
16 ROLE, YOU KNOW, WHAT VALUE DO WE HAVE IN ALL OF THIS? AND  
17 WHAT HAVE YOU AND YOUR STAFF LEARNED OVER THE TIME WE  
18 INITIATED THE PROCESS? WHERE DO WE SEE OURSELVES GOING  
19 FORWARD? AND WHAT IS YOUR STRATEGIC SIGNIFICANCE AS, YOU  
20 KNOW, BEING FACILITATOR?

21 MS. FALLIN: I THINK WE'VE LEARNED A LOT AND I  
22 SUSPECT WE WILL CONTINUE TO LEARN A LOT ABOUT WHERE WE FIT  
23 INTO THE PICTURE. I THINK CERTAINLY WHAT WE HEARD FROM  
24 THE ARCHITECTS WHEN WE FIRST CONVENE WAS THAT THEY REALLY  
25 SAW OUR ROLE AND OUR VALUE ADD AS BEING SORT OF THE -- IN

1 SOME WAYS THE CONVENER AND THAT, SINCE WE'RE NOT AN  
2 IMPLEMENTER, WE HAVE THE OPPORTUNITY TO -- TO BRING THE  
3 GROUP TOGETHER. I THINK THAT THAT'S -- IT'S A LITTLE MORE  
4 COMPLICATED THAN THAT.

5 COMMISSIONER DENNIS: NO JOKE.

6 MS. FALLIN: AND KIND OF THAT'S WHAT WE'RE  
7 REALIZING. AND OUR RELATIONSHIP I THINK WITH LACOE IN  
8 PARTICULAR HAS -- HAS A DIFFERENT ELEMENT TO IT THAN IT  
9 DID IN THE BEGINNING BECAUSE WE'RE BOTH SORT OF  
10 IMPLEMENTING FUNDING FOR QRIS. SO WE SORT OF HAVE A ROLE  
11 THAT IS KIND OF DIFFERENT THAN THE QRIS IMPLEMENTERS. SO  
12 WE'VE ADDED A LEVEL OF INTERACTION AND MEETING BETWEEN THE  
13 TWO OF US.

14 ONE THING THAT WE'RE STRUGGLING WITH I THINK THAT  
15 WILL BE ON THE HORIZON IS WHAT IS OUR ROLE RELATIVE TO  
16 DATA AND TO DATABASE -- A COUNTYWIDE DATABASE. WE ARE ALL  
17 I THINK ON THE SAME PAGE THAT WE NEED HAVE A SINGLE  
18 DATABASE FOR QRIS, BUT WHO IS THE HOLDER OF THAT WE NEED  
19 TO WORK OUT. AND SO THAT'S KIND OF A QUESTION MARK. IS  
20 THAT OUR ROLE? IS THAT NOT OUR ROLE? WOULD IT BE OUR  
21 ROLE TEMPORARILY? AND THEN WORKING THAT OUT WITH ANOTHER  
22 ENTITY. SO THAT'S ANOTHER EXAMPLE. SO IT'S A COMPLICATED  
23 -- I DON'T KNOW IF I ADDRESSED IT BUT I THINK --

24 COMMISSIONER DENNIS: AND I THINK THAT WAS A  
25 GOOD, KATIE. YOU KNOW, PART OF WHAT I HOPE THAT WE WOULD

1 DO AT END OF THE DAY AS FIRST 5 WOULD BE TO IMPRESS UPON  
2 THE GROUP THAT THE WHOLE IS GREATER THAN THE SUM OF THE  
3 PARTS. AND I THINK THAT'S VERY DIFFICULT. I USED TO DO  
4 THIS WORK AT ONE TIME IN MY LIFE. AND TO THAT END, YOU  
5 KNOW, I KIND OF KNOW THE PLAYERS. SO I THINK THERE'S SOME  
6 SIGNIFICANCE IN OUR ROLE AND HOW WE CAN DO THEM. AND I  
7 THINK THAT'S VERY IMPORTANT WHEN YOU THINK ABOUT THE  
8 DIVERSITY OF PRACTITIONERS THAT WE HAVE IN THE ARCHITECTS  
9 AND MAKING THEM BELIEVE THAT NOT ONE ENTITY CAN DO THIS  
10 ALONE AND THAT, AGAIN, THE WHOLE IS MUCH GREATER THAN THE  
11 SUM OF THE -- OF THE DIFFERENT ENTITIES WHO ARE  
12 PARTICIPATING.

13 MS. FALLIN: REALLY GOOD POINT. AND I THINK WHEN  
14 WE HAVE THAT CONVERSATION WE'RE ALL ON THE SAME PAGE, BUT  
15 IT'S EASY TO -- AGAIN, WITH THE VISION. IT'S LIKE YOU  
16 ALWAYS HAVE TO STAY FOCUSED ON THAT AND IT'S A REALLY GOOD  
17 POINT. THANK YOU.

18 COMMISSIONER DENNIS: THANK YOU. THAT'S ALL.

19 SUPERVISOR KUEHL: OTHERS?

20 COMMISSIONER ARAGON: I JUST WANTED TO SAY I  
21 THINK IT REALLY MAKES SENSE DEFINE LEARN, TEST, SCALE  
22 PART. I THINK IT WOULD BE REALLY BENEFICIAL TO KIND OF  
23 GET SOME INFORMATION THAT'S BETWEEN THE LEARN AND THE TEST  
24 LIKE THE DEVELOPMENTS PART SO IT WOULD BE GREAT TO GET  
25 MORE INFORMATION ON THAT TO KIND OF SEE WHAT WE'RE TESTING

1 BEFORE IT ACTUALLY GETS TESTED.

2 MS. FALLIN: OKAY.

3 COMMISSIONER ARAGON: JUST A RECOMMENDATION.

4 MS. FALLIN: AND I THINK THE TIMELINES MIGHT  
5 CHANGE DEPENDING ON, YOU KNOW -- I THINK THAT'S ANOTHER  
6 THING THAT WE'RE SORT OF THINKING ABOUT; IS IT -- YOU  
7 KNOW, WE'RE LEARNING THIS YEAR INTENSELY AND IN ALL  
8 DIFFERENT WAYS AND MANY DIFFERENT WAYS. IS IT GOING TO BE  
9 QUITE AS CLEAN AS WE'VE LAID IT OUT. I'M NOT SURE. BUT  
10 WHAT I'M HEARING IS YOU'D LIKE US TO COME BACK AND SHARE  
11 WITH YOU ALL WHAT WE'VE LEARNED AND -- BEFORE WE START  
12 MOVING ON.

13 COMMISSIONER ARAGON: OR ME.

14 MS. FALLIN: OR JUST YOU.

15 SUPERVISOR KUEHL: THE QUESTION IS WHAT -- WHAT  
16 ARE YOU GOING TO TEST?

17 MS. FALLIN: RIGHT.

18 SUPERVISOR KUEHL: AND SO HOW -- I DON'T KNOW  
19 THAT WE NEED TO -- THAT THE REQUEST IS TO BE IN THE WEEDS  
20 ABOUT HOW YOU CAME TO A DECISION ABOUT IT. I THINK IT  
21 WOULD BE VERY GOOD FOR US TO KNOW WHAT DEVELOPED OUT OF  
22 THE LEARNING AND THEREFORE WHAT IS BEING TESTED. I THINK  
23 THAT'S WHAT LINDA MEANT. AND I SAW KIM WRITE THAT DOWN,  
24 SO I'M CERTAIN THAT THAT WILL COME BACK TO THE BOARD.

25 KATIE, I HAD A QUESTION ABOUT, NEAR THE END OF

1 YOUR PRESENTATION YOU TALKED ABOUT STAYING FUTURE FOCUSED.  
2 ONE OF THE ISSUES I'VE SEEN IN A LONG TIME FRAME IS THAT  
3 ALL THE MARBLES TEND TO RUN INTO THE END, AND THAT'S THE  
4 MOMENT AT WHICH WE SORT OF CONCLUDE AND BRING EVERYONE,  
5 YOU KNOW, SORT OF INTO ALIGNMENT AND TO HAVE A PRODUCT OR  
6 WHATEVER. AND I WONDER IF YOU CAN SAY -- AND MAYBE  
7 CHRISTINA AS WELL -- HOW ARE YOU STAYING FUTURE FOCUSED?  
8 BECAUSE IT SEEMS LIKE THERE ARE TIMELINES, AND THE  
9 TIMELINES ONE WOULD HOPE SET OUT A KIND OF VISION ABOUT  
10 HOW WE WILL GROW FROM ONE ASPECT OF WHAT WE'RE DOING TO  
11 ANOTHER. BUT TO -- SOMETIMES STAYING FUTURE FOCUSED IS  
12 LIKE, I'LL BE HAPPY TO PAY YOU FOR BEER TOMORROW. AND  
13 IT'S ALWAYS TOMORROW THAT YOU'RE GOING TO PAY BECAUSE,  
14 OBVIOUSLY, I DIDN'T SAY TODAY. I SAID TOMORROW.

15 SO WHEN ONE TALKS ABOUT THE FUTURE, I WONDER IF  
16 YOU CAN SAY THAT WE'RE ALSO BUILDING AT EACH STAGE FOR  
17 THAT FUTURE BECAUSE, OTHERWISE, AS I SAID, THINGS TEND TO  
18 RUN DOWNHILL TO THE END AND WE'RE ALL GOING, YOU KNOW, OH,  
19 IT'S THE END OF SUMMER, I HAVEN'T READ ALL MY BOOKS YET,  
20 YOU KNOW, KIND OF THING.

21 MS. FALLIN: BUT I HAVE THE VISION.

22 SUPERVISOR KUEHL: BUT I HAVE THE VISION AND THE  
23 TIMELINE. I SET IT ALL OUT IN MAY.

24 MS. FALLIN: I THINK I'LL LET CHRISTINA SAY. BUT  
25 I THINK -- AND I CAN GO BACK TO THE SLIDE, BUT THE KIND OF

1 REFLECT AND REFINE IN THE ERA IN OUR MODEL THAT ARE IN  
2 THAT MIDDLE HERE IS REALLY THAT KIND OF TRYING TO, AS WE  
3 LEARN, AS WE ARE MOVING ALONG, TO THE DEGREE THAT IT'S  
4 FEASIBLE, INCORPORATING THAT INTO THE ONGOING  
5 IMPLEMENTATION SO THAT WE'RE NOT WAITING UNTIL THE VERY  
6 END. WE'RE SAYING, WOW, WE LEARNED THIS NEW THING, COULD  
7 WE IN THE NEXT -- NEXT GRANT ERA INCORPORATE THAT LEARNING  
8 RATHER THAN WAITING UNTIL THE MODEL -- IS IT SOMETHING  
9 THAT WE'RE SO SURE IS GOING TO BE A PART OF OUR FUTURE  
10 MODEL THAT WE COULD ACTUALLY ALL AGREE THAT IT'S SOMETHING  
11 THAT WE WANT TO GET GOING ON NOW.

12 I THINK THE DATA CONVERSATION IS AN EXAMPLE OF  
13 THAT. IT'S SOMETHING THAT WE'VE ALREADY DECIDED WE WANT  
14 AND WE HAVE TO START WORKING ON IT NOW IN ORDER FOR IT TO  
15 BE A REALITY DOWN THE ROAD. SO THAT WOULD BE MY RESPONSE.  
16 I DON'T KNOW IF YOU HAVE ANYTHING TO ADD.

17 MS. COLLOSI: I WOULD JUST SAY THAT IT'S A  
18 TRIANGLE THAT GETS A LITTLE BIT MORE NARROW. SO AS YOU  
19 HAVE MODELS THAT ONCE WERE THIS FAR APART, THEY COME  
20 TOGETHER AND THEY COME TOGETHER AND THEY COME TOGETHER.  
21 AND IT MAY BE, AS KATIE ALLUDED TO, THAT NOT EVERYTHING IS  
22 LOADED IN SORT OF THE EXPANSION. MAYBE SOME FUNDS ARE  
23 PUSHED A LITTLE BIT MORE OVER IN TEST. MAYBE THERE NEEDS  
24 TO BE RECALIBRATION THERE. MAYBE THERE'S SOMETHING  
25 FANTASTIC WE WANT TO TEST AND THE OTHER FUNDING STREAMS,

1 INFANT, TODDLER, AND CCSP BLOCK GRANT AREN'T SUFFICIENT,  
2 AND SO AT WHAT POINT -- HOW CAN WE START EQUALING THOSE  
3 PLAYING FIELDS FOR THE DIFFERENT FOLKS, YOU KNOW, IN THE  
4 COUNTY THAT ARE IMPLEMENTING QRIS. SO, IT'S -- YOU KNOW,  
5 THE DANGER OF TRYING TO HAVE SOMETHING THAT LOOKS VERY  
6 LINEAL IS -- THE OPTICS ARE THAT THIS HAPPENS AND THAT IT  
7 ENDS AND THEN THIS HAPPENS AND IT ENDS. I THINK IT'S A  
8 LITTLE BIT MORE MUSHY, SO WE TRY TO GET TO SOME OF THAT IN  
9 THE WHEELS. BUT I APPRECIATE THE QUESTION BECAUSE I DO  
10 THINK WE'RE THINKING ABOUT THAT.

11 AND TO GET BACK TO THE DATA POINT AND THE VALUE  
12 QUESTION, WHEN IT CAME UP TO ARCHITECTS AROUND THE DATA  
13 PIECE, YOU KNOW, I ASKED THEM, WHAT WOULD MAKE YOU FEEL  
14 COMFORTABLE EVEN CONSIDERING HAVING A SINGLE DATA SYSTEM.  
15 WHAT WOULD NEED TO HAPPEN? BECAUSE IT'S NOT SO SIMPLE,  
16 IT'S JUST PROCURING A CONTRACTOR OR USING AN EXISTING --  
17 SO WE CATALOGED FROM EVERY SINGLE ARCHITECT, THESE ARE THE  
18 THINGS THAT WOULD NEED TO HAPPEN FOR EVERYBODY TO FEEL  
19 COMFORTABLE MOVING THIS DIRECTION. WE THEN TOOK THAT THE  
20 NEXT STEP AND DEVELOPED, OKAY, WELL, THEN THIS IS WHAT  
21 THAT PROCESS -- THIS IS WHAT WE THINK THAT PROCESS WOULD  
22 LOOK LIKE.

23 IN THE NEXT MEETING IN TWO WEEKS, WE'LL BE  
24 SHARING THAT WITH ARCHITECTS AND SAYING, OKAY, TAKE A LOOK  
25 AT THIS. DOES THIS REFLECT HOW YOU FEEL ABOUT DATA AND

1 WHAT YOU WOULD NEED TO HAVE IN PLACE TO BE COMFORTABLE?  
2 AND THEN THERE WILL BE ANOTHER FEEDBACK LOOP. SO EVEN IN  
3 THAT EXAMPLE, IT'S THAT CONSTANT ITERATION IN GETTING  
4 CLOSER AND CLOSER TOGETHER. AND IT MAY TAKE US SIX MONTHS  
5 OR A YEAR OR A YEAR AND A HALF TO GET THERE. I DON'T  
6 KNOW, BUT WE'RE STARTING THE PROCESS NOW.

7 SUPERVISOR KUEHL: I THINK IT'S REALLY IMPORTANT  
8 TO HAVE THE -- SORT OF THE VISION OF THE -- I DON'T KNOW  
9 HOW TO SAY IT -- SORT OF A CONSTRUCT AT THE END THAT WE'RE  
10 FILLING IN AS WE GO ALONG BECAUSE, OTHERWISE, IT'S A  
11 LITTLE SORT OF A LITTLE CHAOTIC AND AMORPHOUS, AS YOU  
12 KNOW. AND IT DOESN'T MEAN WE'VE MADE ANY DECISIONS BUT  
13 THESE ARE THE DECISIONS WE'RE INFORMING I THINK.

14 SO I THINK YOU UNDERSTAND THIS VERY WELL. BUT I  
15 JUST, YOU KNOW, WANT US TO BE FUTURE FOCUSED BUT NOT ONLY.  
16 THERE HAS TO BE A ROAD AS WELL. AND THE JOURNEY IS AS  
17 THEY SAY AN IMPORTANT PART OF IT.

18 JUDY.

19 COMMISSIONER ABDO: I WANT TO BUILD ON WHAT  
20 MARLENE SAID ABOUT PAPERWORK. I WANT TO -- I RAN A  
21 PROGRAM AND DEALT WITH THIS ISSUE IN SEVERAL PROGRAMS.  
22 AND I JUST HOPE THAT YOU WILL KEEP IN MIND WHAT IT IS TO  
23 BE RUNNING A PROGRAM OR TEACHING IN A PROGRAM AND WHAT  
24 THIS ADDITION WOULD DO FOR THE ACTUAL ON-THE-GROUND  
25 IMPLEMENTATION. AND IT CAN SOUND REALLY WONDERFUL FROM

1 THE THEORY, AND YET IT'S REALLY HARD TO GET SOMETHING  
2 THAT'S IN THE CLASSROOM OR IN A PROGRAM THAT REALLY MAKES  
3 A DIFFERENCE THAT IS EMBRACED AT THAT LEVEL.

4 SUPERVISOR KUEHL: DUANE.

5 COMMISSIONER DENNIS: AND THE ONLY OTHER THING,  
6 KATIE, I WOULD LIKE TO EXTEND AS AN INVITATION. WE HAVE  
7 ON OUR COMMISSION NOW FOUR PEOPLE WHO, YOU KNOW, ARE WELL  
8 IMMERSED IN THIS AREA. YOU HAVE, YOU KNOW, MARLENE AND  
9 DAYTON, JUDY, AND MYSELF WHICH, YOU KNOW, IS OVER A  
10 HUNDRED YEARS WORTH OF EXPERIENCE. SO NOT ONLY ARE WE  
11 OLD, WE KNOW A LITTLE BIT. SO TO THAT END, I WOULD HOPE,  
12 KATIE, YOU AND YOUR STAFF WILL TAKE USE OF US AS, YOU  
13 KNOW, YOU GO DOWN THAT JOURNEY. FEEL FREE TO, YOU KNOW,  
14 CALL UPON US. AND MOST OF US HAVE EXPERIENCE WITH A LOT  
15 OF THE PLAYERS THAT ARE A PART OF THE ARCHITECTS. SO FEEL  
16 -- I MEAN, USE US. TAKE ADVANTAGE OF YOUR COMMISSION.  
17 AND YOU REALLY DON'T HAVE TO PAY US, YOU KNOW. AND THAT'S  
18 KIND OF GOOD. THIS IS FREE TECHNICAL ASSISTANCE.

