

AGENDA

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

Budget & Finance Committee Chair: Robert Byrd

Thursday, April 26, 2018
1:30 PM

Meeting Location:

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

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1. **ACTION**
Call to Order / Roll Call
- **Marlene Zepeda, Committee Chair**
 2. **INFORMATION** 3
Review Program & Planning Committee Meeting Transcript – March 22, 2018
- **Marlene Zepeda, Committee Chair**
 3. **INFORMATION** 114
Policy and Systems Change: Learning from the Field
- **Daniela Pineda, VP of Integration & Learning**
- **Sarah Stachowiak, CEO, ORS Impact**
 4. **INFORMATION** 137
Using Parent Input to Inform First 5 LA's Work
- **Gabriel Sanchez, Director, Communications**
- **Barbara Andrade DuBransky, Director, Family Supports**
 5. Break
 6. **INFORMATION** 153
Health Systems Outcome: Request to Amend the Strategic Partnership with the Los Angeles County Department of Public Health up to \$10.1 million as the HMG-LA Organizing Entity and Authorize an Initial Agreement for an Amount up to \$900,460

COMMISSIONERS

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

EX OFFICIO MEMBERS

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

EXECUTIVE DIRECTOR

Karla Pleitez Howell

EXECUTIVE VICE PRESIDENT

John A. Wagner

A PUBLIC ENTITY

- Tara Ficek, Director, Health Systems
- Cristina Pena, Senior Program Officer, Health Systems
- 7. **INFORMATION** 171
 - Request to Establish a Strategic Partnership with Pacific Oaks Education Corporation to Institute the Early Childhood Journalism Fellowship in the Amount of \$328,000 and Authorize First 5 LA Staff to Execute a Contract (**WRITTEN ONLY**)
 - Gabriel Sanchez, Director, Communications
 - Sharon Murphy, Manager, Strategic Partnerships
- 8. **INFORMATION** 175
 - Authorize First 5 LA to Receive funds from California Department of Education (CDE) for CA-QRIS Certification Grant (**WRITTEN ONLY**)
 - Raoul Ortega, Finance Director
 - Kevin Dieterle, Program Officer, Early Care & Education
- 9. **INFORMATION**
 - Public Comment (For items not on the agenda)
- 10. **ACTION**
 - Adjournment



MEETING OF FIRST 5 LOS ANGELES PROGRAM AND PLANNING

Thursday, March 22, 2018

750 North Alameda Street, First Floor

Los Angeles, California 90012

REPORTED BY:
HEATHERLYNN GONZALEZ
CSR #13646

Thursday, March 22, 2018; Los Angeles, California

1:35 p.m.

-oOo-

COMMISSIONER ZEPEDA: Starting off a little late who -- you made it through the rain.

Let's go ahead and start. With introductions my name is Marlene Zepeda, and I'm the chair of the program and policy committee and I'm going to get Carla off her smart phone.

COMMISSIONER PLEITEZ HOWELL: Thank you for calling me out. We're trying to get a report out.

Carla Pleitez Howell, commissioner representing the roundtable for the county.

COMMISSIONER MARTINEZ: Yvette Martinez, commissioner for the Fourth District.

COMMISSIONER ABDO: Judy Abdo, commissioner for the Third District.

MS. ALTMAYER: Good afternoon. Christina Altmayer.

MS. CAREAGA: Good afternoon. Diana Careaga.

MS. MEDINA: Good afternoon. Ofelia Media, First 5 LA.

MS. SERETAN: Hi. I'm Avery Seretan with First 5 LA.

MR. WAGNER: Hi. I'm John Wagner with First 5

1 LA.

2 MR. THOMPSON: Kent Thompson, DMH.

3 COMMISSIONER TAYLOR: Romalis Taylor representing
4 the Second District.

5 MS. BELSHE: Kim Belshe. First 5.

6 COMMISSIONER ZEPEDA: Then let's start with
7 staff.

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

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

10 THE COURT REPORTER: Heatherlynn Gonzalez,
11 stenographer.

12 SPEAKER: (Inaudible.)

13 SPEAKER: (Inaudible) Alternate commissioner,
14 Second District.

15 SPEAKER: First 5 LA.

16 SPEAKER: (Inaudible) City and neighbors and
17 commissioner for Van Nuys neighborhood counsel.

18 MS. WORBELL: Lee Worbell, First 5 LA.

19 MS. FICEK: Tara Ficek, First 5 LA

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

21 MS. FITZSIMMONS: Marlene Fitzsimmons, First 5
22 LA.

23 MS. BROWNSON: Pattillo Brownson, First 5 LA.

24 MR. JIMENEZ: Armando Jimenez, First 5 LA

25 MS. PINEDA: Daniela Pineda, First 5 LA.

1 SPEAKER: (Inaudible), First 5 LA.

2 SPEAKER: Jennifer Eckhart, First 5 LA

3 SPEAKER: Lindsey (Inaudible), First 5 LA

4 SPEAKER: Jaime (Inaudible), First 5 LA.

5 SPEAKER: (Inaudible) First Five LA.

6 SPEAKER: Dawn (Inaudible), 360.

7 COMMISSIONER ZEPEDA: Okay. Welcome everybody.
8 I think everybody is sitting on that side. I don't know
9 why. They left Dawn all by herself. Oh, I'm sorry.

10 COMMISSIONER TILTON: Deanne Tilton, First 5 LA.

11 COMMISSIONER ZEPEDA: So meeting called to order.
12 Second item is review program and planning
13 committee meeting transcript, which are quite extensive if
14 you've looked at them.

15 Commissioners, are there any comments about that?
16 Suggestions? I don't hear any. We'll go ahead and accept
17 them as they are. Thank you.

18 Moving on to Item 3, request to establish a
19 strategic partnership with dignity hospital d/b/a
20 California Hospital, which is down the street here. And
21 it's written only. So that means, if commissioners have
22 read the materials, if you have any questions, you can ask
23 at this point.

24 Any questions?

25 COMMISSIONER TAYLOR: Not on that.

1 COMMISSIONER ZEPEDA: Not on that one. If not,
2 we can move on to the next item, which is Item Number 4,
3 the ECE outcome kindergarten readiness assessment update.
4 And we have presenting to us Ofelia Medina and Avery
5 Seretan. And who else? Just you two? Great.

6 MS. BELSHE: Fiona is ready for Item 3 if there
7 were --

8 MS. MEDINA: Good afternoon, Commissioners. My
9 name is Ofelia Medina, and along with my colleague, Avery
10 Seretan, we're going to be providing some information for
11 the board's consideration on two proposed strategic
12 partnerships. The first one is an extension with the
13 Regents of the University of California, or UCLA. And the
14 second one is the newly established strategic partnership
15 with Unite-LA, which is an affiliate of the LA Chamber of
16 Commerce.

17 Before we discuss both strategic partnerships,
18 Avery, who is our lead PO, program officer, on this
19 project will remind the board about the Kindergarten
20 Readiness Assessment initiative or KRA and update you on
21 the progress. So I'll turn it over to Avery.

22 MS. SERETAN: Hello. Good afternoon,
23 Commissioners.

24 As you know, the Kindergarten Readiness
25 Assessment initiative helps to build a better

1 understanding about the school readiness of children
2 entering kindergarten. Currently, there's no universal
3 way of measuring schooled readiness for kindergartners in
4 LA county. The KRA initiative utilizes the early
5 development instrument, or the EDI, as a common tool to
6 measure school readiness here in the county.

7 The board may recall back in June 2017 learning
8 about the EDI. As a reminder, the EDI is a holistic tool
9 that highlights population-wide vulnerabilities in five
10 developmental domains, including social competence,
11 emotional maturity, language and cognitive skills,
12 communication skills, and physical health and well-being.

13 Once the data is collected, school districts,
14 along with community agencies, will engage teachers and
15 various stakeholders in understanding the results and
16 developing strategies to improve student outcomes for
17 young children.

18 In fiscal year 17-18, five districts are
19 collecting the EDI data. Two additional communities are
20 also participating in larger community planning and
21 engagement to advance the data for policy and systems
22 change.

23 The funds for the proposed extended strategic
24 partnership with UCLA are included in fiscal year 17-18
25 programmatic budget and will also be included in fiscal

1 year 18-19 programmatic budget which will be brought back
2 to the board for approval in June along with the funds for
3 the newly-proposed strategic partnership with Unite-LA.

4 So we seek to extend the strategic partnerships
5 with the regents of the University of California through
6 June 30th, 2020, for an amount not to exceed \$1.6 million.
7 The original strategic partnership was from July 14th,
8 2017, through June 30th, 2018. In order to keep UCLA on
9 track with this school districts who are collecting the
10 EDI data and to ensure that momentum is not lost with the
11 recruitment of new school districts each year and the
12 ongoing data analysis, we request to extend this strategic
13 partnership through June 2020.

14 The scope of work has four components, including
15 EDI community outreach for emerging districts each year,
16 EDI data analysis and reporting, individual district and
17 community coaching, and finally facilitating the regional
18 shared learning network meetings.

19 I will now turn it over to Ofelia to discuss
20 Unite-LA and our proposed strategic partnership.

21 MS. MEDINA: So, again, we also seek to establish
22 a new strategic partnership with Unite-LA also through
23 June 30th of 2020 for an amount not to exceed 415,000.

24 Unite-LA is an affiliate of the LA Chamber of
25 Commerce and the backbone organization of the LA Compact,

1 which is a collaborative between education, business,
2 government, labor, nonprofit sectors, to advance education
3 outcomes from cradle to career. Actually, First 5 is one
4 of the 23 signatures of the LA Compact.

5 Through the strategic partnership with Unite-LA,
6 they will create the LA County Stewardship for Early
7 Childhood. This group will do three things: First, it
8 will utilize KRA data and lessons from the EDI pilot
9 communities to advocate for policy and systems change,
10 revenue enhancements, and resource allocations at the
11 county, state, and federal levels. Second, it would also
12 understand the challenges and lessons from the early EDI
13 pilot communities to inform countywide expansion of a
14 common KRA. And, lastly, it will explore and develop
15 opportunities to expand the use of the EDI across LA
16 county communities and districts by engaging multiple
17 stakeholders and partners who can play a role in either
18 inhibiting or enabling KRA implementation.