19 I MEAN, I SAY IT IN ALL EARNEST, TAKE REAL GOOD  
20 USE OF THESE COMMISSIONERS BECAUSE THEY DO POSSESS SOME  
21 KNOWLEDGE AS FAR AS THIS AREA IS CONCERNED.

22 SUPERVISOR KUEHL: NANCY.

23 COMMISSIONER AU: I'M NOT ONE OF THOSE. I -- I  
24 GUESS ECHOING AND REINFORCING MARLENE'S CONCERNS ABOUT THE  
25 -- AND AS WELL AS JUDY IN TERMS OF THE TEACHER IN THE

1 CLASSROOM AND WHAT THEY'RE SADDLED WITH. AND IF I WAS A  
2 PARENT WANTING MY CHILD TO HAVE A QUALITY EARLY CHILDHOOD  
3 EXPERIENCE, I WANT THE TEACHER TO MAKE MY CHILD THEIR  
4 PRIORITY AND NOT HAVING TO BE CONCERNED ABOUT FILLING IN  
5 REPORTS AND SUBMITTING DATA AND WHATEVER ELSE, YOU KNOW,  
6 THE ASSESSMENT RESULTS AND SO ON AND SO FORTH. I THINK  
7 THAT WOULD BE QUITE BOTHERSOME FOR ME.

8 SO I GUESS I'M REFLECTING ON BRANDON'S RECENT  
9 AWARD FOR DCFS AND THE UTILIZATION OF TECHNOLOGY. MAYBE  
10 IT'S MAYBE COMPLICATING YOUR -- YOUR CONVERSATION FURTHER.  
11 BUT TO REALLY TAKE INTO ACCOUNT WHAT CAN TECHNOLOGY CAN WE  
12 USE TO SUPPORT TEACHERS IN THE CLASSROOM SO THAT WE -- WE  
13 CAN STILL PUT AN EMPHASIS ON COLLECTING DATA SO THAT WE  
14 HAVE A BODY OF INFORMATION THAT WE CAN REALLY RELY ON, BUT  
15 MAKING IT AS EASY AS POSSIBLE FOR THEM SO THEY CAN REALLY  
16 FOCUS THEIR ENERGY ON THEIR INTERACTION WITH THE CHILD.

17 AND I GUESS THE EXAMPLE I USE IN MANY OF THE  
18 PUBLIC POLICY SHIFT THAT'S WE HAVE HAD OVER TIME,  
19 SOMETHING AS SIMPLE AS WANTING TO REDUCE AIR POLLUTION  
20 ISSUES AROUND THE COURT AREA. AND THERE WAS A REQUIREMENT  
21 THAT THE TRUCKS THAT WERE TRANSPORTING CARGO HAVE THEIR  
22 TRUCKS BECOME MORE EMISSION FREE. BUT THE PUSHBACK FROM  
23 THE ONES THAT WERE DRIVING THOSE TRUCKS WAS THAT, WAIT A  
24 MINUTE, I DON'T HAVE THE DOLLARS TO RETROFIT MY TRUCK OR  
25 ACQUIRE A NEW TRUCK. SO THAT PARTICULAR REQUIREMENT

1 REALLY GOT SUSPENDED.

2 AND YOU DON'T WANT THAT TO HAPPEN WITH ALL THE  
3 WORK THAT YOU'RE DOING WITH QRIS. THOSE IMPLEMENTATION  
4 PIECES BECOME VERY CRITICAL. SO ANYWAY, THAT'S JUST MY  
5 COMMENT.

6 SUPERVISOR KUEHL: THANK YOU ALL VERY, VERY MUCH.  
7 THANK YOU FOR THE PRESENTATION AND THE DISCUSSION. I  
8 DON'T SEE ANY REQUESTS FOR PUBLIC COMMENTS.

9 SO WE I BELIEVE WE'VE COME TO THAT POINT, THAT  
10 SAD POINT WHERE WE HAVE TO ADJOURN. NO EDITORIALS ON THE  
11 JOURNEY. OKAY.

12 I HAVE A MOTION TO ADJOURN. I HAVE A SECOND.

13 COMMISSIONER DENNIS: GO DODGERS.

14 MS. BELSHE: GO DODGERS.

15 SUPERVISOR KUEHL: THIS COMMISSION IS ADJOURNED.

16 (AT 4:06 PM, THE MEETING WAS ADJOURNED.)  
17  
18  
19  
20  
21  
22  
23  
24  
25

C E R T I F I C A T E

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

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

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

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

Attested to on this 26TH DAY of OCTOBER, 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 September 30, 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:**

First 5 LA began the month with a cash balance of \$458.6 million. We expected to receive the July 2016 tobacco tax revenue in September 2016, but we received it in October 2016. This revenue will be reflected in October 2016 financial reports. During the month, we received \$240,642 in revenues. There was an increase in Salaries and Wages due to an extra pay period that was recorded in September 2016. We had \$2.0 million in operating expenditures, \$3.5 million in program expenditures, and \$757,544 in pass-through expenditures. As a result, First 5 LA ended the month with a cash balance of \$452.6 million.

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

- Revenue and Expense Statement: Summarizes financial statements to highlight the starting cash balance, revenues received, program and operating expenses, and the ending cash balance for the month.
- Balance Sheet: Provides a "snapshot" view of the Commission's assets, liabilities and fund balance as of September 30, 2016.
- Detailed operating and program expenditures: Shows expenses against the FY 2016-17 Budget approved on June 9, 2016, concluding with a report of expenditures related to programs functioning as pass-through agreements.

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

	<b>REVENUES AND EXPENDITURES</b>	
<b>Cash Balance as of August 31, 2016</b>	<b>\$ 458,611,800</b>	
<b>Revenue</b>		
Monthly State Allotments	\$ -	(1)
State Commission Matching Grant - Cares Program	-	
Medi-Cal Administrative Activities (MAA)	-	
State Commission - Other Program Funds	-	
Interest Income - Unreserved	230,844	
Investment Income - Other	-	
Rental Revenue - La Petite	9,798	
Partnerships for Families (PFF) - LA County Dept. of Children and Family Services (DCFS)	-	
ECE-LA County IMPACT	-	
<b>Total Revenue</b>	<b>\$ 240,642</b>	
<b>Expenses</b>		
<b>Program Budget (Attachment A)</b>		
2015-2020 Strategic Plan: Focusing For The Future	\$ 2,145,225	
Legacy Investments	1,287,141	
Research and Evaluation	57,776	
<b>Total Initiative/Program Expenses</b>	<b>\$ 3,490,142</b>	
<b>Pass-Through (Attachment B)</b>		
Medi-Cal Administrative Activities (MAA)	\$ -	
Partnerships for Families (PFF) - LA County Dept. of Children and Family Services (DCFS)	757,544	
<b>Total Pass-Through Expenses</b>	<b>\$ 757,544</b>	
<b>Operation and Administration (Attachment C)</b>		
Personnel	\$ 1,726,842	
General Operating	79,541	
Professional Services	27,531	
Consultant Services	105,813	
Travel & Meetings	27,373	
Capital Improvements	-	
<b>Total Operation and Administration</b>	<b>\$ 1,967,099</b>	
<b>Total Expenses</b>	<b>\$ 6,214,785</b>	
<b>Variance (Revenue - Expenses)</b>	<b>\$ (5,974,143)</b>	
<b>Cash Balance as of September 30, 2016</b>	<b>\$ 452,637,657</b>	(2)

**NOTE:**

- 1) The July 2016 tobacco tax revenue was received in October 2016. This revenue will be reflected in October 2016.
- 2) Cash Balance excludes fixed assets and liabilities.

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

<b>INITIATIVE/PROGRAM</b>	<b>FY 2016-17 BUDGET*</b>	<b>SEPTEMBER EXPENDITURES</b>	<b>FISCAL YTD EXPENDITURES</b>	<b>BALANCE REMAINING</b>
<b>2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE</b>				
Strategic Plan Priority Outcome Areas				
Families	38,081,000	1,453,587	1,635,826	36,445,174
Communities	18,883,000	616,264	822,798	18,060,202
Early Care & Education Systems	24,199,000	46,771	133,044	24,065,956
Health-Related Systems	2,421,000	-	71,035	2,349,965
Strategic Plan Investment Areas & Support Costs				
Policy Agenda/Advocacy	2,442,000	7,174	7,174	2,434,826
Communications & Marketing	5,345,000	21,429	50,403	5,294,597
Communications - Conference Funding	300,000	-	-	300,000
<b>Subtotal 2015-2020 Strategic Plan</b>	<b>91,671,000</b>	<b>2,145,225</b>	<b>2,720,280</b>	<b>88,950,720</b>
<b>LEGACY INVESTMENTS</b>				
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	244,724	244,724	8,663,276
Children's Vision Care	1,333,000	15,990	26,651	1,306,350
Early Identification and Intervention - Autism and other Developmental Delays	908,000	61,953	74,550	833,450
Healthy Food Access	1,174,000	92,620	92,620	1,081,380
Healthy Kids	373,000	49,900	165,443	207,557
Information Resource and Referral	1,260,000	98,934	98,934	1,161,066
Little by Little/One Step Ahead	3,312,000	-	-	3,312,000
Oral Health & Nutrition - Dental Home	890,000	-	-	890,000
Parent Child Interaction Therapy	3,590,000	-	-	3,590,000
Policy Advocacy Fund	1,263,000	77,026	77,026	1,185,974
Reducing Childhood Obesity	5,133,000	-	-	5,133,000
Resource Mobilization - ECE	800,000	-	-	800,000
Resource Mobilization - Funder Partnership	75,000	-	-	75,000
Resource Mobilization - Health	326,000	-	7,924	318,076
Resource Mobilization - Organizational Capacity Building	125,000	-	-	125,000
Resource Mobilization - Project Development	250,000	-	-	250,000
Universal Assessment of Newborns	8,451,000	645,993	733,214	7,717,786
Workforce Development	555,000	-	-	555,000
<b>Subtotal Legacy Investments</b>	<b>42,146,000</b>	<b>1,287,141</b>	<b>1,521,085</b>	<b>40,624,915</b>
<b>RESEARCH AND EVALUATION</b>				
Data Development and Integration	861,000	24,165	79,439	781,561
Data Partnership with Funders	900,000	-	-	900,000
Program Evaluation	4,707,000	33,611	80,289	4,626,711
<b>Subtotal Research and Evaluation</b>	<b>6,468,000</b>	<b>57,776</b>	<b>159,728</b>	<b>6,308,272</b>
<b>TOTAL</b>	<b>140,285,000</b>	<b>3,490,142</b>	<b>4,401,093</b>	<b>135,883,907</b>

\* 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 September 2016.

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

Attachment B

INITIATIVE/PROGRAM - PASS-THROUGH	SEPTEMBER 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)	757,544	964,874
<b>TOTAL</b>	<b>757,544</b>	<b>964,874</b>

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

OPERATION AND ADMINISTRATION EXPENSE	SEPTEMBER ACTUAL	FISCAL YTD ACTUAL	FY 2016-17 BUDGET	FISCAL YTD VARIANCE
<b>Personnel Services</b>				
Salaries & Wages	1,423,247	2,879,793	13,178,557	10,298,764 (1.)
Fringe Benefits	303,595	875,906	3,909,538	3,033,632
<b>Total Personnel Services</b>	<b>1,726,842</b>	<b>3,755,700</b>	<b>17,088,095</b>	<b>13,332,395</b>
<b>General Operating Expenses</b>				
ADP Payroll Charges	1,691	7,118	31,000	23,882
Workers Compensation Insurance	-	76,103	100,000	23,897
Corporate Insurance	-	-	76,000	76,000
Mileage Expense	2,235	6,738	64,450	57,712
Telephones & Modems	4,957	11,479	35,000	23,521
Printing	-	1,773	18,750	16,977
Postage & Delivery	1,100	3,300	13,300	10,000
Office Supplies	5,841	15,998	80,640	64,642
Subscriptions & Publication	164	223	10,060	9,837
Equipment Rental	8,506	24,227	118,200	93,973
Repair & Maintenance - Furniture & Fixtures	15,143	47,404	180,000	132,596
Repair & Maintenance - Equipment	69	69	26,000	25,931
Rents & Lease - Offsite Storage	1,381	11,698	19,700	8,002
Los Angeles County Overhead	-	11,938	27,000	15,062
Contingency	-	10,000	75,000	65,000
Facilities & Other Supplies	2,649	3,399	12,150	8,751
Utilities	16,298	47,055	165,000	117,945
Educational Supplies	12	12	1,450	1,438
Cell Phones	3,322	11,287	51,240	39,953
Hardware & Software Maintenance	16,175	25,688	220,600	194,912
<b>Total General Operating Expenses</b>	<b>79,541</b>	<b>315,510</b>	<b>1,325,540</b>	<b>1,010,030</b>
<b>Professional Services</b>				
Audit and Accounting Fees	-	-	70,000	70,000
Legal Fees	10,307	10,307	175,000	164,693
Membership Dues	11,600	21,265	85,052	63,787
Professional Development	1,657	6,895	266,000	259,105
Professional Dues First 5 Association	-	-	70,000	70,000
Staff Recruitment	199	1,239	25,000	23,761
Commission Stipends	2,250	3,000	34,000	31,000
Human Resources Related Costs	1,518	11,012	78,000	66,988
<b>Total Professional Services</b>	<b>27,531</b>	<b>53,719</b>	<b>803,052</b>	<b>749,333</b>
<b>Consultant Services</b>				
Consultant Fees	83,691	132,365	1,208,000	1,075,636
Other Professional Fees	22,122	66,511	276,950	210,439
External Reviewers	-	-	8,000	8,000
<b>Total Consultant Services</b>	<b>105,813</b>	<b>198,876</b>	<b>1,492,950</b>	<b>1,294,075</b>
<b>Travel &amp; Meeting Expenses</b>				
Conferences - Travel & Lodging	4,635	11,190	89,492	78,302
Conference - Registration Fees	10,721	22,150	119,285	97,135
Local Meeting Expenses	3,311	7,240	71,700	64,460
Lodging	4,595	10,059	98,726	88,667
Per Diem	4,111	7,557	51,318	43,761
<b>Total Travel &amp; Meeting Expenses</b>	<b>27,373</b>	<b>58,196</b>	<b>430,521</b>	<b>372,325</b>
<b>Capital Improvements</b>				
Capital Outlay (Equipment Purchases)	-	-	75,000	75,000
Capital Improvements	-	-	20,000	20,000
<b>Total Capital Improvements</b>	<b>-</b>	<b>-</b>	<b>95,000</b>	<b>95,000</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>1,967,099</b>	<b>4,382,000</b>	<b>21,235,158</b>	<b>16,853,159</b>

**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.

(1.) There was an increase in Salaries and Wages due to an extra pay period that was recorded in September 2016.

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

<b>Assets</b>	
<b>Current Assets:</b>	
Cash	\$ 7,578,009
Cash- Morlin Mgmt Corp	26,950
Investment:	
Operating and Allocated funds	422,520,647
Operating Fund - SRI	-
Advance - LA Care Health Plan	8,089,147
Advance - LAUP	25,320,585
Advance - UCLA Dental Home Project	704,301
Interest Receivable	-
Other Receivables	1,607,374
<b>Total Current Assets</b>	<b><u>\$ 465,847,013</u></b>
<b>Fixed Assets:</b>	
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)
<b>Total Fixed Assets</b>	<b><u>\$ 11,593,026</u></b>
<b>Total Assets</b>	<b><u><u>\$ 477,440,039</u></u></b>
<b>Liabilities and Net Assets</b>	
<b>Current liabilities:</b>	
Other Liabilities	\$ 254,630 (1)
<b>Total Current Liabilities</b>	<b><u>\$ 254,630</u></b>
<b>Net Assets:</b>	
Investment in capital assets	\$ 11,593,026
Restricted	465,592,383
<b>Total Net Assets</b>	<b><u>\$ 477,185,409</u></b>
<b>Total Liabilities and Net Assets</b>	<b><u><u>\$ 477,440,039</u></u></b>

**NOTES:**

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

First 5 LA

**SUBJECT:**  
Contracts for approval

**RECOMMENDATION:**  
Approve three new agreements and one amendment and authorize staff to complete final execution of the agreements upon approval from the Board.

The new agreement with the City of Long Beach will be contingent upon revisions to the Scope of Work to reflect additional details and deliverables around project scalability to ensure countywide influence.

**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 are **three new agreements**. One with Community Partners to implement the Early Care and Education (ECE) Policy and Advocacy Fund (Fund). This is a multi-year initiative that aims to advance improved access to quality, affordable, and sustainable ECE. The Fund will provide partnership grants to state and local ECE advocacy organizations as opportunities emerge for ECE public policy and advocacy related projects. To implement this initiative, First 5 LA will work with the Contractor to administer the Fund. The Contractor will: 1) provide administrative coordination of the Fund, including co-design of the Fund, and carry out the competitive grantee selection process; 2) coordinate capacity building, learning and information sharing; 3) track and assess progress towards the anticipated Fund goals; and 4) inform First 5 LA's efforts to build relationships with other funders/partners working to increase investments and policy changes in ECE. In the first year, Community Partners will re-grant \$2M in partnership grants to approximately eight policy and advocacy organizations, \$500,000 in grants for emerging opportunities and the remaining \$500,000 to carry out the four objectives listed above. There are two agreements under the At-Risk Fathers Investment. One with the City of Long Beach to establish a Father-Friendly Long Beach network consisting of key institutions, service providers and fathers. The network will work to encourage local businesses, government and non-profit operations to adopt guidelines that 1) welcome and support fathers into their establishments; and 2) increase access to needed care and supportive services for fathers to create a safe, secure and stable environment for their children and families. By building a network and applying the strategy of building connections across organizations, the Grantee aims to develop guidelines that encourage institutional changes to create a father-friendly city. The other agreement is with Friends Outside in Los Angeles County. The Grantee will work to 1) build knowledge to inform and advance systems change, policies and practices at the agency/service provider level to enhance parenting capacities of fathers re-entering from probation or foster care; and 2) increase collaboration and partnerships amongst organizations working on engaging re-entry fathers. Through this work, the Grantee will build an advisory council that will make recommendations based on a series of surveys and focus groups conducted through the project.

There is **one amendment** with the Center for the Study of Social Policy. The Grantee provides capacity building support directly to the Best Start Community Partnerships to be high functioning Partnerships that lead to community change efforts. The Grantee provides Community Partnership

members with the skills to develop and facilitate monthly Partnership and Leadership Groups, and workgroup meetings (e.g., governance, outreach, communications, etc.). The requested amendment will strengthen the Partnerships' outreach and communications capacity and provide assistance to document their key decisions and progress towards milestones.

**DISCUSSION:**

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

Attachment A  
November 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
Policy	ECE Strategy 1 – Policy/Advocacy / ECE Policy Advocacy Fund	<p><b>COMMUNITY PARTNERS</b> The Early Care and Education (ECE) Policy and Advocacy Fund (Fund) is a multi-year initiative that aims to advance improved access to quality, affordable, and sustainable ECE. The Fund will provide partnership grants to state and local ECE advocacy organizations as opportunities emerge for ECE public policy and advocacy related projects. To implement this initiative, First 5 LA will work with the Contractor to administer the Fund. The Contractor will: 1) provide administrative coordination of the Fund, including co-design of the Fund as well as the competitive grantee selection process; 2) coordinate capacity building, learning and information sharing; 3) track and assess progress towards the anticipated Fund goals; and 4) inform First 5 LA's efforts to build relationships with other funders/partners working to increase investments and policy changes in ECE. In the first year, Community Partners will re-grant \$2M in partnership grants to approximately eight policy and advocacy organizations, \$500,000 in grants for emerging opportunities and the remaining \$500,000 to carry out the four objectives listed above.</p>	06/09/2016	RFQ	5 years	\$15,000,000	\$3,000,000	11/14/2016	6/30/2017	11/13/2021 115
Grants Management	At-Risk Fathers Investment / At-Risk Fathers Investment	<p><b>CITY OF LONG BEACH</b> The Grantee will establish a Father-Friendly Long Beach network consisting of key institutions, service providers and fathers. The network will work to encourage local businesses, government and non-profit operations to adopt guidelines that 1) welcome and support fathers into their establishments; and 2) increase access to needed care and supportive services for fathers to create a safe, secure and stable environment for their children and families. By building a network and applying the strategy of building connections across organizations, the Grantee aims to develop guidelines that encourage institutional changes to create a father-friendly city.</p>	11/14/2013	RFP	2 years	\$160,627	<p>\$160,627 Estimated FY 16-17 Spending \$37,450 Impact to FY 17-18 Budget \$82,574 The remaining amount of \$40,603 will be spent in FY 18-19</p>	1/1/2017	12/31/2018	12/31/2018

Attachment A  
November 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
Grants Management	At-Risk Fathers Investment / At-Risk Fathers Investment	<p><b><u>FRIENDS OUTSIDE IN LOS ANGELES COUNTY</u></b>                      The Grantee will work to 1) build knowledge to inform and advance systems change, policies and practices at the agency/service provider level to enhance parenting capacities of fathers re-entering from probation or foster care; and 2) increase collaboration and partnerships amongst organizations working on engaging re-entry fathers. Through this work the Grantee will build an advisory council that will make recommendations based on a series of surveys and focus groups conducted through the project.</p>	11/14/2013	RFP	2 years	\$140,000	\$140,000 Estimated FY 16-17 Spending \$17,526 Impact to FY 17-18 Budget \$82,564 The remaining amount of \$39,910 will be spent in FY 18-19	1/1/2017	12/31/2018	12/31/2018

Attachment A  
November 2016

AMENDMENTS									
DEPARTMENT	INITIATIVE AND PROGRAM	CONTRACT (PROJECT) INFORMATION	BOARD APPROVAL DATE	PROCUREMENT METHOD	PROJECT LENGTH	CURRENT CONTRACT AMOUNT	AMENDMENT AMOUNT	NEW CONTRACT AMOUNT	*SATISFACTORY PROGRESS ACHIEVED BY CONTRACTOR?
Best Start Communities	Communities Strategy 1- Shared Vision & Collective Action /Community Partnerships	<b><u>THE CENTER FOR THE STUDY OF SOCIAL POLICY (#07854)</u></b> <b>Amendment for additional funding.</b> The Grantee provides capacity building support directly to the Best Start Community Partnerships to be high functioning Partnerships that lead to community change efforts. The Grantee provides Community Partnership members with the skills to develop and facilitate monthly Partnership and Leadership Group, and workgroup meetings (e.g., governance, outreach, communications, etc.). The requested amendment will strengthen the Partnerships' outreach and communications capacity and provide assistance to document their key decisions and progress towards milestones.	06/09/2016	RFQ	6 years, 1 month	\$1,774,641	\$380,981	\$2,155,622	Yes  117

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

FIRST 5 LA

**SUBJECT:**

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

**RECOMMENDATION (Provided as Action):**

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

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

**BACKGROUND:**

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

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

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

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

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

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

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

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

### **Key Milestones & Learning**

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

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

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

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

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

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

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

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

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

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

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

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

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

**JUSTIFICATION:**

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

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

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

**AND**

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

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

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

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

**CONCLUSION:**

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

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

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

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

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

# Memo

To: Board of Commissioners

From: Kim Belshé, Executive Director

Date: November 10, 2016

Subject: **EXECUTIVE DIRECTOR'S REPORT**

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## EXECUTIVE DIRECTOR'S HIGHLIGHTS

As we approach the end of 2016, it seems fitting for me to principally focus my Executive Director comments on a few end of year reflections. There has been considerable change this past year, particularly change related to how First 5 LA is working to align our structure and staffing to our strategic direction, role and impact and how our organization is partnering with others to contribute to our aspirations for young children. As I consider the many changes of the past year, there are two areas that I'd highlight as representative of our work together to evolve, learn, adapt and change in service of our mission.

### Organizational Alignment

First, is First 5 LA's organization alignment – the effort to align our structure and staffing to First 5 LA's strategic direction, role and impact. This essential piece of the First 5 LA transformation puzzle builds upon the work done in recent years – beginning with the Commission's setting of First 5 LA's strategic direction in 2014 and annual validation of our long-term financial projections, our work last year to clarify the functional core capabilities First 5 LA requires to effectively execute on the new Strategic Plan, and our specifying a new operating model and organization structure at the end of last year. This year, we have focused on staffing the new structure. We've made significant strides this past year in this effort, appointing a high-caliber, high-impact group of executive leaders and Director team. View link here: <http://www.first5la.org/index.php?r=site/article&id=3770>. We are now finalizing Department structures, capabilities, and staff roles, which will inform the staff placement process we are about to begin.

The approach we've utilized has been a deliberate, phased, best practices informed approach to structure and staffing. This approach reflects our emphasis on learning (from First 5 LA's past experience, from staff, and from best practices) and our commitment to critical thinking and analysis (analyzing the capabilities we need to execute the new Strategic Plan to inform organizational change and staffing). To be sure, this approach has taken time and patience. And, it is foundational to the structure and staffing First 5 LA needs in place to achieve greater effectiveness and impact. I am grateful to my colleagues for how they've continued to focus on the important work at hand and how they've conducted themselves as mission-driven professionals, internally and externally, during this time of organizational change at First 5 LA.

#### 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.
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Deanne Tilton

#### EXECUTIVE DIRECTOR

Kim Belshé
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#### EXECUTIVE VICE PRESIDENT

John A. Wagner
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## **Partnerships**

A second area I'd like to call out has been First 5 LA's evolving approach to partnerships broadly and LA County partnerships, more specifically. The Board was clear about the importance of partnership when in 2014 the Board included in our mission statement the words, "in partnership with others." This emphasis reflects the Commission's recognition that progress towards the results we seek for young children and their families will be the product of how effectively and strategically we work with others who share our aspirations for young children – as opposed to "going at it alone".

This past year, the Commission has emphasized the potential and power of our partnerships with Los Angeles County agencies, leaders, and systems. Our new organizational structure and staffing reflects this imperative, with John Wagner assuming a broader role as Executive Vice President with responsibility for First 5 LA's county partnerships. Under John's leadership, First 5 LA is evolving our role from traditional grant-maker to a more active partner and supporter role. Two examples are particularly relevant here. The first is our work in coordination with the County CEO's office and others regarding homelessness. We've worked together to identify opportunities to align and leverage our respective efforts and investments to reduce homelessness among families. A second example is the close partnership First 5 LA has developed with the County's Office of Child Protection (OCP) to shape and advance the County's prevention planning and related activities. I'm excited by the broader role First 5 LA can play as a thought partner, convener, connector and resource with our County colleagues in furtherance of aligned priorities and goals.

A final partnership-related highlight that I'd call out relates to First 5 LA's new work in our health outcomes area. Our health-related work is now focused in two areas: developmental screening and trauma informed care. Each of these issues has significant implications for the health, safety and school readiness of young children. Each can only be advanced by working with others in a collaborative, strategic way aligned to shared goals. And, in each of these areas, First 5 LA is taking a different approach from past roles – shifting from primarily a funder role to a lead convener, partner and catalyst role. Partnership work is hard, challenging, and labor-intensive. And, it is work that is essential if First 5 LA is to contribute to scalable, sustainable change for children relative to, in these cases, timely developmental screenings and early intervention services and trauma informed services and supports in LA County. As a result of terrific coordination and team work across the organization, First 5 LA and its partners successfully launched *Help Me Grow* and the Trauma Informed care convening and systems change workgroup. More to come in 2017.

I've previously shared with the Board and staff a quote attributed to Heraclitus, a Greek philosopher: ***"Change is the only constant in life and it is in changing that we find purpose"***. No organization ever stays exactly the same. Organizations have to be responsive to the changing landscape and to their experience and learning. For First 5 LA, organization alignment and our partnership efforts reflect an iterative process as we continue to evolve, learn and adapt. As I've shared with staff, the true character of an organization is revealed in how it leads and manages during times of change and transition. In that regard, I've been impressed by the patience, resiliency and professionalism that my First 5 LA colleagues have exhibited during this year of organizational change. They have both focused on the work at hand that is so important to our children, families and communities and on the organizational transformation effort that is so critical to First 5 LA's contribution to the results we seek.

I've said this before and will say again - I am proud to be a part of an organization that does not shy away from the challenges and complexities of organizational - or societal - change, but rather finds meaning and purpose through these changes. The good news is that we're not alone in this effort. Working with a diversity of partners – including, importantly, county agencies – we can both

respond to such changes and help shape a future that ensures that all children in LA County enter kindergarten ready to succeed in school and life.

I end this month's ED report with sad news regarding the passing of Claudia Harrison, the founding Executive Director at First 5 Ventura County. Claudia was a visionary leader in the field of early childhood investment. She understood the power of First 5s contributions to more coordinated and integrated systems for families with young children. She brought vision, compassion, and a focus on results to her work on behalf of young children in Ventura County and statewide. I always learned something from my interactions with Claudia. I appreciated how she often complicated my thinking and valued her generosity of counsel, wisdom, and spirit regarding the opportunity and obligation to make a difference for young children. Claudia will be greatly missed.

## I. FAMILIES

### **Project DULCE: St. John's Well Child Family Center's Transition**

Effective December 1, 2016, St. John's Well Child & Family Center (St. John's) will transition the Project DULCE pilot from their W.M. Keck Foundation Community Health Center to their Dr. Louis C. Frayser Health Center (Frayser). The decision to transition the service location of the pilot was made collectively by First 5 LA, Project DULCE co-funders, The Center for the Study of Social Policy (CSSP), and St. John's based on the loss of the availability of pediatric staff to support program implementation. The pediatric provider serves infants birth to six months participating in Project DULCE and functions as the Pediatric Medical Champion, a key position of the Project DULCE model.

The newly selected St. John's Frayser site will be able to implement the project and achieve the original goals. The Frayser site is pediatric medical center with multiple pediatricians and wrap-around services that will benefit the families by providing connections and facilitating referrals. Additionally, because key members of the DULCE team are housed at this site, the Family Specialist will be better supported and connected. As part of the transition plan, St. John's will continue to work with DULCE families who remain enrolled at the Keck Foundation Community Clinic until the children and their families complete the program (by May 2017). The Family Specialists will begin enrolling patients into DULCE at the Frayser site on January 1, 2017 with full implementation by February 1, 2017.

NOTE: Project DULCE is an innovative pediatric-care-based intervention through which primary care clinical sites proactively address social determinants of health and promote the healthy development of infants from birth to six months of age. A critical component of DULCE is to provide support to parents, connecting them to resources based on parents' needs and priorities, with the option of providing home visits, at the parents' choice.

The DULCE intervention incorporates a protective factors approach and draws on and incorporates components of the Medical-Legal Partnership model to ensure that families have access to the resources that they need. First 5 LA partnered with CSSP to implement Project DULCE in three clinic sites across Los Angeles County. Currently, Project DULCE is being implemented at The Children's Clinic in Central Long Beach, Northeast Valley Health Corporation in Sun Valley, and St. John's Well Child & Family Center at the W.M. Keck Foundation Community Health Center.

**Staff Contact:** Jocelyn V. Ramirez ([jramirez@first5la.org](mailto:jramirez@first5la.org))

## II. COMMUNITIES

### **Building Community Capacity to Influence Transportation Policy & Planning**

The third strategy in the Communities outcome area emphasizes availability and access to places and spaces that promote healthy living and encourage interaction. A key issue related to accessibility is the ability of families to get from one location to another within neighborhoods and across communities. In fact, throughout First 5 LA's implementation of *Best Start*, the provision of bus tokens, shuttles, and taxis have been used to reduce transportation barriers to participation. Increasingly, *Best Start* Community Partnerships have elevated issues of transportation access and equity as barriers to improve child and health outcomes. This is a particularly challenging issue in the Best Start Communities of Lancaster and Palmdale.

Historically, in Los Angeles County, transportation investment decisions have resulted in a lack of high quality transportation options for low-income and communities of color. Investing In Place, a transportation advocacy organization is beginning to shift the transportation finance decision-making process by identifying key metrics and data points that make the case for social equity in transportation policies and investments. In June 2016, First 5 LA executed a MOU with Investing In Place to support their work. One key aspect of their work is to conduct up to eight sessions on local transportation policy and investments. The following *Best Start* Community Partnerships have been identified based on data regarding transportation disparities: South El Monte/El Monte, Palmdale, Lancaster, Broadway/Manchester, Watts/Willowbrook, Southeast LA, and Panorama City & Neighbors, and the Northeast Valley. To date, Investing In Place has facilitated community conversations in the Palmdale, Lancaster, Broadway/Manchester, and South El Monte/El Monte. First 5 LA staff is currently assessing next steps.

To learn more about the work Investing In Place is doing in Best Start communities, visit their blog posts from the Lancaster and Palmdale sessions: <https://investinginplace.org/2016/08/01/what-do-palmdale-parents-want-what-we-all-need-safe-walkable-communities/>

<https://investinginplace.org/2016/08/16/learning-from-lancaster-3-lessons-on-completing-streets-and-improving-quality-of-life/>

**Staff Contact:** Joaquin Macias ([jmacias@first5la.org](mailto:jmacias@first5la.org))

## III. EARLY CARE AND EDUCATION SYSTEM

### **Early Care and Education State Budget Coalition**

First 5 LA staff and First 5 LA's state advocates at California Strategies have started reconvening members of the California ECE Budget Coalition to begin planning priorities for the upcoming state budget and legislative session. For the past two budget cycles First 5 LA has brought together key state ECE advocacy partners to advance common budget priorities and work with legislative leaders to make ECE a top priority in budget negotiations. Partners started meeting as early as September and will continue to meet through the budget process.

**Staff Contact:** Peter Barth ([pbarth@first5la.org](mailto:pbarth@first5la.org))

### **LAUSD Strategic Plan**

In October, First 5 LA and a number of our early education partners sent a letter to LAUSD Superintendent Michelle King and the School Board urging them to add a greater emphasis on early learning in their 2016-2020 Strategic Plan. While the district has invested significantly in early education programming in recent years, particularly through the Expanded Transitional Kindergarten program, their recently released draft plan could expand the role of early education as a strategy to bolster student success. See Attachment A to read the letter. First 5 LA is currently

working with partner organizations to set-up meetings with LAUSD Board Members and the Superintendent to reinforce our message.

Staff contact: Tessa Charnofsky ([tcharnofsky@first5la.org](mailto:tcharnofsky@first5la.org))

### **Early Care and Education (ECE) Shared Services Update**

Shared Services is a capacity-building strategy in which organizations can reduce costs, strengthen infrastructure, and improve the quality of services by sharing resources. Currently through the Shared Services Technical Assistance Project, First 5 LA supports alliances of Early Care and Education (ECE) providers to share resources. There are currently two Shared Services Alliances that have been established through this project: the Early Learning Alliance in South Central Los Angeles and the Foothill ECE Shared Services Alliance in Pasadena. Both Alliances recently launched shared professional development opportunities within their alliances.

In addition, First 5 LA's staff has explored supporting a Shared Services website based on the ECE Shared Resources™ web platform adopted in 24 other states as well as the city of San Francisco. The ECE Shared Resources™ web platform serves as a one-stop hub with links to regulations, classroom resources, downloadable templates, forms and handbooks, and negotiated discounts on products and services. Over the past several months, staff conducted an analysis of the shared services website landscape, including key informant interviews with representatives from other states, conversations with the administrators of the San Francisco website, and a focus group with Los Angeles County ECE stakeholders. Our research confirmed that there is a need and interest for such a website among our local ECE providers, but the current model is cost-prohibitive and within an inadequate plan for sustainability. First 5 LA staff recommends partnering with others to advocate for the statewide expansion of the ECE shared services website currently serving only the San Francisco area.

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## **IV. HEALTH-RELATED SYSTEMS**

### **Trauma Informed Systems Change Workgroup Launch**

First 5 LA celebrates another milestone in the developing work connected to the Health-Related Systems outcome area established in the 2015-2020 Strategic Plan. First 5 LA, in partnership with California Community Foundation, Ralph M. Parsons Foundation, The Conrad N. Hilton Foundation, and The California Endowment, launched the Trauma Informed Systems Change workgroup on October 14, 2016. This was the first major event for the effort following the county-wide launch on April 1, 2016. A total of 25 agencies, made up of cross –sector representations who are dedicated to transforming Los Angeles into a trauma-informed county have joined the county-wide public-private workgroup to guide the development of an action plan.

In addition to the funding partners, the initial organizations participating in the Trauma Informed Systems Change Workgroup include: Los Angeles County Department of Mental Health, Los Angeles County Department of Public Health, Los Angeles County Department of Health Services, Los Angeles County Department of Child and Family Services, Los Angeles Department of Public Social Services, Inter-agency Council on Child Abuse and Neglect, L.A. Care Health Plan, UCLA-Duke National Center for Child Traumatic Stress, Trauma Informed Taskforce of Greater LA, The Trevor Project, Peace Over Violence, The Children's Clinic, Office of Child Protection, Maternal Mental Health Now, Los Angeles Unified School District, Los Angeles County Supervisor Michael D. Antonovich's Office, Los Angeles County Supervisor Mark Ridley-Thomas' Office, Los Angeles County Supervisor Sheila Kuehl's Office Center for Strategic Public Private Partnership, HillSides, Community Clinic Association of LA County, Children Now, ACEs Connection, A Window Between

Worlds, Children's Institute, ECHO Parenting and Education, Southern California Grantmakers, Long Beach Trauma Recovery Center, and L.A. Trust for Children's Health.