19 At this point, we're open to any questions that
20 commissioner wills have.

21 THE COURT: Okay. Commissioners any questions?

22 Commissioner Taylor.

23 COMMISSIONER TAYLOR: I'm gratified that you said
24 on the first one about University of California, that the
25 money for this year and the next year is in the

1 programmatic budget. Is it also included in 19-20 since
2 you want to extend that in that budget? Is there funds
3 identified to support that?

4 MR. WAGNER: I can help answer that,
5 commissioner. What we do if the board approves the
6 strategic partnership that goes on beyond the budget year,
7 we will always bring back to the board through the budget
8 process those funds as part of the budget. And when we
9 enter into these contracts that are a result of this
10 strategic partnership, the contract language also always
11 makes it contingent upon board approval of the budget.

12 COMMISSIONER TAYLOR: Okay. Because in the past
13 my understanding is, so help me, we understand that we've
14 made commitments. And so my concern is that to make sure
15 that if we're projecting and doing things out into 19-20,
16 that's included in the 19-20 projection of expenditures.
17 So I just want to make sure that, for future reference,
18 that you write it down in this first conference that it is
19 included in the 17-18 and 17-19 and it is already
20 programmatically identified in the budget for 19-20
21 because this accountability.

22 MR. WAGNER: And when you approved what we call
23 the fund balance of GASB 54 with the pie chart, it
24 captures those kinds of longer-term commitments and the
25 various pieces of the fund balance. So you're absolutely

1 right.

2 COMMISSIONER TAYLOR: And just so everybody -- so
3 that when people -- when we go to the full commission
4 meeting, I was the community hear that we've already
5 anticipated this, that these funds are accounted for all
6 the way out to 20-20. Otherwise, it looks like we're not
7 accounting for them. And, especially when we get
8 projections that say we're spending all this money and
9 it's going to go into the tubes, we need to say that, yes,
10 we understand that, yes, we're accounted for it and that
11 we're tracking it.

12 And then that gets into a second one question.
13 Do we want to move onto the next one because I have a
14 pertaining question for the other Unite-LA. You didn't
15 mention whether or not it was in the budget not. She did,
16 but you didn't, so --

17 MS. SERETAN: Sorry about that. It is. So it's
18 included in the programmatic budget for fiscal year
19 2018-2019, which will come for board's approval in June.

20 COMMISSIONER TAYLOR: Can you do me a favor and
21 please include those statements in the first paragraph
22 there under recommendations so that the commission can
23 understand that it's already not only programmatically,
24 but financially tracked and understood so we can support
25 you're trying to do?

1 That's all we're asking.

2 MS. MEDINA: Thank you.

3 COMMISSIONER TAYLOR: That's for these two.

4 COMMISSIONER ZEPEDA: Thank you. Other questions
5 about the KRA?

6 I have a question about the Compact. The Compact
7 has not really looked at preschool. It's just starting to
8 look at preschool. How will this help with the work
9 that's going on with the compact and also what is its
10 relevant to TK?

11 MS. SERETAN: So actually one of the things the
12 Compact is doing right now is including an early childhood
13 goal as part of the compact. So there's still ongoing
14 conversations. But in this next iteration, I think it
15 will be version three, of the LA Compact, it will include
16 specifically a goal for childhood education.

17 COMMISSIONER ZEPEDA: Okay. And, Ofelia, remind
18 me, the idea is to inform the Compact about the importance
19 of kindergarten readiness assessment and what role it can
20 play in their work?

21 MS. MEDINA: So right now the Compact doesn't
22 have a specific workgroup on early childhood education.
23 So with this strategic partnership as part of the Compact,
24 it will now have a specific workgroup looking both at the
25 ECE -- or the early childhood goal, but then also working

1 to examine what the data is showing across LA county based
2 on the EDI data and then leveraging that to make it more
3 like, what are we doing at the county level to address
4 those challenges or those gaps in the funding.

5 COMMISSIONER ZEPEDA: Okay. And then have I a
6 question about dual language learners. And maybe,
7 Christina, you can answer this because you know that I've
8 brought this up before and I haven't had an opportunity to
9 talk to the person from UCLA about this.

10 In the field, there is tremendous concern about
11 Kindergarten Readiness Assessments for children whose home
12 language it is not English. It's perceived as a very
13 high-stakes process or tool. And so the question is --
14 and I know you're only using it at the population level.
15 But the question is, how is the concern about the goals
16 and objectives for language development being reflected in
17 the KRAs? Because it really very much depends upon what
18 the -- the particular programmatic goal objective is in
19 that. And if the KRAs is only to advance English as its
20 end point, then have I a concern about that.

21 MS. ALTMAYER: Absolutely. I know we've talked
22 about this and share your concern. And as we've talked
23 about, there aren't -- this is a consistent challenge with
24 all the Kindergarten Readiness Assessment tools. So two
25 things I'd say about the EDI: One is that one of the

1 dimensions or one of the questions are specific are about
2 children's English competency and one is about -- is
3 teachers are measuring their language competency in their
4 native language. So there is an element to the EDI that
5 is taking into consideration both of those factors.

6 The other factor is that in the demographic
7 information that's collected on the students, it's
8 collecting information about the student's primary
9 language. So we will be able to call that information
10 about -- at a population, not on an individual student.
11 But as we summarize and compare that information, we can
12 look at how English language learners are doing, dual
13 language students are doing on both of those -- on the
14 different domains so we are able to segregate that
15 information.

16 COMMISSIONER ZEPEDA: So it will be collecting
17 data about how well the children are functioning in their
18 home language?

19 MS. ALTMAYER: Correct. There's one element
20 within the questions, and I would be happy to follow up
21 with you and give you that. And then there's another
22 segment that's more oriented towards performance within
23 English.

24 MS. SERETAN: One more piece of that. UCLA knows
25 that this is an ongoing something to look at.

1 And in terms of the teacher bias piece, there are
2 trainings that happen before the EDI is completed. So
3 teachers are made aware up front to kind of take a look at
4 those internal biases. And then on the EDI, as those
5 questions are coming up, there's actually a little box
6 that's populated that kind of is a reminder about check
7 your bias. So this is something that I know -- it's one
8 piece, but UCLA is aware that this is something to still
9 consider and still work on. So internally they are trying
10 to work with McMaster to make the assessment itself a
11 little bit less subject to bias.

12 COMMISSIONER ZEPEDA: Because the DRDP, as you
13 know, is supposed to be given in the child's home
14 language, and we know in practice that's not true. So
15 that's my concern.

16 MS. ALTMAYER: And just to reiterate the comments
17 that Avery made, this is an issue that multiple
18 communities that are using EDI have brought up with UCLA
19 over the years, and they recognize it's an area for
20 improvement. And I think it's an opportunity for Southern
21 California and in particular LA to really influence this
22 field.

23 COMMISSIONER ZEPEDA: Thank you. Okay. No other
24 questions? Let's go ahead and move on. Thank you,
25 Ofelia and Avery.

1 We're going to go ahead and move on to Item
2 Number 5, which is the big Kahuna, right, on Best Start
3 community outcome, proposed Best Start regional network
4 grant awards. And presenting are Antoinette and Michelle.

5 MS. ANDREWS-BUSH: And actually, before we get
6 started, our apologies for being late. There was an
7 urgent matter that I needed to attend to. So just want to
8 apologize to the board and to the ECE team for coming in
9 right in the midst of your presentation.

10 And I was saying to my colleague, Lee and also to
11 Michelle, that even though I'm wearing black and gray and
12 it's gloomy outside, I'm very excited about this
13 presentation because this is the moment that we've all
14 been waiting for. And I'm excited to partner with
15 Michelle DeSantiago to share the process and selection for
16 the regional network grantees recommended to be the --
17 part of the new structure for the Best Start community
18 partnerships.

19 For the benefit of any new commissioners --
20 although I'm looking around and I don't see any here. But
21 just to -- just as a reminder, I just want to provide a
22 little context for this presentation. Our strategic plan
23 affirmed a commitment to Best Start as a community
24 capacity building investment, recognizing the important
25 role of place in a child's development. Working in 14

1 communities across LA county, our work in Best Start has
2 primarily centered on the cultivation of community
3 partnerships which represents local networks of parents,
4 caregivers, nonprofit, and local leaders all working
5 together to improve outcomes for children and families in
6 their community. Thank you. The partnerships are not
7 formal legal entities and, nonetheless, they are key
8 contributors to achieving outcomes for kids, and they
9 require infrastructure to support their operations and
10 community change work.

11 For the past seven years, First 5 LA has funded
12 two different models for supporting the operations and
13 work of the partnerships. Best Start began in 2009 with
14 the launch of Metro LA as the pilot community using a lead
15 agency model. In 2010, we began working in 13 additional
16 communities and First 5 LA itself has directly fulfilled
17 all the operational functions of the community
18 partnerships. In May 2018, in less than two months, we
19 endeavor to implement a single model for supporting all 14
20 community partnerships consistent with lessons learned
21 from implementing two different models since 2010.

22 So today we will review the new structure for the
23 Best Start community partnerships which the board endorsed
24 May in 2017. We will provide an overview of the review
25 and selection process, preview recommendations of the Best

1 Start regional networks, and review the implementation
2 plan and proposed next steps.

3 This slide serves a reminder of the various
4 touchpoints and decisions leading up to the board's
5 endorsement of the new structure in May 2017. As you can
6 see, there was a lot of really important work and great
7 thinking that happened along the way.

8 The new structure, regional with local
9 customization, is the result of extensive input from a
10 variety of stakeholders that wanted to foster regional
11 level relationships and resource leveraging while at the
12 same time ensuring that the 14 community partnerships
13 received the support that they needed directly. I will
14 talk a little bit more about this approach momentarily.