The Center for Collective Wisdom (C4CW) was selected to facilitate the workgroup process, as well as conducting the environmental scan because of their extensive background in designing and facilitating large-scale systems change efforts. The Trauma informed Systems Change Workgroup, facilitated by the C4CW, will meet on a regular basis through June 2017, and will be responsible for leading the development of recommendations for implementation of a trauma informed county. C4CW will be conducting an environmental scan of local efforts related to trauma informed approaches, in addition to reviewing best practices across the state and nation. The environmental scan will be an input that informs the development of recommendations by the workgroup.

**Staff contact:** Pegah Faed ([pfaed@first5la.org](mailto:pfaed@first5la.org))

## V. POLICY, PARTNERSHIPS AND COMMUNICATIONS

### **Changing the Game for Children and the Economy**

Community Investments staff attended *Changing the Game for Children and the Economy* hosted by The [Center for Early Learning](#) (CEL) at the [Silicon Valley Community Foundation](#) (SVCF) on September 15, 2016. The program featured presentations by Dr. Jack P. Shonkoff, philanthropist and investor J.P. Pritzker, and California State Senator Hannah-Beth Jackson who emphasized the need and opportunity for early learning stakeholders to partner with legislators, scholars, and community leaders to promote research, public opinion data, and key messages that make the case for increased investments in high quality early learning programs. Dr. Shonkoff also highlighted the need for investments in the research and development of innovative early learning models with potential for the greatest impact: scaling effective programs for similar kids, and designing and testing new approaches for which the intervention was not as effective. Emmett D. Carson, Chief Executive Officer of SVCF, closed the program by inviting the audience of funders, business and community leaders to participate in future CEL convenings to develop a common agenda and partner on statewide advocacy efforts to ensure that young children in California have access to high quality early learning opportunities and healthy development. First 5 LA staff is continuing to explore partnership opportunities with the SVCF, Pritzker and other foundations to support efforts that will advance First 5 LA's policy agenda.

**Staff contact:** Jennifer Cowan ([jcowan@first5la.org](mailto:jcowan@first5la.org))

### **Southern California Grantmakers (SCG) L.A. County Child Welfare Collaborative**

The Strategic Partnerships Department represented First 5 LA at the SCG L.A. County Child Welfare Collaborative on October 13, 2016. Led by SCG and the L.A. County Office of Child Protection (OCP), participating SCG members were encouraged to attend for the purpose of learning and identifying opportunities for partnership with public, private and philanthropic child welfare advocates. Updates from collaborative members include:

- Brandon Nichols, Chief Deputy Director, L.A. County Department of Children and Family Services, gave an overview of his first six months at the Department. He cited the large volume of calls to the hotline, support to foster parents around visitation issues, and the transition from large group homes to small family homes as some of the "huge lifts" for the Department.
- Kate Anderson, Director, Center for Strategic Public-Private Partnerships, OCP, provided an overview of the Center's shared agenda and current opportunities for funders to get

involved with the Center's ongoing work. She also highlighted the Center's cross-sector work to support a trauma informed care approach in L.A. County and strengthening support to transition-age youth in foster care.

Presentations regarding the requirements to comply with [Continuum of Care Reform](#) were given by Olivia Celis, Consultant at Casey Family Programs and Dr. Khush Cooper, a leading expert in children and family services organizations across California. Sara Montrose, Program Officer at the Weingart Foundation, shared ways funders can prepare along with their grantees for this significant reform effort in the child welfare sector. Brief updates from the Board of Supervisors Children's Deputies were included, and each one emphasized the importance of public-private partnerships. Most notable was the update from Supervisor Kuehl's office regarding their commitment to reduce barriers to foster parents, and the public-private partnership that has been established to pilot emergency childcare, offer providers trauma informed care training, and data collection to be used for advocacy and policy change. First 5 LA is a strategic partner in this effort, with lead funding from DCFS and the Ralph M. Parsons Foundation. Staff from Supervisor Kuehl's office also shared other public-private partnership opportunities to explore, such as support to foster parents around transportation and visitation.

**Staff Contact:** Jennifer Pippard ([jpippard@first5la.org](mailto:jpippard@first5la.org))

#### **LA Partnership for Early Childhood Investment (Partnership)**

John Wagner, Executive Vice President, Christina Altmayer, Vice President of Programs and Policy & Strategy, Kim Pattillo Brownson, Vice President of Policy & Strategy, and Jennifer Pippard, Director of Strategic Partnerships participated in The LA Partnership for Early Childhood Investment quarterly education and business meeting on October 18, 2016. The educational section of the meeting welcomed a broad gathering of public and philanthropic organizations to share learning and identify opportunities to partner and align efforts for better health, development and education outcomes for young children. Below are highlights from the featured speakers.

- Cynthia Harding, L.A. County Department of Public Health and First 5 LA Commissioner, noted the need to partner outside the traditional spheres of influence and the benefits of public-private partnerships. This included opportunities such as better utilization of resources, learning from each other, building off of each other's strengths, using a collective voice for policy, and drawing down more federal funds. Commissioner Harding recognized the Healthy Kids Initiative as a partnership between First 5 LA, the County and nonprofits that led to more children being enrolled in health insurance, greater draw-down of federal funds and a collective voice around policy. Commissioner Harding further articulated opportunities for public-private partnerships through sharing data, using the Partnership's strength as a convener to spark innovation, capitalizing on their collective voices to impact policy and advocacy, and exploring where seed or gap funding can make an impact.
- Jacquelyn McCroskey, University of Southern California School of Social Work, discussed the history and role of data sharing in supporting successful partnerships and convenings in L.A. County. For example, the Children's Data Network, supported by the Conrad N. Hilton Foundation and First 5 LA, evolved from earlier data sharing partnerships and has informed the work of the L.A. County Office of Child Protection (OCP).
- Carrie Miller, representing Judge Michael Nash, OCP, noted the four areas of the forthcoming OCP strategic plan that will be successful if done in partnership with others: prevention- preventing children from entering the child welfare system; safety- mitigating risk for children and youth; well-being- empowering youth to advocate for their needs and cultivating champions that will support them in thriving; and permanency, ensuring foster parents are supported. The newly established Center of Strategic Public-Private

Partnerships within OCP was called out by Miller as a strong example of an innovative vehicle to facilitate public-private partnerships.

- John Wagner, Executive Vice President, First 5 LA, shared his extensive experience in successful and rewarding public private partnerships, noting how philanthropy can be a powerful advocate for change outside of the government structure. For example, philanthropy has flexible funds that can pay for critical support to government efforts such as research, convenings or facilitation. Often these are foundational efforts to move the work forward but government cannot always fund these activities. Wagner reiterated First 5 LA's intentional approach to working in partnership with others, including recent work around homeless services and Welcome Baby to help strengthen families' connections to resources. In addition, First 5 LA utilized the Best Start Partnerships to bring the parent voice to a recent conversation around high referrals to DCFS in specific communities. These opportunities allow communities to think about solutions together with the public sector.

The business meeting followed where a smaller group of members reviewed the health of the Partnership, strategies moving forward and how to implement ideas that emerge from educational sessions. First 5 LA is a member of the LA Partnership and contributes \$15,000 annually to support administration costs, together with a collaborative of other funders.

**Staff Contact:** Jennifer Pippard ([jpippard@first5la.org](mailto:jpippard@first5la.org))

#### **LA Chamber Candidate Series**

Staff from the Policy Department attended a Candidates Series event organized by the LA Area Chamber of Commerce. The LA Chamber invited Kamala D. Harris, California Attorney General and candidate for the United States Senate, to speak with members of the LA Chamber on Thursday, Oct. 27th from Noon to 1p.m. The LA Chamber regularly holds Candidates' series and invites various candidates to share on their platforms and answer questions from the audience. First 5 LA participated in the meeting to ask questions about children's issues.

Staff contact: Alejandra Marroquin ([amarroquin@first5la.org](mailto:amarroquin@first5la.org))

#### **Policy Advocacy Fund Grantee Meeting**

On Wednesday, November 9th, 2016, the Policy Department hosted the second quarterly meeting for FY16-17 Policy Advocacy Fund (PAF) grantees. The meeting kicked off with PAF grantees briefly highlighting policy or organizational successes from September and October, and what their organization is looking forward to achieving next in early 2017. The meeting was facilitated by Leah Ersoylu and Cynthia Freeman (PAF Consultants and Technical Assistance Providers) who guided grantees through the meeting's theme and focus: *Getting to Know More About Each Other's Work*. A working lunch session will follow to provide grantees with the opportunity to plan the third quarterly meeting and 2017 group learnings.

As a reminder, the Policy Advocacy Fund (PAF) was launched in 2012 to support First 5 LA's 2009-2015 Strategic Plan policy goals. The PAF initiative will sunset in 2018.

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

#### **Best Start Collaboration with Goldhirsh Foundation**

The opportunity to develop a strategic partnership with the Goldhirsh Foundation was explored by staff in recent months with the prospect of leveraging their LA2050 Grants Challenge platform to increase Best Start visibility among funders and cultivate new relationships with community organizations within the Best Start communities. The partnership with the Goldhirsh Foundation

will allow First 5 LA to join with other private funders to increase investment in services and supports to improve community capacity and promote the safety and healthy development and well-being of children and their families. Through inter-departmental collaboration among Community Investments and Best Start staff, the opportunity to apply for the grants challenge program was widely circulated in Best Start communities. Best Start Central Long Beach, in partnership with the City of Long Beach Health and Human Services, City of Long Beach Parks, Recreation and Marine Department and The California Endowment's Building Healthy Communities Long Beach jointly applied for a grant to promote resident engagement for park equity in their local community. Winners of the LA2050 Grants Challenge will be announced on December 6, 2016.

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## VI. MONITORING, EVALUATION & LEARNING

No highlights to report for this month

## VII. LEGACY INVESTMENTS

### Healthy Kids Update

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

LA Care is also collecting aggregate data from clinics to determine if any clients transitioned from Healthy Kids to full-scope Medi-Cal outside of the mailing. 16 clinics report that 204 children have transitioned to full-scope Medi-Cal. From the incentive mailing and reports from clinics, at least 236 (32+204) children have transitioned from Healthy Kids to Medi-Cal. It is challenging to obtain an accurate number because Medi-Cal cannot share client-level information with Healthy Kids; Healthy Kids members need to let LA Care know if they transitioned or enrolled into full-scope Medi-Cal.

The Healthy Kids Discontinuation Notice will be sent to members on November 15, 2016. The notice will contain information on SB 75 and how to get screened for Medi-Cal. A list of clinics with enrollers that can assist them along with a list of other coverage options will be included. LA Care will provide information and support to ensure continuity of care for members that do not qualify for Medi-Cal (over Medi-Cal income limit).

**Staff Contact:** Tina Chinakarn ([tchinakarn@first5la.org](mailto:tchinakarn@first5la.org))

## VIII. ADMINISTRATION & ORGANIZATIONAL DEVELOPMENT

No highlights to report for this month

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

### **Skirball Bilingual Reading**

On September 15, First 5 LA was invited by Jumpstart to host the Skirball Cultural Center's story time. The event allowed families to participate in a book reading, followed by songs or engaging activity. The reading took place in the Noah's Ark exhibit area.

As part of the Skirball Cultural Center's Free Thursdays, the reading allowed families the opportunity to discover the Cultural Center's exhibits and participate in an engaging activity free of cost.

Participation in this event ties into our work in the Families outcome area.

### **City of Inglewood Hispanic Heritage Festival**

The City of Inglewood's Annual Hispanic Heritage Festival took place on September 17. The Hispanic Heritage festival recognized and celebrated Hispanic and Latino Americans' heritage, culture and contributions.

The event showcased a variety of activities such as face paintings, arts & crafts, live performances and local resources for children and families.

Participation in this event ties into our work around Families and Communities.

### **Touch a Truck**

Southern California Children's Museum, Inc.'s (SCCM) – Touch a Truck took place on September 17 at the Santa Anita Race track. The event's mission was to cultivate a child's wonder, stimulate curiosity, and motivate learning through interactive exhibits, creative experiences and dramatic play; all while promoting the diverse cultures of Southern California.

The event's goal in supporting an environment focused on early childhood education ties into our work around Families, Community and ECE.

### **Heal the Bay – Otter Week**

On September 24 we honored Otter's week by partnering with Heal the Bay to host story time with kids and families visiting the Santa Monica Aquarium.

Potter the Otter joined the Aquarium's guests while they visited the various exhibits, for a special story time and photographs. All guests that participated in the reading received a Potter the Otter book.

Participation in the event ties into our Families outcome area.

### **Familia Y Salud: Family Fitness Day**

Familia y Salud: Family Fitness Day took place on September 25 at La Plaza de Cultura y Artes. The event celebrated health and fitness with a variety of family friendly activities and free health screenings.

Event participants received comprehensive information on health including exercise, nutrition, coverage options and resources available in their community.

Participation in the event ties into First 5 LA's work around Families and Health.

### **ComNet 16: The Communications Network Annual Conference**

From September 28-30, Gabriel Sanchez and Violet Gonzalez attended ComNet16, the Communications Network's annual conference (<http://www.comnet16.org/#intro>) in Detroit, MI. The event is the premier global leadership gathering for social sector communications professionals committed to building a better world through the smart and deliberate use of strategic communications. There were more than 600 attendees from influential organizations around the world to connect, learn and share. All of the learning sessions were focused on one outcome: driving change in issue areas across the social sector.

There were several learnings from the event that will be applied to the work of the Communications and Marketing department to support First 5 LA's policy and systems change goals and outcome areas. These learning include how to create a "breakthrough" story and deliver it, how to use First 5 LA's history to advance its current goals, the importance of internal communications strategies, how storytelling can create social impact, understanding the mindset of millennials and how grantees' communications can be supported and coordinated to make a greater impact.

### **Minding Our Words: Making the Best Case for California's Kids**

On October 13, Gabriel Sanchez, Director of Communications and Marketing, attended a day-long workshop on messaging to win better policy outcomes for California's children and families.

The "Minding Our Words: Making the Best Case for California's Kids" workshop was hosted by the Bay Area-based Early Childhood Funders (<http://www.earlychildhoodfunders.org/>) and led by internationally recognized communications specialist Anat Shenker-Osorio. The day focused on the language we use in the Early Childhood Education field, examining our messaging and what resonates with voters and policy makers, learning about "words to embrace and words to replace" and practicing new approaches to build public will for better policy for kids.

The messaging brief that was distributed at the convening is attached (See Attachment B). It contains several recommendations on how we should be communicating about ECE issues to engage the public and decision makers. While the recommended messaging has not been adopted wholesale, the document offers new and distinct options. The Communications and Marketing Department is distributing this document internally for consideration and has already shared with members of the Los Angeles Preschool Advocacy Initiative (LAPAI). The learnings from this event will be considered for our policy and system change efforts and the ECE outcome area.

### **Feria de Educación 10/15**

On October 15 Feria de Educación, the country's largest education event that promotes academic achievement and parental advocacy for Hispanic students and parents, took place at Cal State University Northridge.

Feria de Educación is designed to create an educational pathway that motivates and guides Hispanic parents and students to complete high school and achieve a college degree.

More than 100 local school districts, educational nonprofit organizations and colleges participated and provided guidance to participants through every step of the educational process from Pre-Kinder through college and into a successful career.

First 5 LA in collaboration with First 5 CA hosted the reading garden area which provided young kids and their families the opportunity to enjoy story time with local Univision talent and CSUN administrators.

Participation in the event ties into First 5 LA's Families and Community outcome areas.

**Staff contact:** Gabriel Sanchez ([gsanchez@first5la.org](mailto:gsanchez@first5la.org))

#### **LA Chamber Access City Hall Event**

Staff from the Policy and Best Start Departments attended the LA Chamber's Access City Hall event on October 11 at Los Angeles City Hall. Staff met with three LA City Councilmembers – Joe Buscaino, Marqueece Harris-Dawson, and Curren Price – to discuss First 5 LA priorities, including issues identified by the Wilmington and Metro Best Start Partnerships. As a result of these meetings, the City Councilmembers are interested in learning more about the Best Start Community Partnerships and participating in future community meetings.

Staff contact: Alejandra Marroquin ([amarroquin@first5la.org](mailto:amarroquin@first5la.org))

### **X. UPCOMING EVENTS**

No highlights to report for this month

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

#### **Procurement Update**

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

The following contracts were executed between September 23, 2016 and October 20, 2016. Copies of the executed contracts can be found here: [www.first5la.org/postfiles/files/Nov%20ED%20Report%20Link\(1\).pdf](http://www.first5la.org/postfiles/files/Nov%20ED%20Report%20Link(1).pdf)

#### **#09328 TINA H. BARRY DBA BARRY CONSULTING GROUP – Contract Amount: \$72,500 Contract Period: 10/17/2016 – 06/30/2017**

First 5 LA is launching an organization-wide training initiative for all its employees beginning in 2016. The Contractor will provide organization-wide training to assist with professional development for the staff of First 5 LA. This will be completed in a seamless manner for all staff as the organization aligns to the 2015-2020 Strategic Plan. The Contractor will conduct a series of trainings in FY 16-17 in Communications, Management, and Time Management Skills. This Contractor is one of two contractors selected through a Solicitation to the Pool. Staff anticipates that the training initiative will be carried out through June 30, 2020.



October 20, 2016

LAUSD Superintendent Michelle King  
Los Angeles Unified School District  
333 South Beaudry Ave., 24<sup>th</sup> Floor  
Los Angeles, CA 90017

Dear Superintendent King:

As advocates for high-quality early learning programs that prepare children for the rigors of today’s education and help close the persistent school readiness gap, we want to thank you and your leadership team for maintaining the Los Angeles Unified School District’s commitment to its youngest learners. LAUSD has a strong tradition of supporting innovative, impactful early care and education (ECE) programs, including its expansion this year of Transitional Kindergarten and Expanded Transitional Kindergarten and the creation of its preschool to second grade early literacy and language plan. Programs and investments such as these are essential to ensuring that LAUSD reach its goal of 100 percent graduation because these school readiness investments provide the foundation for success for K-12 and beyond.