15 The board endorsed this new structure at a
16 contract to cost not to exceed a total of \$15.5 million
17 annually and authorized staff to proceed with
18 implementation, planning, and procurement.

19 As I mentioned on the previous slide, the new
20 structure includes regional and local level work. There
21 are a number of benefits to this structure. I'd like to
22 call out opportunities for leveraging and mobilizing
23 additional resources beyond First 5 LA as well as
24 fostering a network building approach to expand the
25 resources, relationships, and had momentum around a shared

1 vision for kids.

2 This is the list of communities per region. Some
3 of the factors that we used to determine regions included
4 whether there was a shared history or infrastructure,
5 proximity, supervisorial district, potential for
6 cross-community learning, as well as community feedback.

7 There are functions at the regional and local
8 levels that provide direct support for each of the 14
9 community partnerships and promote cross-community
10 learning and collected advocacy. The idea of a network
11 building approach helped us to evolve our thinking about
12 how we envision the work with proposed grantees, not just
13 as support to partnerships, but rather as a network of
14 parents working jointly with parents and caregivers,
15 residents and other organizations and stakeholder around a
16 shared vision for kids. And that communicates
17 collaboration, partnership, respect, shared leadership,
18 all grounded in First 5 LA values. And that is why we
19 have removed -- we moved from calling the new structure
20 regional with local customization to something that
21 captures the essence of what we're trying to accomplish;
22 hence, the name regional networks.

23 It also is the reason we removed the word support
24 in naming the grantees. We moved from regional and local
25 support networks to regional and local networks because we

1 wanted to communicate integration and partnership rather
2 than separateness or on the periphery.

3 Speaking more about how our values have shaped
4 our thinking and processes, Michelle will now discuss the
5 review and selection process.

6 MS. DE SANTIAGO: So as Antoinette mentioned,
7 today marks a very important milestone, and it's my honor
8 to kind of be here to be able to speak on this and to
9 share a little bit more about procurement.

10 This was -- this is community change. It is an
11 example of systems change. And this procurement process
12 challenges First 5 LA to work in a different way and to
13 really honor and look at our values. We saw it throughout
14 the process. It was deliberate, it was thoughtful, it
15 engaged people. There were hundreds of people involved
16 from the development of what the structure was until the
17 selection of the grantees. And then until, hopefully, in
18 about a few weeks you all approve those grants. And I
19 just want to say that it's -- it's such an important and
20 pivotal movement and we appreciate the board's support in
21 making sure that those types of values are integrated into
22 our work.

23 So it was released on September 29th, a very
24 special day. My birthday. I tried to changing it like
25 three or four times but it just wasn't working. But it

1 was a great celebration and a great day to mark a lot of
2 great work. And the RFP was opened for three months and
3 it provided lots of opportunities for potential applicants
4 to engage through Webinars, through information sessions.
5 We posted five regional informational sessions in the
6 community where the potential advocates heard directly
7 from partnership representatives on what their values are,
8 what they're looking for in a regional and local support
9 and what is the kind of work that they want prioritized in
10 the near and midterm future.

11 We also held a coffee connections event as we
12 realized that some of the teams to lead to kind of be
13 assembled, like there still needs some opportunities for
14 connections, so we created something here at First 5 LA
15 where potential applicants could come and get to know what
16 other regions are doing, potential partners, and make
17 those connections on their own.

18 And I just wanted to point out that it was -- and
19 we heard about it often in our feedback, that the
20 potential applicants appreciated hearing directly from the
21 community partnerships because it gave them an opportunity
22 for the partnerships to reflect on what they were doing
23 and how they wanted to move forward and gave some insight
24 to the potential applicants as they were developing their
25 proposals.

1 And then just, finally, we had about 50
2 participants in the regional information sessions, so 50
3 different organizations, and about 30 in the coffee
4 connections that attended and we received 16 proposals.

5 And then the review process went through our
6 normal reviews, so administrative and financial as well as
7 the review of qualifications, experience, and budget.
8 That's the proposal review section. And then in-person
9 interviews. And these, again, for the proposal review and
10 the in-person interviews happened in the communities so it
11 would be more accessible to the community members who are
12 part of the review panel. This was kind of over 25 days
13 of being in the field in communities, trainings, info
14 sessions, proposal reviews that were pretty long, but I
15 think everybody appreciated having the time to have good
16 discussions and come to good conclusions about the
17 recommendations for the scores.

18 The review panel had 19 people from First 5 LA
19 staff and it was some communities department and some
20 other members of different departments, depending on their
21 expertise and what they could bring to the process, as
22 well as 19 community members from across the 14
23 partnerships. And because this was the first time that
24 First 5 LA had engaged community members directly in the
25 review of proposals, it meant that we needed to be able to

1 adapt how we provided resources and support for their full
2 participation. And time and again throughout the process,
3 we heard how valuable it was to have the community members
4 in the discussions, in reviewing the proposals, in
5 reviewing the budgets, someone who paid such attention to
6 the budget that they were saying, this line item isn't
7 including this, it needs to have this, or they made an
8 accounting area in this area, or we really need to think
9 about the perspective that the community partnerships
10 bring in this policy issue that the applicant is
11 proposing. So there was such rich conversation the
12 community members were able to bring into the room. We
13 heard that from all of the review panel participants.

14 In fact, kind of a funny moment. We did have a
15 community member who just -- you know, they were very
16 appreciative of being able to participate. And they said,
17 you know, we think you just kind of walk around in suits
18 and nice clothes, but we realized how hard you work. And
19 so it was nice, it was a great compliment, especially
20 after some long days. And, of course, we complimented
21 them on how much they volunteered and how much they've
22 dedicated of their lives in order to make this move
23 forward. And from First 5 LA staff also, just continuing
24 to hear how much this process has enabled First 5 LA to
25 move forward.

1 The next few slides I'm going to go through
2 quickly. It's on the recommendations. And in terms of
3 funding, the board endorsed cost for this grant not to
4 exceed \$15.5 million annually. And our first -- our
5 initial grant is going to be for a period of 14 months,
6 and so slightly higher at 16,538,500. And the grants also
7 includes support for the regional work, local work, as
8 well as community change that includes residents,
9 stakeholders engagement, advocacy, communications,
10 training, and technical assistance.

11 And you'll notice that there's some variation in
12 the size of the grant by region. And this really depends
13 on the size of the regions where some regions have four
14 communities, some regions have two, but also in the
15 remaining balance of the community-identified projects and
16 an additional amount that has been allocated to Metro LA
17 to support the existing structure, because if you'll
18 remember, they were on a different model and they're
19 transitioning to align with the other 13 communities.

20 So there's no drum roll because these are already
21 posted, but we're recommending Para Los Ninos for region 1
22 with a grant not to exceed 4,528,500.

23 And I forgot to mention, there are profiles in
24 your agenda packets that give details and descriptions
25 about, not only the regional grantee but also their

1 partners. And then we look forward to kind of fleshing
2 out right now some of what that scope of work is going to
3 look like and the great work that they're going to be
4 doing over the next few years.

5 So region 2, we're recommending the Community
6 Health Councils for a grant not to exceed 5,000,205.
7 Region 3, El Nino Family Centers for a grant to exceed
8 2,412,500.

9 I'm starting to realize I need glasses through
10 this procedure.

11 Region 4, the Long Beach Nonprofit Partnership,
12 also known as the Nonprofit Partnership for a grant not to
13 exceed 2,362,500. And in the Antelope Valley, we're
14 recommending Children's Bureau of Southern California for
15 a grant not to exceed 2,232,500.

16 I hate it when my husband's right. I do need
17 glasses.

18 So in keeping with our values, as I wrap up this
19 portion of the presentation, I just wanted to extend a
20 very sincere thank you to everyone who's been involved.
21 It really is kind of a team effort and there's been so
22 many individuals from communities department, finance
23 department, contracts department who are behind me and
24 have weathered through all of the work and the challenges
25 with such Grace And such spirit because they know that

1 this has all been worth it. And across the agency, there
2 has been so much support from Kim on down to me and
3 everyone sideways.

4 And, of course, I would be remiss if I did not
5 thank the community partnerships themselves because they
6 have been on this long journey with us to finding the best
7 way to create change in communities and they've been
8 patient with us as we've developed the structure and gone
9 through a very fair, transparent procurement process. And
10 they've given us some great suggestions. They've come
11 through this with a critical eye and helped us grow and
12 improve as an organization.

13 And they're just three other people that I have
14 to thank. One is Selena Revis who is somewhere being me,
15 because she's been incredible and extremely dedicated and
16 a key member of executing this. And then, of course, you
17 know, my husband and daughter who would forgo seeing me
18 for a few days here and there. And my three-year old is
19 just amazing. It is she and the community, which is why
20 we continue to do this work because we know we want every
21 opportunity for them to grow and be successful.

22 Thank you. Antoinette will talk about --

23 MS. ANDREWS-BUSH: Somehow we did not manage this
24 well because that was such a great ending and yet I have
25 to talk about implementation support.

1 What I will say is, as Michelle mentioned, this
2 is a pivotal shift in how First 5 LA will engage in its
3 community capacity building work. So we have to be
4 mindful of what are the supports that are needed in order
5 to make this shift externally and internally. And so one
6 of the things that we are doing is to extend the contract
7 with the Center for the Study of Social Policy. They have
8 been providing capacity building support to the community
9 partnerships for about seven years now. And we want to
10 make sure that they are -- that we're working together to
11 transfer knowledge as well as to support the initial
12 onboarding of the regional and local partners. The
13 resources for the three-month contract extension will be
14 included in the next fiscal year's budget with anticipated
15 board approval in June 2018.

16 Likewise, the transition to the new support
17 structure provides an opportunity to integrate the trauma
18 and resiliency informed systems change framework into
19 First 5 LA's community capacity building work. It really
20 helps us to think about how we support the regional
21 network grantees and their partners. And as we're
22 thinking about the onboarding process, we're mindful of
23 the -- we're mindful that the regional network grantees,
24 their partners, the community partnerships, and First 5 LA
25 will all need to collectively develop equal and just

1 relationships in the context of historical marginalization
2 within communities that continue to experience high levels
3 of individual and collective trauma. So we want to be
4 mindful of that moving into a new way of supporting the
5 community partnerships and doing our community capacity
6 building work.

7 Staff is working to develop strategic partnership
8 with the Center For Collected Wisdom to support planning
9 and integration of our trauma and resiliency-informed
10 systems change work into our community capacity building
11 work. Anticipated resources for next fiscal year will be
12 included in the 18-19 budget with anticipated board
13 approval of the strategic partnership by June of 2018.

14 Lastly, we recognize that the shift to a new
15 structure requires that the communities department in
16 particular have flexible and agile teams that can see and
17 make connections, leverage opportunities, and distill and
18 apply learning to support an integrated and adaptive way
19 of working. Over the last year, staff has been focused on
20 building our collective muscle in this area. LF
21 Leadership has been selected to help staff align and track
22 various workstreams and milestones that are critical for
23 moving the communities department in unison across all of
24 our strategies towards the implementation of the new
25 structure.

1 This contract is under 75,000 for work to
2 commence in April 2018. Per our procurement policy, this
3 item does not require board action. However, we wanted to
4 the board to know that this is work that is under -- that
5 will be underway in the next month or so. Resources for
6 the next fiscal year will be included in the 18-19 budget.
7 If resources beyond 75,000 are required for this project,
8 staff will bring it to the board for approval.

9 In terms of next steps, here is the high level
10 overview of the timeline, sort of where we've been since
11 July of 2016 up until now. And I just have to say that I
12 enthusiastically point out that we are in the third phase
13 and actually nearing the end of the third phase of this,
14 and beginning in May, we will start the transition and
15 implementation process.

16 In terms of immediate next steps, grant
17 negotiations are currently underway. Recommendations will
18 be presented to the board of commissioners for approval in
19 April with contracts executed and beginning implementation
20 in May 2018. And staff anticipates an implementation
21 update to the program and planning committee in the fall
22 of 2018.

23 To review the following recommendations will be
24 presented to the board for approval in April 2018: Staff
25 will request approval of the Best Start regional networks

1 for each region, as well as approval for the executive
2 director to continue negotiations and execute final
3 contracts within the maximum funding limits. Funding for
4 the first two months of the contract is included in the
5 17-18 budget under the community partnerships program.
6 The annual budget process for the fiscal year 18-19 is
7 currently underway, and these resources are being included
8 in that budget as well.

9 With that, we just want to again extend our
10 heartfelt gratitude for your dedication, for the
11 community's dedication, and all of the time the community
12 members and staff through the transition team and feedback
13 sessions and regional information sessions and coffee
14 connections and leadership and partnership discussions.
15 There's a lot of moving parts and everyone is so committed
16 to the work for kids within communities that we have
17 dedicated this time to do this.

18 We want to especially offer our deep appreciation
19 to each and every community member and staff participant
20 in the review process for their careful work, insight, and
21 deliberation. From the beginning, community voice was
22 central in the design and selection of the regional
23 networks. And we're excited for the significant role that
24 the community will play in the implementation phase of
25 this work.

1 This is a picture of a family in central Long
2 Beach. Normally, we put staff pictures here, but we
3 wanted to just remind ourselves that this is about
4 children within the communities. And this important work
5 is -- it's very timely. The moment is now to move this
6 forward.

7 So with that, we want to open it up for questions
8 and discussion. And one thing that we would like to hear
9 from the program and planning committee is, you know, we
10 provided a lot of information here and we will go to the
11 board in April to present this. This -- what is the
12 appropriate level of information to provide to the board
13 to help facilitate an approval.

14 Thank you very much.

15 COMMISSIONER ZEPEDA: Thank you very much for the
16 presentation. I know this has been a long time coming and
17 it's a process we're going through with this. I open it
18 up to questions from commissioners.

19 Commissioner Taylor.

20 COMMISSIONER TAYLOR: I know you weren't here to
21 hear my first spiel for the first two presentations, but
22 you did cover the issue somewhat. The thing is, mine is
23 about you put in here that we're going to spend this
24 money, and it wasn't quite clear that it was covered for
25 the first two months, but then your statement covered

1 that. Put it down in writing here so we understand that
2 you've anticipated it, the money is there for the
3 commission to understand it and the community to
4 understand it.

5 The other thing that I'm concerned about -- not
6 even concerned, I want to bring forward is that you're
7 asking us to spend money -- not that we're opposed to it
8 because I think what your strategy, it makes sense, but
9 put down how much it's going to cost and that we do have
10 the money in the allocation for next year's budget to pay
11 for these anticipated expenditures you're talking about.
12 I know you're saying it's in next year's budget, but we
13 should take a deeper dive and go and talk to Raoul there
14 and say, hey, do we have the account, is it in the
15 programmatic budget to cover these costs, what is that
16 cost. Put it up front, let everyone know that we agree to
17 spend this money for this purpose because it makes sense.

18 And the second thing is, is that you have another
19 proposal to have someone help do the integration. Totally
20 makes sense. All your recommendations make sense. But
21 say how much it's going to cost and that it is in the
22 programmatic budget for next year, so we're not discussing
23 whether or not we're going to put the money there. It's
24 going to be there because it's already anticipated in the
25 new appropriation and you're just going to codify that by

1 putting it in and making it a budgetary item identified
2 for this project. That's it.

3 The things that I wanted to talk about also if
4 you don't mind --

5 COMMISSIONER ZEPEDA: Go ahead.

6 COMMISSIONER TAYLOR: -- is that the construct
7 that you had made sense when I read the proposal and I
8 read the detail, especially in the background of how and
9 what the perimeters you're looking for ought to be to each
10 of these entities, and one was sustainability. And when I
11 read the detail that came through very clearly that you
12 were looking at that and that they have made a commitment,
13 these entities, to the perimeters that have you set for
14 them for the community. I didn't get that out of the
15 three latter groups because they didn't have quite the
16 level of detail of the first two statements you wrote, one
17 being for the regional network for -- what is it? Here it
18 is. The community health was a strong write-up and made a
19 lot of sense. I could really follow your logic and what
20 you have given them as perimeters and that they understood
21 that perimeter. I didn't see that in some of these other
22 proposals that were there. I'm sure it's done, but it was
23 not clear.

24 So I would like to see some consistency in how
25 that -- in the others that is more detailed that says they

1 understand the principles that you've put down. I think
2 there's about five or six of them, and one was
3 sustainability that they must do. So I want to understand
4 that all of these entities understand the expectations for
5 us and the community is that they will all do it and not
6 leave out that perspective because, if you don't read
7 this, you will see that it just kind of drops off the deep
8 end and you say, wow, all these -- the two first are
9 dynamite and made sense, and the others got so far and
10 it's like nothing happened. So I just want to see
11 consistency in how this is presented and understand that
12 each of these entities that you have selected and the
13 community selected understand the community's
14 expectations, the agency's expectation, and our
15 expectation of what they will do for the money we're going
16 to give them.

17 That's mine.

18 COMMISSIONER ZEPEDA: Thank you, Commissioner
19 Taylor.

20 Other questions from commissioners?

21 Commissioner Howell.

22 COMMISSIONER PLEITEZ HOWELL: Two questions. One
23 is around the regions, the way they're set up. I'm
24 wondering if we've done the analysis of whether or not
25 there's a community-based organization in each of our

1 original 14 Best Start communities. So when we shift it
2 from 14 to the regional model, the discussion had been,
3 how do we make sure we keep local representation at these
4 larger meetings. And in doing a glance, I don't know if
5 there is a community-based organization represented in all
6 of them. And that is fine because some areas may not have
7 a community-based organization. But have we really done
8 that analysis to make sure that we have representation?
9 Because as two years ago, there was a lot of nonprofits
10 showing up. So why did they stay on, not stay on? And do
11 we really have that local voice for all the regions? And
12 if we do not, before voting on this, in terms of our
13 budget, really making sure that we do bring in those
14 voices because a shift like this requires that we keep
15 that consistency from before and I think has been part of
16 our discussions.

17 The second part, Mr. John Wagner, we missed you
18 at our discussions two weeks ago. I hope jury was fine.
19 They were very lucky to have you. I wonder how this fits
20 in with the discussion we've had with the network of
21 networks and the work that you're doing.

22 MR. WAGNER: Yeah, that's a great question. And
23 we -- the headline is, we haven't figured it all out, but
24 there is a tremendous overlap between the county
25 contracted prevention networks called the Prevention and

1 Aftercare Networks or PANs and our Best Start communities
2 partners and many of the entities doing this kind of work.
3 So I think the breakout session -- you know, there was an
4 attempt to illustrate some of that from a county
5 perspective with a chart that was put. And it was not
6 exhaustive. It didn't include every partner, but it did
7 try to show how some of the PANs and the Best Start
8 providers and the home visiting, Welcome Baby locations
9 are very similar in connecting to families in community.
10 And the vision is that, eventually, having a more explicit
11 or more directed connections so that, if you go into one
12 of these networks, have you access to the resources of the
13 other networks, that it's more seamless.

14 We are in the process right now in supporting OCP
15 to do a survey of all these community-based networks to
16 better identify who they are, what they do. That survey
17 is going out within the next day or two and that
18 information will inform a better response than I'm able to
19 give to your question right here today.

20 COMMISSIONER ZEPEDA: Okay. Other questions?

21 I have a question. Could you just remind me
22 again on these proposals that we're looking at -- because
23 all I see in the description or who the agencies are that
24 are participating. These agencies will then -- or the
25 organizations or community-based organizations will get

1 together and then make decisions about what it is that
2 they're going to be doing or did they give you initial
3 information, proposals about what it is that they're going
4 to be doing?