We are writing to encourage you to include additional early childhood elements in your 2016-19 Strategic Plan for the Los Angeles Unified School District. We do so because of our firm belief, grounded both in significant research as well as personal experience with young children, that smart, targeted ECE investments will help LAUSD reach all five goals laid out in the Strategic Plan. Given their many lasting benefits to students, families and teachers, ECE programs can and should be a key initiative to each of your goals.

We are pleased that you mention preschool and the district’s preschool-2<sup>nd</sup> grade early literacy and language plan as part of your first two goals. It is undeniable that beginning children with high-quality, developmentally appropriate preschool establishes the foundation for success in school that leads to graduation and those students being prepared for college, careers and life. LAUSD already is on the leading edge of providing its students with such a start through its Transitional Kindergarten and Expanded Transitional Kindergarten classes. As last year’s American Institutes of Research study, “Impact of California’s Transitional Kindergarten Program, 2013-14,” showed, TK students made gains amounting to as much as five months in pre-literacy and literacy skills, mathematical knowledge and problem-solving ability, and behavioral skills. Those findings are in line with the scores of studies of early learning programs that demonstrate the significant outcomes and proficiency gains that high-quality programs produce. And those outcomes persist. A National Institute for Early Education report in 2013 documented 123 studies affirming that children attending high-quality preschool produced gains – through high school – equivalent to at least half the achievement gap between low-income and other students. Simply put, providing children access to preschool increases graduation rates and student proficiency from the beginning of school to graduation and beyond.

We would argue that high-quality early learning programs are just as critical for LAUSD to achieve your other three goals. Nobel Laureate James Heckman’s studies of high-quality early education programs demonstrate that they are among the most effective, and most cost-efficient, ways to increase student attendance and parental engagement (as well as improve graduation rates and test scores). Among the many studies on preschool’s effect on later school attendance, one study in New York found children who attended preschool had significantly higher attendance rates in fifth and sixth grade; another in Maryland found the same among 10<sup>th</sup> graders. Studies of different ECE programs, including Early Head Start, demonstrate that they increase meaningful family engagement – establishing the groundwork for a positive partnership between LAUSD

and its families. These early interactions are so valuable, in fact, that in August the U.S. Departments of Education and Health and Human Services released a joint policy statement reinforcing the importance of strong family engagement for early learning programs.

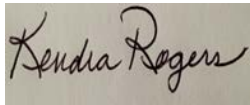
Finally, the need to begin early on fostering safe learning environments, sadly, has never been more evident. Just last month, the Yale University Child Study Center released an alarming study that showed African-American boys in preschool face greater bias and higher presumptions of guilt than their peers. That followed a U.S. Department of Education report from June that detailed that black preschoolers were 3.6 times more likely to be suspended as white preschoolers. Clearly, if LAUSD wishes to meet students' needs and offer them the broad range of support they need, that work must begin as soon as students step into a classroom – including the preschool classroom.

We applaud you for your thorough outreach and engagement with the community and for your commitment to hear from so many different stakeholders who believe LAUSD plays a critical, irreplaceable role in Los Angeles. A strategic plan and a clear and strong mission are both important elements to an organization as large and diverse as LAUSD, and your many months of listening to and working with the community are reflected in the first draft of the plan. As you say, "we are at our best when we are unified and moving forward as a team." We look forward to more opportunities to unite together to help create and sustain an LAUSD that serves all its families and recognizes that our team includes our youngest students as well.

Sincerely,



Kim Belshé  
Executive Director  
First 5 LA



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## MINDING OUR WORDS: MAKING OUR BEST CASE FOR KIDS IN CALIFORNIA



## PURPOSE OF RESEARCH

Advocates for early childhood have been forced onto defense to protect resources for kids. Yet we ought to be the ones setting the terms of debate on how to care for our kids. Toward this end, **Bay Area Early Childhood Funders** partnered with ASO Communications to explore the narrative about what we do and why. The recommendations here are based on analysis of current language and available quantitative opinion research. Findings are informed by research in perception of and persuasion for policy issues.

## METHODOLOGY

Using a variety of techniques from *cognitive linguistics*, a field dedicated to how people process information and communicate, we examine here how people formulate judgements and come to conclusions about resources for young children's development.

These conclusions emerge from noting patterns in the ways advocates and opponents make their case. These patterns reveal how people automatically and unconsciously make sense of complex issues like care and early learning, child development and parenting.

One of the most powerful forms of linguistic expression that shapes thinking and policy preferences is

*conceptual metaphor*. For example, researchers at Stanford showed that groups primed with a metaphor of CRIME AS DISEASE (*plaguing* our communities, *spreading* around) came up with entirely preventative solutions for crime such as after school programs and preschool for all. Conversely, subjects exposed to the metaphor of CRIME AS OPPONENT (*fight* crime, *beat back* homicide) thought harsher punishments were the answer. If you're working for prevention, it's clear you should liken crime to DISEASE and avoid OPPONENT evocations. A 3-strikes advocate would want to do the opposite.

You know wording matters: the terminology for the issue you address — childcare, early learning, early childhood education — is up for debate. Individual words, especially labels, matter immensely as researchers on voting behavior discovered.

In another study, investigators asked respondents whether they'd *vote* in an upcoming election and others whether they'd *be a voter*.

The difference is stunning. Where just over half of those asked about voting intended to do so, 87.5% of those asked about being a voter desired to get to the polls. Post-election, voting records showed 96% of those surveyed about being a voter actually pulled the lever.

A simple word difference, from “will you vote” to “will you be a voter” is also a conceptual shift from action to identity, from what you do to who you are. The words we use shape what's true for our audiences. This is as true in ideas about handling crime as it is for voting behavior. If theory holds, it should prove effective to unpack and then alter perceptions of economic justice broadly, including childcare.

## WHAT THIS ISN'T

Applying the findings of these methods of analysis to assess and, hopefully, shape advocacy discourse can ensure you're saying what you actually think. It helps you say today what you'll still believe and mean tomorrow.

However, this assumes a focus on the long-term: an attempt to shape how the public understands and comes to judgements about your issues over time. This is not traditional political research designed to win the next election.

As such the analysis and recommendations here may challenge conventional wisdom about what the public is ready to hear. The premise here is to find the range of ways people *can*, if supported by our messaging, come to support your advocacy efforts -- in other words where they are capable of going and how to lead them there.

# articulating the ask

## **Tread with caution in the ECONOMY frame**

Advocates often default to “selling” solutions as the means to financial gains or staving off future losses or expenditures. While practical and reasonable sounding, these arguments reinforce the notion that what matters most is GDP — not people.

### **Embrace: insisting people’s needs hold primacy**

do right by [California’s] children  
all children/people have rights  
doing [X] will improve people’s health and wellbeing

### **Use sparingly: referencing *only* children’s future potential**

Fine: “improve their chances for better life outcomes”

Better: improve their experiences today for better outcomes tomorrow

Fine: “early ed boosts school readiness”

Better: early ed nurtures children today and sets them up for a better future

### **Avoid: focusing solely on the economy, implying kids are products**

“invest in children”

“doing [X] will grow/help the economy”

“this is best for the economy”

### **Avoid: implying the value a person contributes is the same as the amount they’re paid**

No: “childcare providers earn minimum wage”

Yes: childcare providers are paid minimum wage

## **What’s implied about “childcare?”**

Advocacy for quality childcare requires conveying what it is and why it matters.

◆ Take care not to assert what you most need people to believe: childcare is educational and essential.

Assume this is true and proceed accordingly.

◆ Be cautious about implying childcare is a *product*, when in fact it’s a highly nuanced and specialized *process*

No: “getting childcare”

No: “out of reach”

No: “have/don’t have childcare”

Yes: having your child educated in care

Yes: providing stellar care for all children

Yes: ensuring children are cared for

## UNNECESSARY HEDGING

You often sell yourselves short in describing what you do or what you’ve accomplished! **Avoid** extraneous phrases like — *seek to, work to, strive to, dedicated to, fighting to, whose mission is to*

These diminish your achievements and, with this, decrease desire to affiliate with your organizations and campaigns. Although it will feel like bragging or claiming singular credit for group effort or something still underway, it’s critical to call yourselves the winning team if you want to recruit new players. Thus an organization that “works to invest” would now simply “invest,” another that “seeks to educate” would just “educate.”

“Access to” is also frequently in your language. With this, you’re hedging about your desired outcomes. When possible, cut right to your goal or program want to deliver. For example, instead of “we seek access to quality early learning for every child” you would say “we seek quality early learning for every child.”

# profiling the people

## Passive versus active constructions

Unless you convince your audiences that **people making intentional and at times nefarious decisions** are behind outcomes witnessed, you can't make the case that other outcomes are possible. If we do not insist that current problems are person-made we can't expect to prove our case that men and women, if so moved, could fix them.

◆ Signal that people created current conditions and could alter them; things don't just come to be:

No: "children do not have access to [X]"

Yes: lawmakers denied children access; wealthy Californians refuse to provide resources for [X]

No: "[place] faces a critical shortage of [X]"

Yes: leaders decided to limit [X]; officials chose to allocate tax funds to [Y] and cut [X]

No: "disparities in learning emerge"

Yes: we choose to hold certain kids back from their full potential

◆ Don't leave open the interpretation that parents struggling to make ends meet are to blame for outcomes you decry.

No: "low income children arrive at school behind more affluent kids"

Yes: lawmakers deny low income children the advantages of more affluent kids

◆ Make your demands clear and with consequences for lawmakers

No: We must do more; we must ensure all children have access; much more can be done

Yes: Lawmakers must ensure [X]; all California's children must have [x] by [year]

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## HOW TO HANDLE "NAMING NAMES"

Of course, it's often hard to pinpoint exactly who is behind some bad deed. Or it will damage your outreach to the lawmakers you need on your side to do so. There are ways you can *convey* a problem is person made and therefore remediable, without necessarily spelling out who did what to whom. And, with government, take caution before pointing the finger too directly.

◆ Words like "manufacture" "create" "place" and "bring", as in "tax dodgers create hardships for California's kids", tell audiences bad things didn't come from nowhere.

◆ Be especially careful about characterizing government writ large as the source of the problem. Instances of government inaction and even complicity in unacceptable wages and conditions for care providers and lack of access to childcare abound – and must be stopped. However, because you need people to see government as the solution, it's problematic to fan the very present anti-government sentiment in our society. Emphasize *lost opportunities*, *bad choices*, *historic wrongs*, rather than blanket condemnations.

◆ Another approach is to name particular politicians. For example, *Assemblymember X decided to*, *Lawmakers in X chose to deny*, *Corporations pushed the X Administration to*, and so on.

Advocates say...	Say Instead...	Because...
Invest in children	Do right by children, all children have rights	Monetizing children reifies the economy over human needs.
Campaign seeks to/works to/strives to/is dedicated to [X]	Campaign does/gets/obtains/wins [X]	Unnecessary hedging dilutes your efficacy.
Childcare worker	Childcare provider, person who provides care	Helps establish professionalism and human needs of care givers
Good for the economy	Good for the California/ Californians	Personifying the economy reinforces opposition's paradigm.
Conditions persist; children lack access	Lawmakers choose, politicians deny	People do things, things don't just happen.
Boost school readiness; improve future well-being/ earnings	Improve experiences today for better outcomes tomorrow	Solely referencing future potential fails to activate intense emotion kids engender.
Childcare subsidy	Childcare support; support care for all kids; ensure child development	"Subsidy" implies a special extra for some calls to mind the "deservingness" issue.
Access to childcare/early learning/X program	Childcare/early learning/X program	"Access to" dilutes the efficacy of your demand.
Poverty, child poverty; poor; low income; people living in poverty	Struggling to make ends meet; working to provide for family	People do not self-identify as poor and poverty casts them as passive. "Struggling" and "working" brings attention to people's efforts.
Achievement gap(s); health disparities; school readiness gap/disparity	Barriers to achievement/school readiness; intentional obstacles to health/well-being;	"Gap" casts attention on difference without explaining how it came to be. "Barriers" and "obstacle" make clear the deliberate impediments to achieving the same outcome.
Workers	Working people, people who [i.e. teach our kids, care for babies]	Move out of "worker" frame in order to activate human frame.
Choose between work and family	Family comes first	Most people work <i>for</i> family, reassert primacy of human frame.
Getting/having/obtaining childcare, childcare out of reach	providing stellar care for all children ensuring children are cared for	Problematic to imply childcare is a static object, not continuous process.
Providers earn [X]	Providers are paid [X]	Earn suggests the value a person creates; pay is amount given to them.

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**FIRST 5 LA**

**SUBJECT:**  
**Strategic Plan Implementation Update, Year 1**

**BACKGROUND:**

First 5 LA began the official implementation of the 2015-2020 adopted strategic plan on July 1, 2015. The July and September meetings included dedicated sessions to promote Commissioner dialogue on our first year progress and First 5 LA's contribution to improved outcomes for children and families. The goal is to provide greater and more frequent visibility into the progress against the Strategic Plan milestones and to engage the Commissioners in an ongoing learning agenda on the Plan implementation.

The learning agenda will be informed by Commissioners' discussions on the Strategic Plan at the July and September meeting as well as staff, executive, and partner input on critical issues warranting Commission engagement. The learning agenda will include regular updates on progress (outlined below) and in-depth discussions at Commission and Policy and Planning Committee meeting on specific outcome related and integration strategies. The October Board update on the Early Care and Education (ECE) Quality Rating and Improvement System (QRIS) and the October PPC discussion on Family Engagement are two examples of planned in-depth learning sessions. Future topics, informed by discussions at the July and September Commission meetings, may include specific investment updates such as home visitation, Best Start and other community investments, as well as First 5 LA's partnerships with the County, assessing progress on First 5 LA's policy and legislative work, strengthening referral network across investments, and integration of investments across the four Strategic Plan outcome areas.

**DISCUSSION:**

At the July and September meetings, Commissioners cited the need for the use consistent language and tools to define programs, outcomes and tools to report progress. To this end, staff has modified the matrix presented at the July meeting to function as reporting tool against planned milestones for the current fiscal year. Staff will be working to enhance this tool over time to provide both qualitative and quantitative measures of progress that would engage the Commissioners in discussions of lessons learned, challenges, and potential solutions. In addition, staff is working to explore different modes of reporting and tools that will demonstrate how specific elements and advocacy efforts are incorporated across outcome areas and make connections across investments in clear and accessible language. These reporting tools will be tested with the Board in upcoming periodic reports.

Attachment 1 presents the first written progress report on the Year 2 (FY 2016/17). Periodic written and presentation status reports will be provided to the Commission to provide regular updates on the Strategic Plan implementation. A mid-year progress report will be provided in Spring 2017 which will include a presentation on progress and how lessons learned are being incorporated in the planning process. Staff proposes to continue the approach implemented this past year with a dedicated learning session for Board reflection and direction at fiscal year-end to review progress and set new learning priorities for the next fiscal year. The table below summaries the proposed Strategic Plan reporting and review cycle:

<b>Proposed Reporting Cycle</b>	<b>Commission Meeting Date</b>	<b>Content</b>
First Progress Report Progress from July – October	November 2016	Quarterly Progress (Written Only)
Mid-Year Progress Report: Progress from October – February	Spring 2017	Presentation on Progress and Lessons Learned
Year-end Progress Report FY 2016/17 Progress and Learnings	July /September 2017	Year-end Update of Progress against FY 2016/17 Targets; Year 2 Lessons Learned and Learnings Incorporated in FY 2017/18 Plan

**CONCLUSION:**

The July and September Commission meetings provided an important opportunity for Commission members to provide critical input on the Year 1 Strategic Plan implementation and identify questions and issues as the Year 2 implementation work launches. This process has informed the design of an ongoing reporting cycle to further facilitate Board engagement on the Plan implementation. Continued refinement of this reporting process will be made as staff builds the learning agenda and incorporates additional Commission direction and requests for information.

## Strategic Plan Implementation Update: Year 1, FY 15-16

Families 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.			
5-Year Objectives*	Investments	FY 16-17 Targets	1 <sup>st</sup> Quarter Progress
<ul style="list-style-type: none"> <li>• By June 2020, 86,000 families will be served by Welcome Baby.</li> <li>• By June 2020, at least 90% of Welcome Baby and targeted home visiting providers will achieve program fidelity as indicated by Welcome Baby fidelity framework and national home visiting models standards.</li> <li>• By June 2020, expand the body of evidence around the impact of Welcome Baby and outcomes associated with targeted Home Visiting investments.</li> </ul>	<ul style="list-style-type: none"> <li>• Welcome Baby &amp; Select Home Visiting</li> </ul>	<ul style="list-style-type: none"> <li>• Increase hospital take-up rates to 65% through training and technical assistance provided to Welcome Baby sites.</li> <li>• Select Home Visiting sites will successfully pass affiliation/ accreditation process with national model office.</li> <li>• Complete Bridges Screening Tool Psychometric Study by February 2017.</li> <li>• Enroll 50% of the expected sample into the impact evaluation.</li> <li>• Support implementation of the Los Angeles County Perinatal and Early Childhood Home Visitation Consortium 2015-2020 Strategic Plan, including finalization of (1) A referral matrix; (2) Tools to help facilitate optimal referrals; (3) A list of quality standards to assess and assist programs with quality improvement; (4) Online data warehouse management roles.</li> <li>• Produce statewide advocacy materials and coordinate California-based advocacy for federal home visiting funding reauthorization.</li> <li>• Execute Talk, Read, Sing pilot in Welcome Baby sites and distribute materials to 10,000 families by June 2017.</li> </ul>	<ul style="list-style-type: none"> <li>• Select Home Visiting HFA sites are participating in required Site Visits, by the national office, a milestone in the national affiliation process, throughout Q2 and early Q3.</li> <li>• The Reliability portion of the Bridges Screening Tool Psychometric Study was completed in July 2016.</li> <li>• The Los Angeles County Perinatal and Early Childhood Home Visitation Consortium finalized a referral matrix by July 2016.</li> <li>• Staff participated in educational visits to California legislators in July to continue to increase awareness of the value of home visiting</li> <li>• Welcome Baby staff was trained on the use of the “Talk, Read, Sing” materials in November and began distributing the materials.</li> </ul>

**Families 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.

5-Year Objectives	Investments	FY 16-17 Targets	1 <sup>st</sup> Quarter Progress
<ul style="list-style-type: none"> <li>• By 2020, 20 new Abriendo Puertas sites will be established and will serve 800 families through 2 program cycles.</li> <li>• By 2020 adaptation of Abriendo Puertas for African American and/or Asian Pacific Islander communities will be implemented and fidelity to the program will be monitored.</li> <li>• By 2020 Project DULCE will be implemented in select sites in Los Angeles County and fidelity to the program will be monitored.</li> <li>• By 2020 evaluations of Abriendo Puertas and Project DULCE will be planned or underway (depending upon the status of implementation).</li> <li>• By 2020 the Los Angeles County Prevention/Aftercare Networks will have increased knowledge on the application and integration of protective factors in their family support practices.</li> <li>• By 2020, execute a comprehensive public</li> </ul>	<ul style="list-style-type: none"> <li>• Abriendo Puertas.</li> <li>• Project DULCE.</li> <li>• Integration of the Family Protective Factors (Family Strengthening) in county- and community-based agency programs.</li> <li>• Public Education: Family Protective Factors (Family Strengthening).</li> </ul>	<ul style="list-style-type: none"> <li>• Secure a contractor to 1) identify, train, and disburse grants to 20 Abriendo Puertas implementation sites and 2) provide technical assistance to prepare sites for service delivery.</li> <li>• Design and implement a parent engagement strategy to involve program participants in the co-design of Project DULCE at each clinic site.</li> <li>• Collaborate with the national Project DULCE team to 1) launch an evaluation and 2) identify sustainability options within California’s health care system.</li> <li>• Identify and coordinate Project DULCE efforts with other First 5 LA investments.</li> <li>• Support County and community collaborative options to strengthen participant, community and county level data collection using the protective factors model.</li> <li>• Design next phase of Family Strengthening public education campaign.</li> </ul>	<ul style="list-style-type: none"> <li>• A Strategic Partnership with the Tides Foundation, fiscal agent of the Abriendo Puertas National Office, has been approved by the board and is in contract negotiation.</li> <li>• The three Project DULCE sites engaged in a workshop to design the first component of the Parent Engagement strategy.</li> <li>• All three Project DULCE clinics began implementing a parent satisfaction survey as the first component of the Parent Engagement strategy.</li> <li>• Project DULCE and Welcome Baby training opportunities have been coordinated to maximize the opportunity for Project DULCE’s Family Specialists to access high quality training.</li> <li>• Staff has identified the Protective Factor of “Families have concrete support in times of need” as the focus of the next phase of the Family Strengthening Public Education Campaign and have established that “Families have knowledge of Parenting and Child Development” will be an ongoing focus throughout all stages of the campaign.</li> </ul>

awareness campaign about the Protective Factors.			
<b>**Communities Strategy 1:</b> Promote collaboration among parents/caregivers, residents, organizations and institutions across multiple sectors within the <i>Best Start Communities</i> to work together to achieve the core results of the Building Stronger Families Framework.			
5-Year Objectives	Investments	FY 16-17 Targets	1 <sup>st</sup> Quarter Progress
<ul style="list-style-type: none"> <li>By June 2020, strengthen the leadership and advocacy capacity within each of the 14 <i>Best Start</i> communities.</li> <li>By June 2020, increase and strengthen networks of social support for parents within each of the 14 <i>Best Start</i> communities.</li> </ul>	<ul style="list-style-type: none"> <li>Community Partnerships</li> <li>Community Engagement</li> </ul>	<p><b>Community Partnerships</b></p> <ul style="list-style-type: none"> <li>By June 30, 2017, launch early implementation of the long term support structure for the 14 <i>Best Start</i> Community Partnerships with input from the Transition Team and the 14 Community Partnerships as well as learning from Metro LA.</li> <li>By June 30, 2017, launch a Community Advisory Council to provide a formal structure for community members from <i>Best Start</i> Community Partnerships to share insight, experiences, and perspectives to First 5 LA, County partners, and other key stakeholders as needed.</li> </ul> <p><b>Community Engagement</b></p> <ul style="list-style-type: none"> <li>By June 30, 2017, develop a comprehensive community building and engagement strategy based on learning from Community Connection Groups and Neighborhood Action Councils.</li> </ul> <p><b>Data &amp; Learning</b></p> <ul style="list-style-type: none"> <li>By January 31, 2017, provide a report on cross-community measures and the stories behind the data</li> <li>By June 30, 2017, convene a minimum of four cross-community and eight grantee learning sessions to promote peer learning, relationship building, and knowledge development and identify emerging promising practices.</li> </ul>	<ul style="list-style-type: none"> <li>Staff completed a landscape analysis, including multiple inputs, to inform decisions about improvements to the operational structure of the <i>Best Start</i> Community Partnerships. These inputs included: <ol style="list-style-type: none"> <li>A Request for Information (RFI) to gather insights and ideas from community based organizations (21 responses)</li> <li>Two Community Input Sessions to capture the experiences and 144 perspectives of organizations that did not respond to the RFI but provide important community resources (48 organizations in attendance)</li> <li>Review of best practices in place-based initiatives</li> <li>Interviews with key influencers &amp; opinion leaders (four interviews)</li> <li>Focus groups/interviews with First 5 LA staff and contractors</li> </ol> </li> <li>Conducted two Board presentations during the September and October Program and Planning Committee</li> </ul>

			<p>meetings.</p> <ul style="list-style-type: none"> <li>• Conducted a Transition Team meeting in September 2016 to share progress with representatives from the Best Start Community Partnerships.</li> <li>• Conducted a joint cross-community/grantee learning community in August 2016, focused on lessons learned and strengthening collaboration between the Community Partnerships and BSF grantees.</li> </ul>
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**Communities Strategy 2:** Strengthen the capacity of ECE and health-related organizations and institutions to improve services and supports within the *Best Start* communities.

5-Year Objectives	Investments	FY 16-17 Targets	1 <sup>st</sup> Quarter Progress
<ul style="list-style-type: none"> <li>• By June 2020, improve community organizations' internal policies, practices and procedures to strengthen resource coordination between providers of services and supports within <i>Best Start</i> communities.</li> </ul>	<ul style="list-style-type: none"> <li>• Community Resource Networks (CRN)</li> </ul>	<ul style="list-style-type: none"> <li>• By December 31, 2016, identify key opportunities to build upon existing efforts of county partners and/or other funders to coordinate community services and supports.</li> <li>• By April 30, 2017, launch early implementation of a comprehensive CRN capacity building approach based on learning from internal and external sources as well as the year 1 pilot.</li> </ul>	<ul style="list-style-type: none"> <li>• Partnered with the Office of Child Protection to conduct focus groups with lead and/or subcontracted agencies that are part of the Prevention and 145 Aftercare Networks (PANs) <u>and</u> working with the Best Start Community Partnerships through the BSF grant.</li> <li>• Analyzed multiple sources of information (i.e. Request for Information, interviews with county partners/funders, interviews with PANs, and focus groups with parents and providers) and identified opportunities to support and expand provider networks.</li> </ul>

**Communities Strategy 3:** Strengthen the capacity of existing advocacy groups to create new or improved physical spaces and places for families and children prenatal to age 5 with a priority on *Best Start* Communities.

5-Year Objectives	Investments	FY 16-17 Targets	1 <sup>st</sup> Quarter Progress
<ul style="list-style-type: none"> <li>• By June 2020, improve the capacity of built environment advocates to</li> </ul>	<ul style="list-style-type: none"> <li>• Places and Space (Physical/Built Environment Policy)</li> </ul>	<ul style="list-style-type: none"> <li>• By June 30, 2017, determine gaps, opportunities, and where F5LA can add the most value to existing built environment efforts.</li> </ul>	<ul style="list-style-type: none"> <li>• Through a contract with the Los Angeles Neighborhood Land Trust, members from four</li> </ul>

<p>organize community members and organizations around P-5 built environment advocacy goals.</p> <ul style="list-style-type: none"> <li>• By June 2020, Increase awareness and understanding of P-5 priorities among organizations, municipalities, and policy-makers who make decisions about the built environment.</li> </ul>	<p>and Advocacy)</p>		<p>Community Partnerships completed the third cohort of the Park Equity Leadership Academy.</p> <ul style="list-style-type: none"> <li>• Through a MOU with Investing in Place, conducted a session on transportation needs, policy and planning with First 5 LA staff and four sessions across four Community Partnerships.</li> <li>• Conducted scan of built environment investment areas to identify opportunities to improve the built environment based on community needs and emerging opportunities.</li> </ul>
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**Health Strategy 1:** Advocate for policy and practice changes to support efforts to improve coordination and functioning of developmental screening, assessment and early intervention programs

5-Year Objectives	Investments	FY 16-17 Targets	1 <sup>st</sup> Quarter Progress
<ul style="list-style-type: none"> <li>• By June 2020, first stage implementation of a coordinated system of care that provides access to developmental screening, early identification and intervention services is in LA County (based on the Help Me Grow framework).</li> <li>• By June 2020, build the capacity of healthcare providers to implement the recommended screening periodicity and related practice and policy change system-wide.</li> <li>• By June 2020, develop and progress on a strategy related to data reporting, sharing and</li> </ul>	<ul style="list-style-type: none"> <li>• Help Me Grow.</li> </ul>	<ul style="list-style-type: none"> <li>• By October 2016, launch and establish a leadership council to guide the ongoing implementation and improvement of a coordinated system of care for developmental screening, early identification and intervention.</li> <li>• By December, 2016, establish functioning workgroups around the four core components of HMG – 1) child health care provider outreach, 2) centralized access point, 3) community and family outreach, and, 4) data collection and analysis, to identify and assess key gaps and opportunities and to inform early phase development of HMG-LA.</li> <li>• By July 2017, implement early phase development of HMG-LA, including funding of emerging opportunities as identified.</li> <li>• By July 2017, implement specific strategies to integrate HMG-LA with First 5 LA’s other priority outcome areas (ie. home visitation efforts, etc.).</li> </ul>	<ul style="list-style-type: none"> <li>• The HMG leadership council was launched on September 27th, 2016. The leadership council is comprised of 24 cross-sector agency representatives from County, non-profit, community health clinics, early care and education, regional centers, and professional associations. The leadership council will meet on a regular basis through September 2017, and will be responsible for leading the development of recommendations for early phase implementation of HMG-LA.</li> <li>• The Center for Non-Profit Management was hired in September, 2016 to support meeting facilitation for both the leadership council and core</li> </ul>

<p>monitoring for developmental screening, early identification and referral to early intervention.</p> <ul style="list-style-type: none"> <li>By June 2020, successfully advance an advocacy agenda for the establishment of statewide system to ensure that children's health insurance plans and programs provide developmental and behavioral screenings (at no cost).</li> </ul>		<ul style="list-style-type: none"> <li>Continue policy and advocacy related to the promotion of developmental screenings and connection to services.</li> </ul>	<p>component workgroup development.</p> <ul style="list-style-type: none"> <li>In Quarter 1, First 5 LA and other childhood advocates continued efforts to encourage California's Department of Health Care Services (DHCS) to adopt a developmental screening indicator in the 2017-18 External Accountability Set, EAS, (a set of performance measures for annual reporting by Medi-Cal managed care plans). In early September, DHCS indicated that the indicator will not be included in the 2017-18 EAS, but they had arranged for a focus study on developmental screenings to explore the practices and barriers experienced by providers in performing and coding developmental screenings, to<sup>147</sup> commence this fall. On September 27th, First 5 LA and the First 5 Association sent a joint letter to DHCS expressing support for the study.</li> </ul>
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**Health 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

5-Year Objectives	Investments	FY 16-17 Targets	1 <sup>st</sup> Quarter Progress
<ul style="list-style-type: none"> <li>By June 30, 2017, F5LA will identify specific strategies and milestones to support implementation of a trauma-informed care agenda through the end of the strategic plan.</li> <li>By June 30, 2017, an agreement between First 5 LA and identified entities will be</li> </ul>	<ul style="list-style-type: none"> <li>Trauma- Informed Care Working Group and Countywide Agenda.</li> </ul>	<ul style="list-style-type: none"> <li>By September, 2016 launch and facilitate a working group of key TI-Care stakeholders and experts from across the County.</li> <li>By November, 2016, complete an environmental scan on TI-Care efforts to inform the development of a countywide agenda.</li> <li>By April, 2017, working group to develop a countywide agenda and action plan on TI-Care, including specific</li> </ul>	<ul style="list-style-type: none"> <li>First 5 LA, in partnership with California Community Foundation, Ralph M. Parsons Foundation, The Conrad N. Hilton Foundation, and The California Endowment, launched the Trauma Informed Systems Change workgroup on October 14, 2016. This was the first major event for the effort following the</li> </ul>

<p>established, formalizing the partnership to move ahead with planning and implementation of the trauma-informed care agenda for LA County.</p>		<p>outcomes, goals and strategies.</p> <ul style="list-style-type: none"> <li>• By June 30, 2017, identify and support emerging opportunities in TI-Care (ie. training for homeless population service providers).</li> <li>• By June 30, 2017, identify and develop a policy/advocacy position related to trauma-informed care. efforts related to TI-Care.</li> </ul>	<p>county-wide launch on April 1, 2016. A total of 25 agencies, made up of cross –sector representations who are dedicated to transforming Los Angeles into a trauma-informed county have joined the county-wide public-private workgroup to guide the development of an action plan.</p> <ul style="list-style-type: none"> <li>• The Center for Collective Wisdom (C4CW) was selected to facilitate the workgroup process, as well as conducting the environmental scan because of their extensive background in designing and facilitating large-scale systems change efforts.</li> <li>• In August 2016, the Conrad N. Hilton Foundation joined the initiative steering committee<sup>148</sup> after contributing \$30,000 to the pooled fund that will support the workgroup and environmental scan process.</li> </ul>
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**ECE Strategy 1: Advocate for greater public investment in quality early care and education, with a focus on both infant/toddler care and preschool**

5-Year Objectives	Investments	FY 16-17 Targets	1 <sup>st</sup> Quarter Progress
<ul style="list-style-type: none"> <li>• By June 2020, at least 5 school districts in L.A. County adopt a single kindergarten readiness assessment.</li> <li>• By June 2020, the state legislature and the administration adopt and implement a higher reimbursement rate that covers the actual cost of</li> </ul>	<ul style="list-style-type: none"> <li>• Kindergarten Readiness Assessment (KRA).</li> <li>• Campaign for Grade Level Reading.</li> <li>• Policy and advocacy partnerships.</li> <li>• ECE Policy and Advocacy Fund (PAF)</li> </ul>	<p><b>Kindergarten Readiness Assessment (KRA)</b></p> <ul style="list-style-type: none"> <li>• By December 2016, complete national scan of Kindergarten Readiness Assessment (KRA).</li> <li>• By December 2016, establish countywide KRA leadership team and Community of Practice.</li> <li>• By July 2017, identify key school districts to participate in KRA pilot.</li> </ul> <p><b>Policy/Advocacy</b></p> <ul style="list-style-type: none"> <li>• By October 2016, launch ECE Policy Advocacy Fund</li> </ul>	<p><b>Kindergarten Readiness Assessment (KRA)</b></p> <p>The national scan of Kindergarten Readiness Assessment (KRA) is in progress and will be completed in Quarter 2.</p> <p><b>Policy/Advocacy</b></p> <ul style="list-style-type: none"> <li>• The ECE Policy Advocacy Fund Intermediary Request for Qualifications was released and the contractor will be on board</li> </ul>

<p>infant/toddler and pre-school and education</p> <ul style="list-style-type: none"> <li>• By June 2020, L.A. County school district investments in ECE increased by an aggregate of at least 25%.</li> <li>• By June 2020, public funding for child care subsidies in L.A. County increases by at least 10%.</li> </ul>		<p>Intermediary and select policy partners by the end of the fiscal year.</p> <ul style="list-style-type: none"> <li>• By July 2017, recruit and train 250 Parent Ambassadors to advocate on behalf of their children and communities.</li> </ul>	<p>in Quarter 2.</p> <ul style="list-style-type: none"> <li>• LAUP trained 56 Parent Ambassadors in Quarter 1.</li> </ul>
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**ECE Strategy 2:** Support implementation of a uniform Quality Rating and Improvement System (QRIS) within L.A. County in order to build the evidence base to support advocacy and policy change

5-Year Objectives	Investments	FY 16-17 Targets	1 <sup>st</sup> Quarter Progress
<ul style="list-style-type: none"> <li>• By June 2020, successfully secure increased public funding to increase investments that advance statewide QRIS efforts.</li> <li>• By June 2020, implement a unified countywide approach to measuring quality through implementation of QRIS.</li> </ul>	<ul style="list-style-type: none"> <li>• QRIS Systems Building</li> <li>• QRIS Continuation of Services</li> <li>• ECE Improving Quality</li> <li>• Shared Service TA.</li> <li>• Shared Services Website.</li> </ul>	<p><b>QRIS</b></p> <ul style="list-style-type: none"> <li>• By January 2017, QRIS Architects will agree to a countywide QRIS data system.</li> <li>• By July 2017, recruit and retain 239 Early Education sites to be fully rated and to receive quality improvement supports (ensure at least 47 of the sites serve infants/toddlers and at least 70 are Family Child Care Homes).</li> <li>• By July 2017, provide quality coaching to 75 early childhood educators not participating in QRIS.</li> </ul> <p><b>Shared Services</b></p> <ul style="list-style-type: none"> <li>• By July 2017, launch at least 1 new Shared Services Alliance.</li> <li>• By July 2017, complete draft of the LA County Shared Services Website.</li> </ul>	<p><b>QRIS</b></p> <ul style="list-style-type: none"> <li>• QRIS Architects agreed to create a countywide data system and an inter-agency data committee has begun the planning process</li> <li>• In Quarter 1, 1,129 early education sites were rated and receiving quality improvement supports. This includes 32 sites serving infants/toddlers and 54 sites that are Family Child Care Homes.</li> </ul> <p><b>Shared Services</b></p> <ul style="list-style-type: none"> <li>• In Quarter 1, the South Los Angeles and Pasadena alliances launched shared professional development strategies. Conversations began with providers in Antelope Valley and Long Beach regarding the establishment of new alliances.</li> <li>• In Quarter 1, staff conducted an analysis of the need for and</li> </ul>

			feasibility of Shared Service Website and made the recommendation to advocate for statewide website expansion rather than to fund a separate Los Angeles County website.
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**ECE Strategy 3: Strengthen the professional development system for early care and education providers**