5 MS. ANDREWS-BUSH: Yes. In these proposals it
6 spells out who is going to do what. We did not provide
7 that level of detail for the board in these profiles.
8 What we have talked about, of course, is providing that
9 level of detail to the communities. But given the
10 discussion today what we'll do is revise the profiles to
11 make sure that you have the information that -- have the
12 information about who is doing what at a regional and
13 local level.

14 COMMISSIONER ZEPEDA: That would be helpful
15 because that -- I was missing that. I was thinking, well,
16 are they just funding all these agencies to get together
17 and then start from scratch kind of thing.

18 MS. ANDREWS-BUSH: No.

19 COMMISSIONER ZEPEDA: So that was the impression.
20 I just want to make a comment about including the
21 community members because I think that's extremely
22 important. I'm reflecting back on Dr. Conrad's
23 presentation from the MacArthur Foundation because she
24 talked about specifically how they needed to incorporate
25 the community members from the ground up and that was an

1 expectation actually in their criteria and their
2 proposals. And so I think that that's something to
3 showcase.

4 And just to reiterate what I said previously
5 about Best Start, to document what it is that we're doing,
6 to tell our story about what it is that we're doing as we
7 go forward I think it's very, very important.

8 MS. ANDREWS-BUSH: Yes. And one of the things
9 that we should have mentioned is that the Best Start
10 learning agenda, we're one step closer to finalizing it.
11 And, in fact, I believe it was February 23rd, where we had
12 over 99 community members to sort of prioritize which of
13 those learning questions were most important to them. So
14 that's why we have not come back to the board yet with the
15 final learning agenda because we're doing this kind of
16 engagement that we feel is so important, engaging from the
17 ground up before we bring something to the board.

18 COMMISSIONER ZEPEDA: And I know that's not easy
19 work, so kudos to your staff for that.

20 Commissioner Taylor.

21 COMMISSIONER TAYLOR: One thing I just want to
22 dovetail on that you're saying. We need to make sure that
23 they understand how important it is and that we do that
24 these entities engage in computing the various areas of
25 the community in a culturally competent manner, that that

1 engagement is being perceived by the community in the way
2 that is positive, consistent with what we're trying to
3 push forward as a goal. That's very important.

4 The other thing I wanted to do is just say, thank
5 you. You guys don't tell the story about the great work
6 you're doing. So one of the things I'd like to see as you
7 go along is collect stories. I've just learned how to be
8 an ambassador and one of those things is I'm supposed to
9 be able to tell a story. So give me some stories to tell
10 about the great work you guys are doing, and that way I
11 will be effective.

12 We talked about what Judy did on that parent that
13 had the children in the car. We have not, me and my
14 colleague, Commission Martinez, have not forgotten that
15 story and the struggle of that family. It's that
16 powerful. So we're looking for stories like that. How
17 this has made a difference in the children's and family's
18 lives that deal with the trauma -- concept of
19 trauma-informed care within the community, the capacity
20 building within the community and how that redirection has
21 affected the community and how ties to all the other
22 things we're doing, you know. And that integration
23 includes the -- the ECE and then, you know, early
24 childhood education in Head Starts and other different
25 programs like that and how we connect everything and the

1 network of network of stuff.

2 So this integration has to go on. So please tell
3 us your story at these different levels so we can
4 communicate that as the commission on the success of your
5 efforts and what the community's doing.

6 Thank you.

7 COMMISSIONER ZEPEDA: Commissioner Taylor.

8 If there are no other questions from
9 commissioners, we do have two requests to speak. So the
10 first one is Kathy Shriner, Best Start Panorama City and
11 Neighbors.

12 MS. SHRINER: Thank you. So I'm a member of the
13 Panorama City and Neighbors Partnership. Like I say, we
14 really are excited to be embarking on actually making the
15 transition to the new structure. However, there are many
16 issues regarding the regional networks, how they will
17 operate that have not been disclosed to us and they have
18 to do with the details of the contracts First 5 will sign
19 with each those agencies. We've been -- our program
20 officer who's here has shared with us statement of work
21 information, so different objectives and outcomes. But
22 what we don't know is that whole boilerplate that goes
23 along the with contract. We don't know how -- whether the
24 regional networks will really be able to support us
25 without the red tape that has been so exasperating for the

1 communities when First 5 LA has been providing all the
2 support services.

3 I specifically want to know, how will it be
4 different when the regional network becomes responsible
5 for arranging vendors for meetings and events, procurement
6 of marketing materials and services, approvals for
7 participation in third-party training, and et cetera. And
8 we're also concerned how much First 5 LA will dictate to
9 the regional networks in a similar fashion to the
10 prescribed policies and initiatives in the proposed Best
11 Start partnerships over the years with little notice. In
12 each case we found ourselves putting aside our own
13 projects in order to focus on fulfilling the First 5 LA
14 mandate. So we're kind of hoping that we're going to have
15 a little bit more -- take a little bit more of setting the
16 table, setting the stage.

17 So a couple of examples -- you may not get to all
18 of them, but the things that have tied our hands, we
19 needed to have a meeting this week. Our regular place
20 wasn't available. A community organization was willing to
21 let us meet at their space, but we had to ask them to give
22 it to us for free because we couldn't get through all the
23 paperwork, and I'm not even sure they would have
24 qualified, you know, a valid organization.

25 We are trying to get some polo shirts that have

1 our logo and some other things, and we wanted to share
2 them with the parent resource liaisons. So not just our
3 executive committee members. We have to get three quotes
4 even though there's a vendor that WIC has been using for a
5 number of years in our community, and we think that would
6 have been perfectly fine.

7 We were not permitted to rent storage space like
8 from public storage or something, and yet our community is
9 accused of having half the materials in the storage spaces
10 of First 5 LA. So we can't find a community place to
11 store those and we can't order new materials until we are
12 able to dispose of those. So it's just been very crazy.

13 And if you can just let me -- Tony Wilkinson is
14 another member of our partnership who's not here and who
15 served on the healthy eating policy task force. He thinks
16 this is one example of an initiative that maybe hasn't
17 gone quite the way that it was requested because he says
18 of the meals that we're getting now -- this is his direct
19 quote: Boneless, skinless chicken breast with no
20 seasoning or cooking oil can only be presented in so many
21 ways and half-inch strips of wilted lettuce salad are a
22 poor substitute for a real vegetable side dish.

23 And his question is whether the amount of money
24 per meal was increased to reflect what might cost more to
25 have healthy meals. And so then when this goes down

1 through all these different levels and for -- in our case,
2 they've told you you only have this much per meal but you
3 have to meet all these guidelines. It gets pretty crazy.

4 We're very excited and we're anxious to get
5 started working with them, but please give some
6 consideration to these issues.

7 COMMISSIONER ZEPEDA: Thank you, Kathy.

8 The second speaker is Saul Figueroa.

9 MR. FIGUEROA: Good afternoon, commissioners,
10 ladies and gentlemen, First 5 LA staff.

11 And I concur with the director, Antoinette, in
12 regards to it's been a long, long process. And I attended
13 the regional scope of work meeting that they had on March
14 the 16th, was last Friday, with the community members
15 there. And as Kathy mentioned, you know, El Nido -- I'm
16 the program manager for El Nido Family Centers, Building
17 Stronger Families in Compton, and we -- Juan, one of the
18 regions in region 3 in the valley, really happy with that.

19 But when I attended the meeting on Friday, there
20 was a lot of apprehension with the community members
21 there. They had a lot of questions as well as just like
22 Kathy mentioned in Region 2. And I'm pretty sure the
23 program officers that attended and ran those meetings
24 probably had -- facilitated those meetings probably had a
25 lot of same questions. There's a lot of concerns. And I

1 think at one point I even mentioned, you know, we should
2 be excited. We've come a long way, and this is -- but you
3 could cut the tension with a knife.

4 And some of the concerns, you know, like instead
5 of regional support networks, now they're the support
6 networks. So community member said, they didn't even
7 consult us on that, you know; why are we just now getting
8 this feedback and they change it to this. Yeah, they --
9 I don't disagree with the rationale of why you changed it,
10 but here you go doing the same thing again of not
11 consulting the community members and getting input from
12 the community members on the basic thing of the name
13 change and why we did it before just giving it to us.

14 So I think there's still a lot of concern. And
15 we've invested a lot of money but community members have
16 invested tens of thousands of hours, they've bought the --
17 just like Michelle, a lot of members come with -- leave
18 their families members behind to come to the meetings. So
19 they've done a lot of hardships just like the staff.

20 I think that, as Antoinette mentioned, it's very
21 important -- this is a very critical part as we enter into
22 this implementation phase that, although we want to flex
23 our muscle or use our muscle, we have to use our
24 collective consciousness and our wisdom that we've
25 gathered from the seven years of actually doing this and

1 understanding those community organizations very
2 important, those networks because, you know -- and Alex
3 could attest to this for Compton -- for the region 2 in
4 south LA, a lot of organizations have come and gone, but
5 there's still some solid organizations there that have
6 been there through the thick and thin. And we've got to
7 find out why some of them are still there and why a lot of
8 them have left and build that network because I think,
9 we're going to succeed, it's going to be those
10 community-based organizations that have credibility in the
11 community that's going to help the community members usher
12 in this new phase that we're all entering into that we've
13 invested so much time and money and energy.

14 Thank you very much.

15 COMMISSIONER ZEPEDA: Thank you, Mr. Figueroa.

16 Thank you, Annette and Michelle, for the
17 community.

18 MS. BELSHE: Could we get some feedback to the
19 question Antoinette posed relative to level of detail for
20 purposes of the board meeting? So we're really not
21 bringing this to the board on consent. It's a big ding
22 dang deal and we want to support the board relative to
23 understanding where we are and how we came to this
24 important set of recommendations, acknowledging we have
25 work to do, but the progress made in the future direction.

1 So this was an important piece where we want to
2 get some counsel, some feedback from you all.

3 COMMISSIONER ZEPEDA: Just summarize what I
4 heard, and that had to do with Commissioner Taylor's
5 request that the costing out of the initiative and how
6 it's broken down needs to be much more transparent and
7 that needs to be right up front in the memorandum.

8 I think that my point was that we needed a little
9 bit more detail about the actual regions and what they
10 propose to do because what I read was just a listing of
11 the organizations.

12 And then Commissioner Howell -- remind me,
13 commissioner.

14 COMMISSIONER PLEITEZ HOWELL: I think I would
15 highlight really -- I appreciate Saul's comments and
16 hearing from San Fernando or the Valley area as well,
17 really highlighting the regional uplift of the
18 community-based organizations. So with that being said,
19 we started with 14 communities -- and as we started with
20 14 communities, that we're not leaving some of the folks
21 that have done the really hard work with us behind. So
22 how are we going to do that.

23 And I want to clarify here, it isn't about
24 communities or organizations going into those communities
25 and offering really amazing trainings; it's the

1 community-based organizations that are there and still
2 continuing to participate.

3 Can I add two other things? I also heard, what
4 does success look like for us in this work and really
5 giving us that vision.

6 And I think, Antoinette, you've done this at
7 different points, but this is a really different point.
8 So what does success look like in terms of doing this
9 would also be helpful.

10 MS. BELSHE: So those are really helpful summary
11 comments and they're principally I think going to be
12 focused in the written materials that will provide that
13 deeper level of detail that we're hearing commissioners be
14 interested in, the clarity of sight relative to the budget
15 resources required, as well as where those dollars are
16 drawn from within our fund balance, as well as the -- just
17 reminding commissioners of the process for how we engage
18 the board in securing resources for out years.

19 In the presentation itself, you know, we'll make
20 some tweaks informed by some of these key points, but this
21 was a 20-minute presentation. So, you know, you all are
22 going to become experts because you're going to hear
23 something kind of similar to this because this was -- I
24 mean, staff did a -- Michelle and Antoinette did a very
25 nice job summarizing a lot of information, but that's part

1 of the feedback we're looking for here in terms of, did we
2 generally get it at the right level notwithstanding how
3 the volume and complexity of the work we're bringing
4 forward.

5 COMMISSIONER TAYLOR: I would like to see that
6 list right up front, just a screenshot on that that says,
7 the expectations of all these regional networks and the
8 partnership is, these are the five or six or seven things
9 that you are going to be evaluating their success or their
10 movement on.

11 One came, capacity building was an issue.
12 Networking was an issue that you said you're going to be
13 tracking. Sustainability is an issue that you're going to
14 be tracking to see what it is. But I'm hearing
15 collaboration is another one. How you collaborate and
16 help and work with those that are already there. So, you
17 know, you already have that. You said it in the thing,
18 but it should be put up on the screen so everybody says,
19 this is the measurement for each these entities that
20 you're going to be looking at.

21 Plus, I totally agree with your evaluation having
22 an evaluation capacity, but I believe in learning being.
23 So the evaluation should be, if you're doing it in the
24 first six months, where it is, what it is, and how can we
25 make it better how we can improve it, rather than you've

1 passed or failed. It's about improving the process and
2 improving the engagement strategy. It's not a pass/fail
3 kind of thing; it's how we make it better and improve the
4 process. This could be a model that could be used up and
5 down the state or nationally, you know. So the idea is,
6 how do we document that and show the evolution.

7 COMMISSIONER ZEPEDA: Commissioner Abdo.

8 COMMISSIONER ABDO: I'm thinking about the
9 difference between what we've heard here and what we might
10 want to hear at the board, and I'm not sure we need to
11 hear about the whole process of how you got to where you
12 got. It's -- it's more important, I think, to know why
13 we're doing this so that there's some historical reference
14 to, you know, this isn't just somebody had an idea, this
15 came out of a real plan. And then why -- why we're doing
16 it in that we want to see some outcomes that are clear,
17 and so what those outcomes are will matter to all of us, I
18 think.

19 MS. BELSHE: That's helpful.

20 COMMISSIONER ZEPEDA: I would just like to build
21 on what Judy said because I'm always concerned about the
22 newness of some of the commissioners on the board. And it
23 may be helpful, not necessarily in the presentation but in
24 the written material, to have some blurb or couple of
25 paragraphs about what is Best Start, how did it start, the

1 timeline because you started this in 2015, but it started
2 way before 2015. All right.

3 MS. BELSHE: This is just specific to regional.

4 COMMISSIONER ZEPEDA: Right, right. And so,
5 again, not necessarily in the PowerPoint presentation, but
6 just in the written material for the benefit of the newer
7 board members.

8 MS. BELSHE: Christina, you want to jump in?

9 MS. ALTMAYER: I was just going to say, Judy, I
10 appreciated your comments about thinking about the
11 outcome. As we've indicated, this has been a very
12 different process for First 5 LA marked by the extensive
13 level of community engagement, community participation in
14 the review process. And what I would add is, as we
15 develop the scope of work, the way it's been oriented to
16 an outcome focus, and I think that's something that we can
17 lift up as well. It's the contracts as they are being
18 negotiated and developed have an outcome orientation as
19 opposed to an activity orientation. And I think it,
20 again, represents a significant change from how we're
21 approaching this work.

22 Again, I want to call out and recognize our
23 partners from contracts and finance administration that
24 have really worked collaboratively with us to think about
25 how we can make that movement to an outcomes-based

1 contract and still fulfill our fiduciary responsibilities
2 as a public agency.

3 So we can bring that up and lift that up during
4 our April board meeting presentation.

5 COMMISSIONER ZEPEDA: Any other comments or
6 feedback?

7 Commissioner Taylor.

8 COMMISSIONER TAYLOR: Just one more thing. I
9 think you kind of touched on it, but I think when you do
10 the presentation how it ties to our strategic plan because
11 that's the evolutionary process of driving everything that
12 we do, and how it's -- how that evolution goes and how it
13 ties to the strategic plan is very important.

14 COMMISSIONER ZEPEDA: Okay. If there are no
15 other comments, I hope the feedback is useful and just
16 gives you more work to do. So thank you very much.

17 We're going to go ahead and take a ten-minute
18 break.

19 (A brief break.)

20 COMMISSIONER ZEPEDA: Okay. If we can come back
21 to order. Thank you. We lost some of our audience.
22 Okay. All right.

23 Moving on to Item 7, Proposition 10 20th
24 anniversary, the May Advocacy Day up in Sacramento. Kim
25 and Marlene will be presenting to us about that.

1 MS. PATTILLO BROWNSON: Thank you. Good
2 afternoon and if we haven't said it yet, thank you to our
3 commissioners who are here in the rain. This is not
4 something that does not dissuade. I had literally two
5 people not show up for a meeting earlier today because
6 Angelenos don't turn out for meetings in the rain. So
7 thank you for your hardiness. We're glad you are here.

8 So this presentation is about the 20th
9 anniversary. And I want to just at the outset acknowledge
10 that people -- different people approach anniversaries and
11 celebrations in different ways. And we have a particular
12 take on this anniversary that we're eager to share with
13 you. I'll share in the first person narrative in the
14 spirit of the brand training that Commissioner Taylor was
15 just referencing of story telling, that I have a good
16 friend who for his annual birthday hosts a fundraiser and
17 says, no gifts, but you have to donate to my favorite
18 causes if you want to be fed at his dinner party. There's
19 a similar experience that I had recently where I was
20 delighted and honored but also deeply embarrassed to be
21 honored at also Anderson School of Business at UCLA for
22 participation and mentoring with the Riordan Scholars
23 program, which is a really great thing, but for someone
24 who's not that comfortable with that, it was also a really
25 great opportunity to redirect.

1 And so thinking about celebrations and
2 anniversaries as an opportunity not just for cake but to
3 actually turn it into an advocacy opportunity and to turn
4 it into a brand building opportunity that is a platform
5 for broader work. So that is how we are approaching this
6 work.

7 And there's a couple of goals that I think we are
8 looking to achieve in the 20th anniversary. One is
9 building off of the training that most of you I think have
10 gone through either today or yesterday, and that is to
11 reintroduce who First 5 LA is to the world, to say that we
12 are an innovative funder, we are a child advocate. And
13 that is not always who we -- the identity that First 5 has
14 leaned into most heavily, but it's important that people
15 with whom we are hoping to partner know that identity now.

16 In addition, it's an opportunity, especially to
17 the extent that we are partnering with the First 5
18 Association and the network strategy which you all have
19 heard about quite a bit recently, it's an opportunity to
20 push a policy agenda and to do it in the context not of
21 just LA in isolation, but in partnership with the other 57
22 counties.

23 So in the more granular form, what we're
24 celebrating is in fact 20 years of partnership. First 5
25 LA and the First 5s altogether were born out of the

1 Proposition 10 passage in November of 1998. And in
2 particular, I want to wave the flag and say that LA county
3 voters played a pivotal role in passing Proposition 10.
4 But for LA county, this couldn't have happened and but for
5 the margins that we saw.

6 And so to the extent that our origin story at
7 First 5 LA is a story of public partnership with public
8 will building at its base, part of our work is to say,
9 yes, this is our history and, yes, we still need you to
10 continue partnering us because our work is not yet done.
11 So it's a thank you and it's also, we still need you.

12 Rather than -- I'm not going to read the words on
13 the slide, but just offer that as initial framing
14 thoughts, and then I'm going to turn it over to Marlene
15 who will take us through our strategies and steps for the
16 next couple of months.

17 MS. FITZSIMMONS: Thank you, Kim. Good
18 afternoon, commissioners, staff, and guests.

19 As Kim mentioned, as we developed our goals in
20 the looking at the 20th anniversary, we first and foremost
21 identified it as a milestone anniversary and opportunity
22 to uplift the First 5 LA brand as well as the larger First
23 5 network. It is an opportunity to have partners
24 legislators, leaders, and funders recognize First 5 as a
25 cohesive network, a network that they would want to work

1 with us to improve the future of young kids in California.

2 For the First 5 LA brand, it is an opportunity to
3 position ourselves as an effective leading advocate for
4 young children's issues and, as Kim mentioned, reintroduce
5 First 5 LA as a trusted, credible, innovative funder in LA
6 county and statewide.