5-Year Objectives	Investments	FY 16-17 Targets	1 <sup>st</sup> Quarter Progress
<ul style="list-style-type: none"> <li>By June 2020, 75% of Los Angeles County Child Development and Early Education courses offered by participating community colleges and CSUs are aligned with the California Early Childhood Educator Competencies.</li> <li>By 2020, LA County resource and referral agencies use a standardized curriculum and train the trainers model that reflects the ECE competencies.</li> <li>By 2020, 50% of active ECE Workforce Registry users will access training opportunities through the registry.</li> <li>By 2020, California has a formal teaching credential that prepares educators to work with children 0-8 years.</li> </ul>	<ul style="list-style-type: none"> <li>Improving ECE Professional Development Systems</li> </ul>	<p><b>Workforce Registry</b></p> <ul style="list-style-type: none"> <li>By July 2017, increase number of active Registry users by 1,600 for a total of 4,600 active LA County users.</li> <li>By July 2017, integrate the ECE Career Ladder into the Registry as a way of recognizing individuals’ unique professional and educational accomplishments.</li> <li>By July 2017, integrate QRIS staff qualifications rating into the Registry for all CSPP rated sites.</li> </ul> <p><b>ECE Credential Advocacy Project</b></p> <ul style="list-style-type: none"> <li>By February 2017, develop written advocacy plan to establish an ECE teaching credential in California.</li> <li>By July 2017, complete at least two advocacy action steps outlined in the advocacy plan.</li> </ul> <p><b>ECE Competencies Curriculum Project</b></p> <ul style="list-style-type: none"> <li>By November 2016, complete a landscape analysis of ECE Competencies and their intersection with curriculum and trainings programs for the ECE field.</li> <li>By March 2017, develop and release RFP/RFQ for ECE Competencies Curriculum project.</li> <li>By June 2017, select a grantee to develop and pilot ECE Competencies Curriculum.</li> </ul>	<p><b>Workforce Registry</b></p> <ul style="list-style-type: none"> <li>As of September 30, 2016, there are 3,901 active registry users.</li> <li>There was progress made to integrate the QRIS staff qualifications into the Registry: <ul style="list-style-type: none"> <li>The Registry database was configured to calculate Staff Qualification Points for CA-QRIS and generate associated reports. 150</li> <li>Data fields in Registry were aligned to Pinwheel (the QRIS database for L.A. County).</li> <li>A secure data exchange between the Registry and Pinwheel established.</li> </ul> </li> <li>Data sharing agreement between Registry and LACOE (the lead agency for QRIS in L.A. County) is pending approval from the LACOE board.</li> </ul> <p><b>ECE Credential Advocacy Project</b></p> <ul style="list-style-type: none"> <li>Foundational advocacy training for PEACH members scheduled for November 17, 2016, with follow-up coaching to develop</li> </ul>

		<p><b>Workforce Development</b></p> <ul style="list-style-type: none"> <li>• By January 2017, provide educational stipends to at least 350 individual early childhood educators to incentivize the completion of additional educational units.</li> <li>• By June 30, 2017, provide teacher-level workforce development support to at least 200 early educators (e.g., permit application assistance, transcript and coursework assessment, and educational and professional development guidance).</li> </ul>	<p>advocacy plan slated for December 2016.</p> <p><b>ECE Competencies Curriculum Project</b></p> <ul style="list-style-type: none"> <li>• A literature review, national landscape scan and 10 expert interviews were completed to inform the design of the ECE Competencies Curriculum Project.</li> <li>• Provider interviews are beginning in Quarter 2 and stakeholder meeting scheduled for January 20, 2017.</li> </ul> <p><b>Workforce Development</b></p> <ul style="list-style-type: none"> <li>• Recruitment began in September for the educational stipends to providers and LAUP has received 32 applications<sup>51</sup> For FY 16-17,</li> <li>• As of September 30, 2016, 80 educators have received workforce development support</li> </ul>
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**First 5 LA**

**SUBJECT:**

**FIRST 5 LA-COUNTY AGENCY PARTNERSHIPS—OFFICE OF CHILD PROTECTION (OCP).  
THIS PRESENTATION IS AN INFORMATIONAL ITEM ONLY**

**BACKGROUND:**

The current First 5 LA Strategic Plan (Focusing for the Future: 2015-2020) was approved by the Board in November, 2014 and went into effect in 2015. A key consideration in the development of our 2015-2020 Strategic Plan was how to optimize our impact on behalf of families and children 0-5 years of age across Los Angeles County. In so doing, a key component of our Strategic Plan became one of partnership—not “going it alone” but rather identifying others who shared our goals and priorities and finding ways to work together strategically to advance positive child and family outcomes. Moreover, the plan called upon us to engage external partners earlier on in our work to advance these outcomes. With this charge First 5 LA began a new way of thinking of external partnerships to advance our work.

**DISCUSSION:**

Around the same time, the County established the Office of Child Protection (OCP), implementing a recommendation of the Blue Ribbon Commission on Child Safety. Soon upon the appointment of Interim Director Fesia Davenport, First 5 LA met with the OCP and offered to support their efforts to advance prevention and child safety. First 5 LA was named as an early participant in what would become an informal workgroup, advising the OCP on issues related to prevention. In this capacity, First 5 LA provided input on several of the earlier efforts of the OCP, including bringing together a convening of the OCP and the Prevention After Care Network, a network of community-based organizations contracted with the Los Angeles County Department of Children and Family Services (DCFS). In addition, First 5 LA facilitated two community-level meetings between parents and the OCP. All of these meetings were focused on bringing forward the voices of parents and providers working with parents to identify what is working in the area of prevention and what efforts might be improved upon.

In January 2016, Judge Michael Nash (ret.) was named the Executive Director of the OCP. Judge Nash became aware of the County’s earlier efforts in prevention, specifically via the Prevention and Intervention Demonstration Pilots (PIDP), which later became the Prevention After Care Network. In an effort to inform a countywide prevention plan, Judge Nash has been focused on learning more about the successes of the pilots which are now institutionalized through the Prevention After Care Network. Interestingly, much of their work is built upon similar strategies employed across First 5 LA’s 14 Best Start Communities, focusing on the engagement of parents and the protective factors.

Under Judge Nash’s leadership, the prevention workgroup has been expanded to include many County departments (including the departments of Mental Health, Public Health, Children and Family Services, Public Social Services, Probation, among others) and other representatives. First 5 LA was asked to provide a parent representative from one of our Best Start Communities, which we have done. In addition, First 5 LA coordinated a series of six meetings that included community based providers that were both members of the Prevention After Care Network and a Best Start Community provider. Those meetings occurred through this past September and resulted in the much learning from these networks that can inform a countywide prevention strategy. (Please see the attachment for a summary of the themes that emerged from these meetings.)

Under the direction and leadership of our Chair Supervisor Sheila Kuehl and our Board of Commissioners, First 5 LA will continue to support the important work of the County's OCP, as well as other efforts like the Homeless Initiative, which was the subject of earlier staff presentations to our Board and the Program and Planning Committee. This is an exciting, somewhat new, and fundamental approach to finding ways to advance our work and priorities in ways we could not alone, connecting to the very County systems that serve a significant number of kids and families across LA County.

**Attachments (1)**

## The Los Angeles County Office of Child Protection (OCP) First 5 LA

### Background:

In an effort to better understand the county's existing efforts on prevention at the community-level, OCP and First 5 LA jointly met with the following:

6/1/16	Meeting with Prevention Aftercare Network (PANs) of providers
8/19/16	Meeting with South Bay Counseling Center
8/29/16	Meeting with Friends of the Family
8/29/16	Meeting with Korean Youth and Community Center
8/30/16	Meeting with Shields for Families
8/31/16	Meeting with Antelope Valley Partners for Health
9/1/16	Meeting with SPIRITT Family Services

In addition to these meetings, there were other opportunities provided to inform this topic, including an email to all PANs from Judge Nash, as well as a Request for Information (RFI) issued by First 5 LA, in an effort to better understand how parents and providers navigate informal and formal networks within their communities. Below are 12 consistent themes that have emerged, relevant to OCP's defined focus<sup>1</sup> on prevention:

### Consistent Themes:

- **It's important to focus on the child/family/community levels.** The goal is to build stronger families, and children exist in families, and families within communities. Looking at all three levels (child, family and community well-being) is critical as all three are "intertwined".
- **There is a consistent recognition of three critical strategies connected to the "Protective Factors"**. There is a lot of similarity in how the PANs and the First 5 LA Best Start Communities are focused on approaching child well-being by strengthening families and communities. Many of these organizations refer to a focused approach to strengthening families by: (1) increasing social connections (decreasing isolation) of parents and families; (2) improving the economic opportunities and conditions of families and (3) enhancing a family's ability to access appropriate and responsive supports or services in times of need. Several entities referred to these critical three things as the "braided strategies". Related to the above three strategies to strengthen families, there is an overall recognition of the importance of outcomes related to something called the protective factors. Research has shown that children do better and families are stronger when these five factors are in place. These are: (1) parental resilience; (2) social connections; (3) concrete support in times of need; (4) knowledge of parenting and age-appropriate child development; (5) social/emotional competence of children. In addition some of the PANs have added two factors: (6) social/emotional competence of adults, and (7) increased economic opportunity, stability and security.
- **There is recognition of the critical yet challenging role of economic stability.** Many conveyed that of all of these factors imbedded in the three strategies, "economic opportunity

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<sup>1</sup> Though all acknowledge the importance of primary, secondary, and tertiary efforts on prevention, for purposes of a prevention plan, OCP has focused on secondary and tertiary by looking at calls coming into the child abuse hotline, as well as cases already involved in the child welfare services system and what can be done to prevent further penetration into that system.

and stability” was the most difficult to achieve. Interestingly, DPSS was not often cited as a county department with which the networks had a strong connection. Lack of connection to mainstream systems also cited (e.g., SSI, ensuring access to EITC, CalFresh, other supports).

- **These organizations (PANs and BS communities) perform a critical role of helping parents connect to and navigate systems or networks of support.** All discussed the difficulties parents have in navigating networks and systems of services; organizations often filled a critical role in assisting the navigation (including connections to resources, supports, other systems). There was a theme of looking at what already exists in communities and finding ways to connect it so it’s more effective. It’s about building upon what already exists.
- **Beyond mere navigation, it’s also about establishing a trusted relationship between parents and a provider.** Related to the above theme of navigation and access, the importance of trust came up consistently. A relationship with a trusted individual or organization was critical in a couple of ways. First, it is important to have a trusted relationship with someone with whom a parent could have an honest conversation (“letting their guard down”) about barriers or issues being faced by a family when such issues might include immigration status, substance abuse, domestic violence, mental illness, expungement of criminal records, etc. The second element of trust had to do with a trusted network of services—services that were appropriate, beneficial, and responsive (including culturally) to the needs of the adult or family. This is much less about “information and referral” to services as it is building a trusting relationship, helping connect to appropriate services and to follow up/through on that connection to services to make sure it occurred. Many referred to needing to actually go with parents to connect to services (warm hand off, follow up, actually transporting parents, etc.) and the need to have a system that tracked follow-up.
- **Building an authentic partnership with parents is critical.** Building a trusting relationship with parents requires authentic partnerships with parents, where they are seen as a resource and equal to others at the table (e.g., CBOs, department representatives, etc.). Oftentimes the parent voice is not as incorporated as it should be.
- **Developing trusting relationships takes time.** Given the importance of trust and a family feeling they are in a trusting environment, this work takes time. Examples of uncovering “deeper” issues in families only after working with families for a period of time surfaced in many conversations. Some entities referenced 4-6 months for that relationship to be developed.
- **Though not the main barrier to enhancing prevention, some specific additional resources are needed.** Though the issues related to helping parents access services and supports centered more on the need to develop a trusting relationship and trusted navigators, there were specific gaps in specific services identified in some of the discussions (e.g., children’s mental health services, post-partum depression treatment, as well as resources to enhance economic stability—including application assistance for EITC, legal assistance to clear of criminal records preventing employment, etc.). In addition, many called out a greater needed being flexible funding that would allow for creative ways to outreach to parents via informal community events, while also providing logistics like child care, a place to hold events, and transportation.
- **County department connections to communities critical and inconsistent.** Relationships with the regional/local offices from various county departments impact local networks and communities. Many providers serve in several jurisdictions and can compare

areas in which those relationships help or hinder the networks' ability to engage parents and families. Relationship with the regional DCFS office is key, and the relationship with department is highly dependent on the regional administrator. Many cited connections to schools as important but often missing, given it depends on a 1:1 relationship with the principal.

- **Connecting networks greatly enhances array of resources and should be more intentional.** Family-serving networks are very innovative and nimble and leverage others to find the needed supports and services. There is significant diversity in how networks are structured and operationalized, but consistent value was cited. Consistently various network meetings, community workgroups, Best Start community partnerships, help bring together parents and needed resources. Some are formal (e.g., getting into a service or program), many are informal (a neighbor who's a plumber fixing a toilet much cheaper than a business). Many have an ability to set up workgroups when gaps in necessary services/supports are identified, to find ways to connect to other groups that already are providing these services. As important as this is, it was mentioned by several entities that this could be much more intentional (mandated, and measured for accountability).
- **Categorical funding and reporting requirements are often challenging.** From the providers' perspective, the categorical nature of funding came up given that many if not all of these providers were constantly looking for ways to fund or connect to critical services for families, all piecing together a myriad of requirements and funding streams that could be flexibly apply to meet the needs of the families. In addition, different reporting requirements for all funding streams further adds to a disjointed system. Funding is generally specifically for direct services making it difficult to fund community support/trust building strategies.
- **Though there is a lot of data, there is not a standardized, consistent way to measure and report on prevention, which is critical and much-needed.** Related to the focused strategies and related outcomes ("the protective factors"), there was a consistent message that we need to do more to measure prevention in a standardized, consistent way. This would enable us to better measure progress and consistently tell the story of the importance of investing in prevention. Though each of the PANs is collecting data uniquely there is not a common framework, without which it's hard to demonstrate a direct impact on prevention.

Jwagner 10/11/16

**FIRST 5 LA**

**SUBJECT:**

***Best Start* Alignment Efforts: Strengthening the Infrastructure of the *Best Start* Community Partnerships**

**BACKGROUND:**

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

For *Best Start*, that committed local leadership takes the form of the Community Partnerships. First 5 LA's implementation experience – as well as ongoing community feedback -- suggests that the current way of operating *Best Start* is not optimal or aligned with best practices. Blue Garnet, a consultant firm with expertise in strategy, impact, and evaluation, has been hired to serve as a “thought partner” with staff to facilitate the design process for selecting the most appropriate operational structure(s) to support the Partnerships.

During the September 2016 Program and Planning Committee Meeting, staff introduced the concept of the *Best Start* alignment strategy as the process of adjusting program and operational structures consistent with best practices, community feedback, and First 5 LA implementation experience and values.

During the October 2016 Program and Planning Committee Meeting, staff presented findings from the Request for Information and Community Input Sessions, two approaches used to invite community stakeholders to provide their best thinking and ideas about strengthening the operational support structure. Four design options emerged based on feedback from the RFI and input sessions. These design options were presented and discussed with the Program and Planning Committee.

**DISCUSSION:**

First 5 LA is the sole funder and primary organization providing support for community engagement, capacity building, Partnership meetings, logistics, learning and development, communications, and administrative functions. First 5 LA manages all aspects of the Partnerships with the exception of the pilot community, Metro LA, which launched using a lead agency approach. This lead agency provides direct support for the Metro LA Community Partnership. In the other 13 communities, First 5 LA staff and contractors have been providing direct programmatic, administrative and capacity building support to the Partnerships.

With the adoption of the 2015-2020 Strategic Plan, First 5 LA made a strategic decision to shift its emphasis to policy and systems change to expand the reach and impact of our resources. The *Best Start* alignment strategy is about clarifying the appropriate role of First 5 LA and the intended impact for the *Best Start* consistent with First 5 LA's strategic direction.

The first step in the alignment process is a reorganization of the operational support to Community Partnerships. By December 31, 2017, First 5 LA will transition key operational support functions of the *Best Start* Community Partnerships to existing community organizations/networks that have the

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

capability, values, and philosophy required to support a collaborative community change initiative. To achieve this goal, staff has identified three major milestones:

1. **March 2017** – Board endorsement of the design recommendation, including costs, implementation considerations
2. **May 2017** – Completion of an inclusive and transparent process for determining the implementation of an improved operational support structure, reflective of best practices, community feedback, implementation experience and First 5 LA values.
3. **October 2017** – Completion of the process to select existing community organizations/networks that will fulfill key functions that support the operations of the Best Start Community Partnerships.

#### **NEXT STEPS:**

In November and December 2016, staff will conduct regional feedback sessions for *Best Start* Community Partnership members to share their perspectives and insights on the four design options. Staff will also have discussions with key stakeholders and partners (e.g. Board offices, philanthropic partners, county departments, current grantees and contractors). This input will further inform the detailed design process that will occur between November and January, with the support of Blue Garnet. Staff will present the design recommendation, costs and implementation considerations to the Program and Planning Committee in January and February 2017, with the intent to bring the recommendation to the full Board by March 2017.



# BEST START ALIGNMENT STRATEGY

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**Board of Commissioners Meeting**

November 10, 2016

## Discussion Objectives

- ❑ Provide an orientation on the *Best Start* Community Partnerships
  - ✓ Purpose & Role
  - ✓ Operational Support Structure
- ❑ Explain rationale and process for improving operational support structure
- ❑ Discuss next steps

## Our Vision

Throughout Los Angeles' diverse communities, all children are born healthy and raised in a safe, loving and nurturing environment so that they grow up healthy in mind, body and spirit, and are eager to learn with opportunities to reach their full potential.