7 So some of those buzz words might be new to
8 commissioners who have not yet completed their brand
9 ambassador training, but may be familiar to those who
10 have. And they will soon become common language when we
11 talk about who we are as an organization, the work that we
12 do.

13 We also want to take the time during this
14 anniversary to thank the voters 20 years ago who
15 prioritized children. But we also want to take the
16 opportunity to pivot to how our work has evolved in
17 decision makers of today to continue to prioritize
18 California kids in their future policy and funding
19 choices.

20 Lastly, we aim to elevate awareness and create a
21 sense of urgency to address key issues that impact young
22 children and their families in LA county and throughout
23 the state, as well as continue to advance policy and
24 systems change through our advocacy efforts.

25 So for strategies. To guide us in achieving the

1 goals that we had mentioned, we outlined several
2 strategies that will take us through this path. We plan
3 to use the anniversary as a way to discuss our ongoing
4 work and how it is evolving to address the needs of young
5 children and their families today and for generations to
6 come. We want to leverage existing partnerships to help
7 amplify messaging and execute events, as well as build
8 internal staff excitement around the 20-year anniversary,
9 highlighting First 5 LA's work and to create policy and
10 systems change.

11 Lastly, as you'll see throughout the
12 presentation, we will utilize social media channels,
13 specifically Facebook and Twitter, to generate awareness
14 and ignite engagement around the anniversary with other
15 First 5s, our partners, and with the public.

16 So how will we communicate First 5's 20th
17 anniversary. First, I'd like to acknowledge our close
18 working relationship with First 5 Association in
19 developing common language in terms that all First 5s will
20 be using throughout the year. So this will include a
21 common tag line of, "our kids, our future California"
22 which will include using it as a hash tag, so
23 #ourkidsourfutureCA. And having a common secondary tag
24 line for posters and other visuals that emulate a strong
25 California starts with healthy, happy kids.

1 Most importantly, the messaging platform will
2 reinforce the belief that caring for a child's well being
3 is bigger than any one person or organization, but it is a
4 shared responsibility with shared rewards.

5 Now, let's dive into how the 20th anniversary
6 will come to life. For LA county specific activities, I'd
7 like to call out the development of a website landing page
8 on our First5LA.Org website. This will feature an
9 interactive dashboard to highlight key First 5 LA
10 programmatic policy and system wins over the past 20
11 years. Also, unique to LA county is the production of a
12 video content series and/or written story vignettes. As
13 Commissioner Taylor mentioned earlier, the stories are
14 powerful. And so we want to take advantage of the power
15 of storytelling to really communicate the influence of
16 First 5.

17 The idea for LA county specifically is to include
18 grandparents and parents talking about parenting has
19 changed and evolved over the past 20 years and what they
20 think the next 20 years may look for this generation of
21 kids.

22 In the next slide -- not to put out a teaser too
23 soon, but we will unveil the 20th anniversary logo, which
24 will be featured on our First 5 website, used on all of
25 our social media channels, and will also be incorporated

1 internally with our internal e-mail signatures.

2 Lastly, we're in the process of developing
3 several local Los Angeles or LA county event activation
4 ideas timed for this fall. So we'll circle back with more
5 details once those ideas have been solidified.

6 We would like to present the 20th anniversary
7 logo that was coproduced by First 5 LA, the First 5
8 Association with input from other commissions as well as
9 First 5 California. It was definitely a joint effort.

10 As you'll see in this slide and then consistent
11 tactics with those that we focused on for LA county,
12 what's unique with our partnership with the association is
13 coordinating the advocacy days events that will be coming
14 up May 1st and 2nd in Sacramento that Kim will be talking
15 about in detail during the next slide. But we are taking
16 advantage of this opportunity in Sacramento and we
17 actually have the opportunity to leverage the governor's
18 wall. So during our May advocacy events, we'll be
19 showcasing First 5 LA's specific photography of our
20 families and young children during these events.

21 We are also working closely with the First 5
22 Association and other commissions to create an echo
23 chamber within our First 5 network to engage partners.
24 For example, First 5 Association's working with the 2018
25 Choose Children campaign leading up to the gubernatorial

1 election to reinforce the message platform that the future
2 success of the state rests with nurturing our young
3 children.

4 So now, I'll turn it over to Kim to talk a little
5 bit more about advocacy day.

6 MS. PATTILLO BROWNSON: So you all have hopefully
7 in your e-mail boxes already received an invitation from
8 Linda Vo. I know that Romalis and Yvette and Marlene have
9 already said yes, and I'm very grateful and excited that
10 you guys will be able to join.

11 The general format for the day is that -- or the
12 two-day function is that May 1st is the opportunity to get
13 to know the other 57 counties, to have a little bit of a
14 deeper dive on what is happening as we think about fast
15 forwarding about two months to the future, lots of
16 committee hearings will have happened by then. We'll have
17 heard updated budget and revenue projections to know what
18 is the space of the possible in this year's budget. So
19 day one will be about making sure that everyone has a
20 common base of understanding and also has some common
21 language around how we're going to be talking about the
22 issues that are shared among the 58 counties.

23 Day two is the lobby day. We have an opportunity
24 to meet with elected officials and their staff to
25 highlight what our policy priorities are, talk about

1 budget asks are in play, And also where we are with the
2 series of legislative vehicles which we presented
3 previously and also will continue to provide updates in
4 the ED report as those legislation progress through
5 committees.

6 There will be a big cake filled event on the
7 lawn, in fact, with young children and performers. And
8 that really is a public signaling of the continued power
9 and relevance of the issue of young children. It has a
10 flavor of sort of, you know, being very splashy, but the
11 idea is there are so many advocacy organizations and issue
12 areas that are highlighted in the capitol, and it is a way
13 to capture the attention but also make it very concrete
14 and vivified for legislators who might otherwise look past
15 our compelling stories or what I think is really
16 compelling data because children, and actually seeing and
17 hearing directly from children, is oftentimes going to be
18 the most powerful messenger possible to connect with that
19 legislative audiences.

20 By the way, I also want to say that anyone who
21 would like to attend, you should not feel like it's too
22 late. There's still space and opportunity. But I'll also
23 flag that we are planning for events in the fall so
24 there's more than one bite at this apple.

25 Lastly, I'll just highlight a couple of policy

1 priorities that we have discussed in previous policy
2 updates, but also give you the latest breaking, which is
3 that we are in league with the Early Care and Education
4 Budget Coalition pushing for a billion dollars for babies
5 as the sort of opening volley of negotiations with the
6 governor and the Department of Finance. This is aimed at
7 essentially serving about ten percent of eligible
8 families. So billion with a B sounds like a very large
9 ask, but in context of thinking about where we are in
10 terms of getting to ten percent service rates in some ways
11 it is quite a modest ask. I'll also just flag that we're
12 still as compared to pre-recession levels, we're about 300
13 million down from where we were before the recession, and
14 that equates to about 64,000 seats less than when the
15 recession first took hold.

16 There's also continued support for several
17 components of the governor's proposed budget from January.
18 There is a \$27 million a year proposal that the governor
19 included for home visiting as well as the governor's
20 proposal for inclusive zero to five early care and
21 education, an increase for reimbursement rates and 3,000
22 additional full-day, full-year slots.

23 Lastly, I'll just flag that AB-11, which is the
24 early identification screening and interventions bill with
25 Assembly Member McCarty, is moving swimmingly through all

1 of the committees and has been getting unanimous votes
2 thus far. By then, we will be through the appropriations
3 committee and a number of others and have more to report
4 at that point.

5 So with that, I think that's it for now. And
6 maybe if folks have questions.

7 COMMISSIONER ZEPEDA: Thank you. Questions from
8 commissioners? Comments?

9 COMMISSIONER THOMPSON: I have one minor.

10 COMMISSIONER ZEPEDA: Sure. Commissioner
11 Thompson.

12 COMMISSIONER THOMPSON: When you say echo
13 chamber, that typically I think has a negative context.
14 I've heard it in kind of an insular system where it's, you
15 know, only the views that your like reinforced. Fox News.

16 MS. FITZSIMMONS: It's often a term we use. How
17 other First 5s kind of communicate are our communication
18 network among partners. But that's good to know it has a
19 different connotation beyond our walls.

20 COMMISSIONER TAYLOR: We learned that in being
21 ambassadors. That was so good.

22 MS. BELSHE: What have we created.

23 COMMISSIONER TAYLOR: A monster. I'm just
24 kidding. A real advocate for what you guys are doing and
25 what we're trying to do for our communities.

1 The other thing that I would like to do is, you
2 guys are doing such good work, but we need to not only get
3 that message out but get the information we need to have
4 so we can be better ambassadors. And I know you guys have
5 the stories, but there's no way to do that without you
6 giving us some of that. We can create our own story.

7 My story is about my background in child welfare
8 and how important it was to do something different in
9 child welfare versus what was being done. And that was
10 called point of engagement. A friend of mine who's now
11 passed, Eric Marks, designed it and he asked me to
12 implement it. I'm the first one to jump on there and do
13 it. And we found that it had a major impact on how
14 children and families were coming into the system. 80
15 percent or 50 percent of those kids didn't need to even
16 come into the system because the issue was abject poverty
17 and neglect based on the economy that those communities
18 were living in.

19 And if you give them the help and the services
20 within that and give them the tools and skills and the
21 knowledge and the connections to those community networks,
22 they would -- they would -- it would stabilize and get
23 better and not be involved in the system. So this
24 importance of prevention way up front, we learned very
25 hard.

1 I went from 4,800 kids in my system, and I had
2 the third largest office in the county, to 2,800 when I
3 left or retired. That tells you how much having support
4 systems at every point that these entities such as child
5 welfare engages families when they're in trouble or
6 they're in need. And, basically, that's what it is.
7 If we engage them at each of these points, we can reduce
8 the number of kids coming into child welfare. And if the
9 system doesn't get that and change it because it's a
10 nonsensitized system and it's not made -- let me put it
11 this way. When my staff went out there as an ER worker,
12 the first thing they wanted to do is to -- when they went
13 there is to assess for the abuse. If there's no abuse,
14 how can we help you. And if they needed help, we would
15 make referrals or we would connect them to various
16 programs right away because we saw they were struggling
17 and they could eventually come to our system. That cut
18 down on referrals.