1. Families



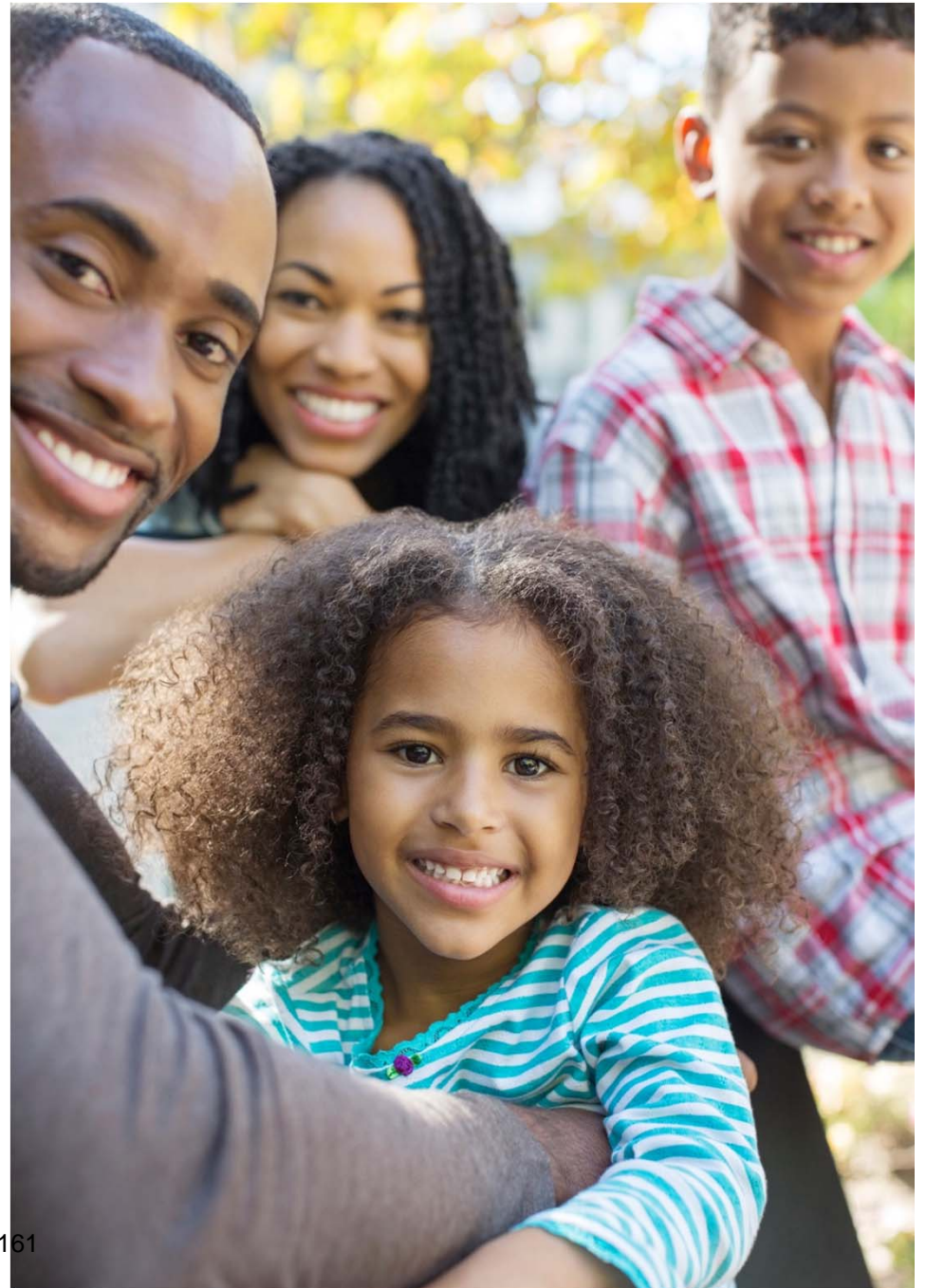
2. Communities



3. Health



4. Early Care and Education

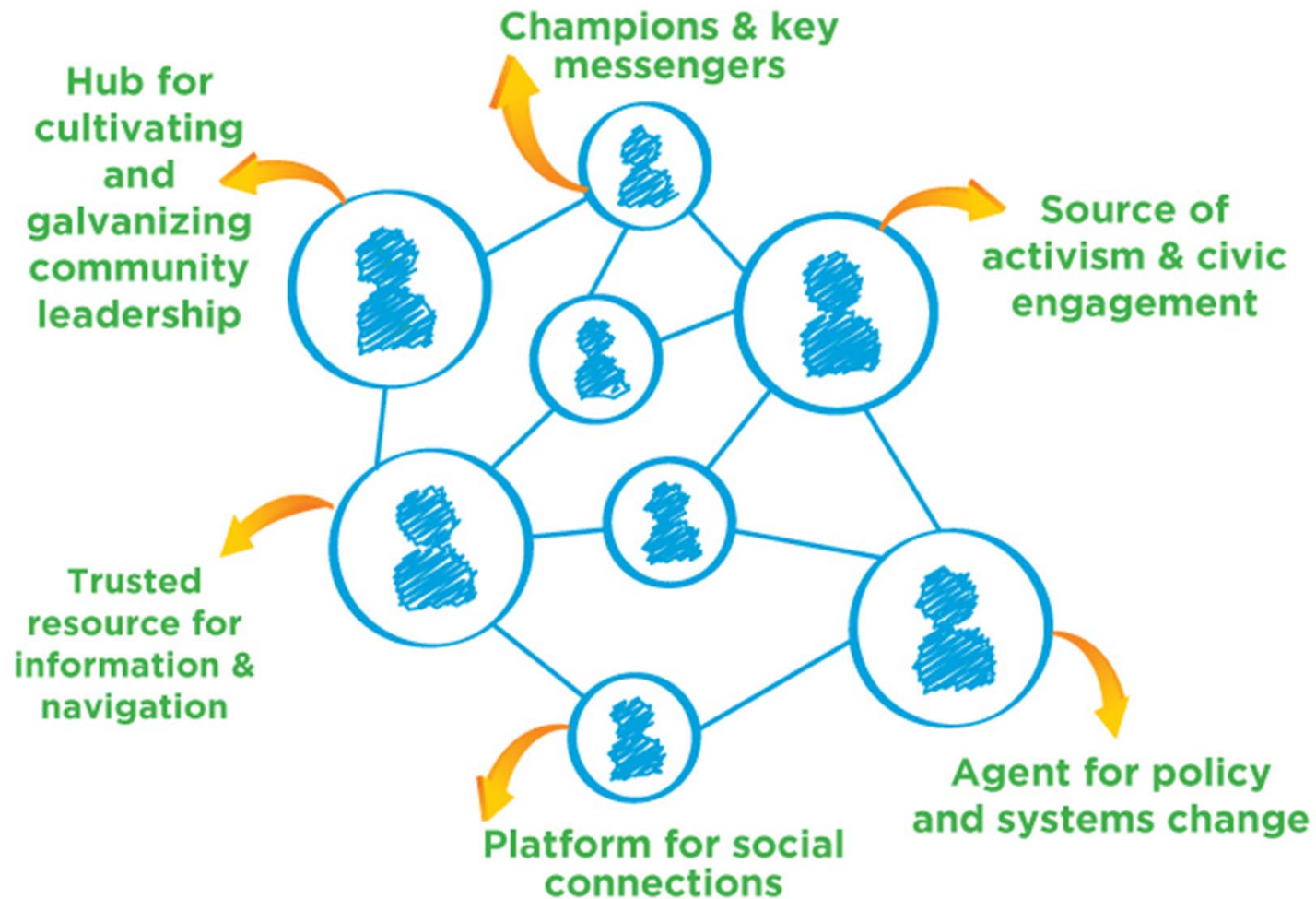


## Communities which support families have:

- Strong **community leadership & collaboration**
- Strong **social networks**
- **Quality services** to meet needs of families with children
- **Safe and accessible** built environments
- Public **policies & systems** that work for families



# Community Leadership & Collaboration: The *Best Start* Community Partnerships



# Current Operational Support Structures

## Per Community



**LEAD AGENCY**  
*Para los Niños*

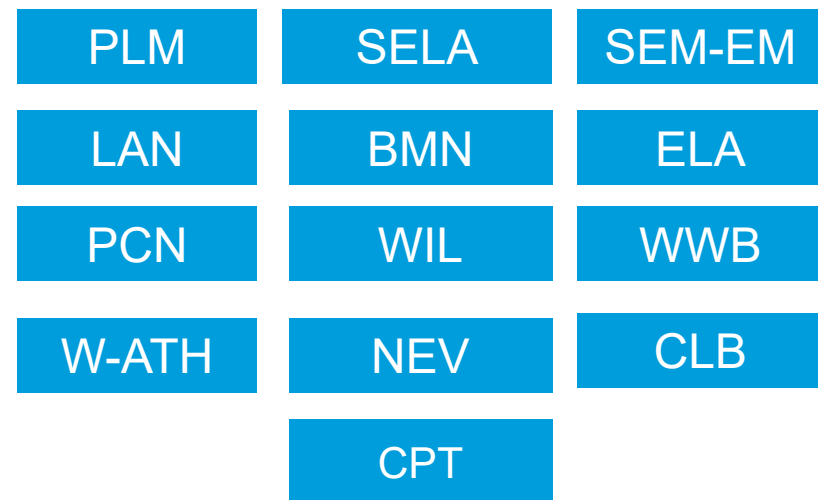


**METRO LA**

**1 Community**

*and*

## Countywide



**13 Communities**

# What are we learning from implementing two different operational support structures?

- Capacity Building
- Leadership Development
- Resident Engagement
- Role of First 5 LA Staff



## Bolstering the Impact of the Partnerships



How it is working now



What we want it to be

# What does it look like now and in the future for the Community Partnerships?

## Current State: FY2010-16

First 5 LA is the sole funder.

First 5 LA directs the work of the Partnerships.

First 5 LA staff handles logistics, financial management and operations of Community Partnerships.

## Transitional Phase: FY2017-20

First 5 LA is primary but not only contributor.

The Partnerships direct their own work aligned with First 5 LA's outcomes framework.

Community organizations handle the logistics, financial management and operations of the Community Partnerships.

## Future State: FY2020-beyond

First 5 LA is one of multiple, diverse contributors.

The Partnerships drive a community-wide agenda aligns with, but is not limited to, First 5 LA's outcomes framework.

Community organizations continue handle the logistics, financial management and operations of the Community Partnerships.

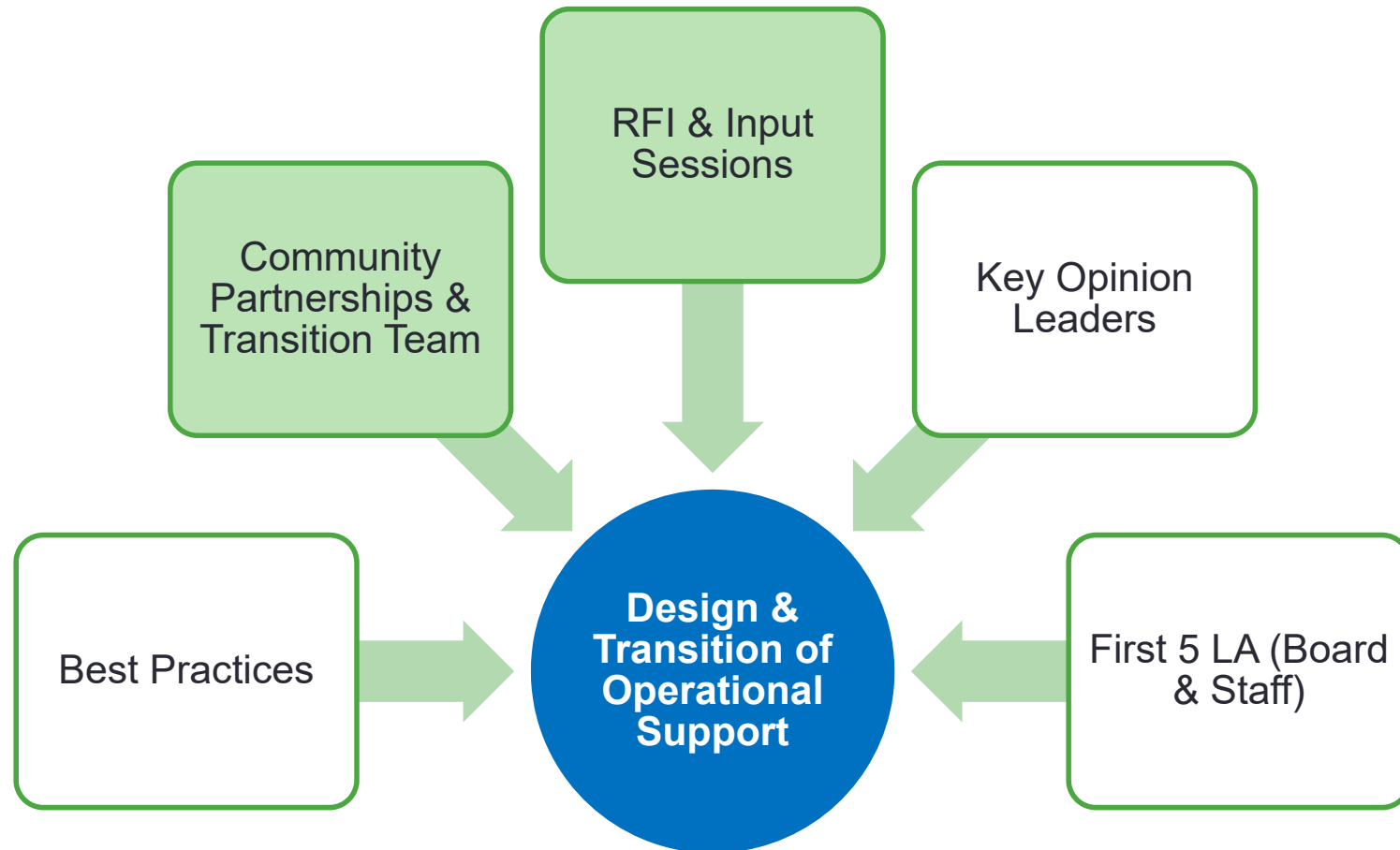
## Where to Begin

The **first step** is to **transition three key operational support functions** from First 5 LA to existing community organizations.


- ✓ Coordination
- ✓ Financial Management
- ✓ Skill-building



## What we're hearing informs the first step



# An Inclusive and Transparent Process

A photograph of two young boys sitting on a grassy lawn. The boy on the left is wearing a blue and white plaid shirt and is smiling. The boy on the right is wearing a green and grey striped shirt and is holding a deck of cards. In the background, there is a large, light-colored building with many windows and palm trees. A green circle is overlaid on the image, containing the text: Values, Parameters, Principles, Critical Path.

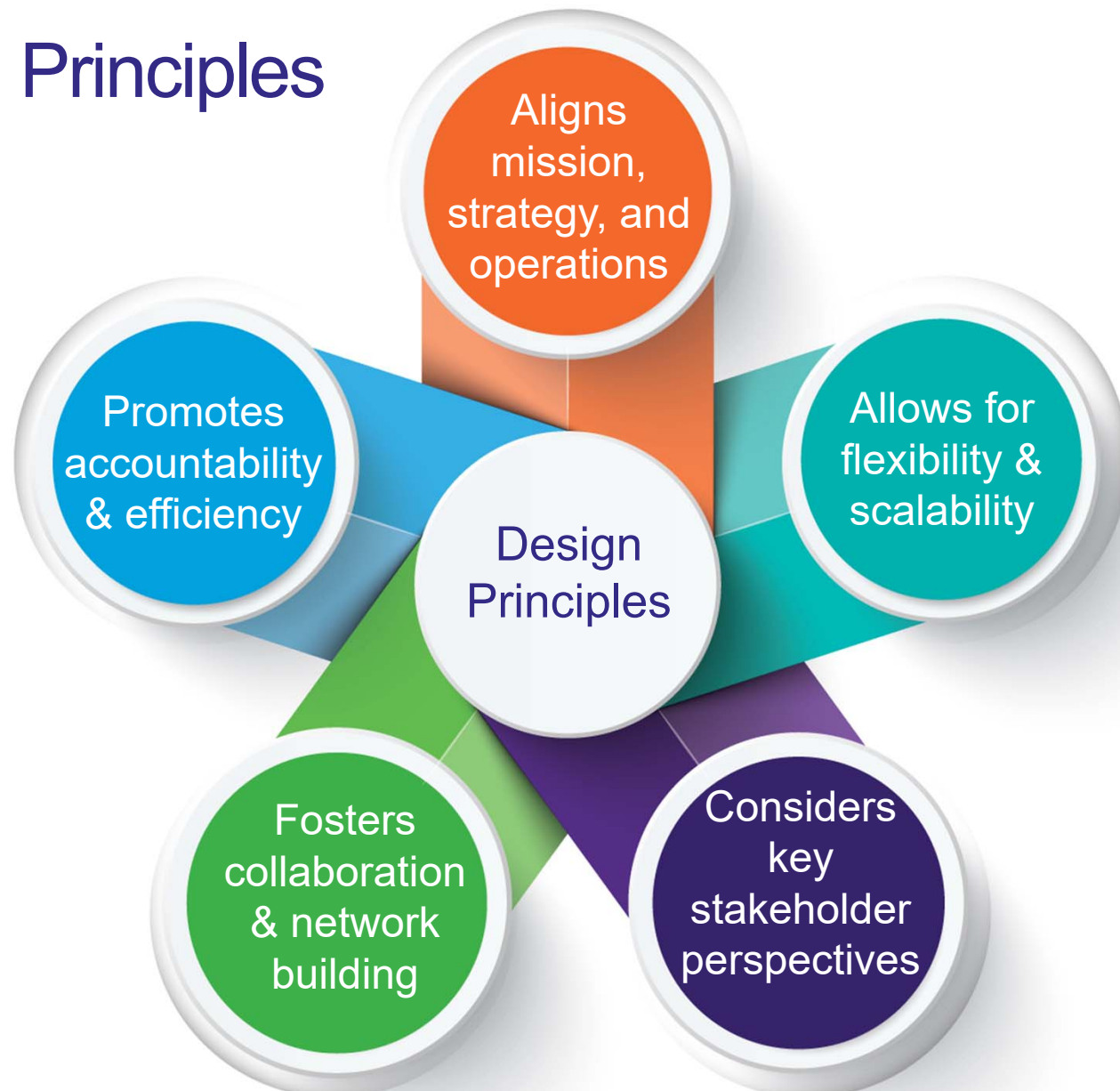
Values  
Parameters  
Principles  
Critical Path



## Design Parameters

- ✓ First 5 LA a partner, not a doer
- ✓ Cost effective and reasonable
- ✓ Not creating new entities
- ✓ Transition by December 31, 2017
- ✓ Decisions made in context of First 5 LA's fiduciary responsibility
- ✓ Decisions informed by multiple inputs and engagement

# Design Principles



First 5 LA is a learning organization.

# First Step: Transitioning Operational Functions



1. Landscape Analysis & Design Options

2. Detailed Design & Procurement Strategy

3. Procurement & Contracting

4. Transition & Implementation

July – Sept 2016

**Oct 2016 – May 2017**

Jun – Sept 2017

October 2017

**WE ARE NOW HERE**

# Next Steps

November 2016 – February 2017

- ❑ Community Partnership Feedback Sessions
- ❑ Transition Team Meeting
- ❑ Design Session with Blue Garnet

- ❑ Design recommendation presented to January Program and Planning Committee
- ❑ Costs and implementation considerations presented to February Program and Planning Committee

By March 2017



- ❑ Board endorsement of design framework and implementation next steps

Engagement of Key Stakeholders and Partners  
(Board offices, philanthropy, county departments, current grantees/contractors, etc.)

“Children are the world’s most valuable resource and its best hope for the future.”

-- John F. Kennedy