19 And then as they came along, we gave them
20 differential response services, on and on and on. So each
21 time if you connect and you help people, then they will do
22 better and you give them the resources to do it.

23 And that's what's happening with our select home
24 visitation Welcome Baby. If we teach these struggling
25 families how to do it better and help connect them to our

1 networks of network that we're putting together and the
2 things we're trying to do, they're going to do better.

3 The other thing is, and I hope you know that the
4 month of May is also mental health services or mental
5 health month, and it's going to be a big huge campaign on
6 that. So trying to see how we can tie that together in
7 what we're collaborating with them on doing it is
8 important.

9 Also they're going to be giving out from 1,000 to
10 \$5,000 projects to have the communities for about a
11 million dollars countywide, people submit on how to
12 celebrate with the department. So that's a very powerful
13 engagement of the department with the community. So
14 that's another strategy that maybe we can put some money
15 aside and then do an outreach and have the community
16 submit projects to us and fund it from a thousand to
17 \$5,000 countywide that the community can celebrate with us
18 and give us their proposal. That's why I mentioned that
19 and I wanted to share that was a great idea that the
20 Department of Mental Health had and why can't we do the
21 same and just celebrate our 20 years with the community.

22 So just a thought.

23 COMMISSIONER ZEPEDA: Isn't -- is May the month
24 of the young child as well?

25 Speaker: April, I believe, is the month of the

1 young child.

2 COMMISSIONER ZEPEDA: Commissioner Howell.

3 COMMISSIONER PLEITEZ HOWELL: So congratulations
4 on billion the dollar for babies. This is totally a First
5 5 LA investment in terms of bringing a coalition together
6 at the state level. And I think I really appreciate how
7 First 5 LA has shown up in terms of both fighting really
8 hard in Sacramento and then sharing the credit with all
9 the really good partners. So really, really exciting to
10 see our policy shop doing that.

11 And the echo chamber caught my attention in a
12 different way. It's really great to align this to the
13 gubernatorial conversation happening, and then in November
14 it will be the official mark for 20 years. Is there a
15 November event? Cake eating?

16 MS. FITZSIMMONS: Yes.

17 MS. BELSHE: Good idea.

18 MS. FITZSIMMONS: It's slug around.

19 MS. PATTILLO BROWNSON: So consider this part one
20 of the anniversary because the idea is to come back in the
21 fall and do something LA specific. Blending the governor
22 takes a little something. And hosting an event with the
23 new governor recently elected also requires a small feat
24 of miracle and planning. So I don't want to over promise,
25 but we will be circling back with a couple of LA specific

1 celebration/opportunities for advocacy to come. But
2 absolutely, there will definitely be more local
3 celebration and advocacy.

4 COMMISSIONER ZEPEDA: Any other questions,
5 comments from commissioners?

6 Commission Abdo.

7 COMMISSIONER ABDO: I think within the training
8 that I just participated in, several of us mentioned that
9 people don't know what First 5 LA is. And that's not a
10 surprise to anybody. But it seems to me that this
11 anniversary is a great time to kind of up our name
12 recognition. And so I just hope will you do everything
13 you can to get that out. And it's not going to work to
14 just do it in writing.

15 MS. PATTILLO BROWNSON: Yup. Yes.

16 COMMISSIONER ZEPEDA: I have a comment.

17 Because I live in an echo chamber called dual
18 language learner echo chamber and I often forget that most
19 people outside of my echo chamber don't know what I'm
20 talking about, I think it would be very important because
21 I think adults don't realize that little kids grow up to
22 be voters and that it might -- maybe not for this campaign
23 but going forward to identify young adults who benefited
24 from preschool. So, for example, you have -- and I don't
25 know the guy's name who's the head of the Ford Foundation

1 who was a Head Start baby.

2 MS. PUTNAM-HORNSTEIN: Darren Walker.

3 COMMISSIONER ZEPEDA: Just to signify that these
4 young children -- we talk about that they're our future
5 and all that, but it's strapped that they do grow up to be
6 adults and that these adults go on to have productive
7 lives. So somehow or other think about that going forward
8 in integrating that into the campaign because even
9 teaching child development when I taught infant toddler
10 development, the students were going, why do we have to
11 study this. We don't want to work with babies. They
12 literally would because they don't see the continuum. So
13 I think it's important to kind of showcase the end point,
14 if you will, of what it is that we're trying to
15 accomplish.

16 MS. PATTILLO BROWNSON: The Boys and Girls Club
17 of LA had an ad campaign where they had a number of like
18 five-year old photos, the one I remember. There was one
19 of Denzel Washington on the way to LAX and sort of the
20 present day and five-year old self. But that's a
21 fantastic idea and I love actually the idea of connecting
22 it to, and these are your voters of the future to make it
23 even edgier.

24 COMMISSIONER ZEPEDA: Makes a difference to them,
25 yes.

1 Okay. If we don't have any other questions or
2 comments, I thank you for your presentation and we look
3 forward to the May Advocacy Day.

4 We do have a comment -- request to speak from
5 Saul Figueroa. Sorry, Saul.

6 MR. FIGUEROA: I hope it's not raining when I
7 leave here because the traffic is a mess out there.

8 First of all, I want to thank all of the
9 commissioners that commit their time day in and day out to
10 be here, that rose their hand to be part of this because
11 it takes time and commitment to -- to the children of LA
12 county and state.

13 And I want to say, you know, when I was
14 reflecting back on the 20th -- 20-year anniversary, I want
15 to thank all the people that went out there and had that
16 vision and were out there getting the petitions signed,
17 put it on the ballot, that proposition. It was a lot of
18 hard work. And look where we're at now. We're working on
19 the second generation already of zero to five.

20 And, you know, my native tradition, they would
21 say, whatever we do, whatever prayer we have is going to
22 effect the next seven generations. So we still have a
23 long way to go. This is just the beginning, the beginning
24 of the beginning. But how many families, how many
25 children have we helped since then? And it took people

1 who had a vision that went out and was standing in front
2 of the markets and getting the signatures that were
3 fighting for the most vulnerable children. At that time,
4 you know, there was a lot of domestic violence and those
5 children that were going through the trauma who were
6 thinking about them. And we've come a long way and we
7 still have a long ways to go.

8 And I want -- I'm -- I want to say that we're
9 going to be there as Building Stronger Families El Nido.
10 We're taking some families on May the 1st and 2nd to
11 Sacramento because we found a bill, our teen and young
12 parents, that they want to be advocating on which is the
13 Teen Young Parents Bill of Rights For Education. And we
14 couldn't be there if it wasn't for Best Start. Best Start
15 had a vision to have advocacy component in Building
16 Stronger Families.

17 And right now, we're the biggest issue we're
18 trying to deal with is our young families, should we take
19 our babies or not to the state capitol. On the one hand,
20 it's a great problem because this is what we're fighting
21 for, our babies. And on the secondhand is, it's going to
22 be a lot of work to travel to Sacramento with the babies.
23 And we're talking about young parents.

24 So, you know, we want -- we're going to be there
25 on May 1st and May 2nd. We would like to be connected

1 with you guys because we are part of you. We're First 5
2 LA too. And that vision is actually in action. It's
3 going to be in action there. It's going to be visible.
4 It's going to be tangible with young families saying what
5 it means to them to be part of First 5 and where they're
6 at now as opposed to where they could have been if there
7 was no First 5 LA.

8 So I want to thank each and every one of you on
9 behalf of those families that are going to be there that
10 day.

11 COMMISSIONER ZEPEDA: Thank you, Saul. Thank
12 you, Kim, and thank you, Marlene.

13 Okay. Moving on to Item Number 8, the use of
14 data to inform and drive systems change. John Wagner,
15 Daniel Webster, and Emily Putnam-Hornstein will be
16 presenting to us.

17 MR. WAGNER: Good afternoon. I'll just make a
18 few brief comments to introduce this panel and also the
19 topic of use of data to info and drive systems change.
20 And as I read that, I have Judy Abdo's voice in the back
21 of my head reminding me about plain speak. And I really
22 do want to assure you that I think this panel is going to
23 be a very great and accessible illustration of how we're
24 doing our work differently using data to inform how best
25 to leverage government systems and supports to improve the

1 lives of families and children prenatal to five.

2 So to set the stage for this conversation and
3 discussion we'll first hear from Dr. Daniel Webster who
4 will give us an overview of child welfare data, both for
5 the state and LA county. Dr. Webster is the principle
6 investigator for the Child Welfare Indicators Project,
7 which is really a unique collaboration between the State
8 Department of Social Services and the School of Social
9 Welfare at the University of California at Berkeley.

10 Then we'll hear from Dr. Putnam-Hornstein who is
11 an associate professor at the USC School of Social Work
12 and director of the Children's Data Network, or CDN.

13 For those of you who may be a little bit newer to
14 our board, you should know that First 5 LA has a
15 long-standing commitment to the Children's Data Network
16 going back to at least 2010. Dr. Putnam-Hornstein will
17 walk us through how the state and county data and other
18 data assembled through the CDN is providing a very cutting
19 edge and powerful tool for us here in Los Angeles county
20 informing how we might improve the delivery of services
21 funded through county systems and in this case child
22 welfare services.

23 And then the final thing I should say is that
24 this will really present an opportunity to share some
25 concrete examples about how we can use this to move some

1 of our work forward. And there will be some examples,
2 whether it be the work that our programs division is
3 leading through home visiting or the work that we're doing
4 at First 5 LA to support the county priority of networking
5 the networks through our work with OCP.

6 And I'll just end my introduction by noting that
7 Dr. Putnam-Hornstein is spending a year as researcher in
8 residence with the California Health and Human Services
9 Agency on various data initiatives. So she really brings
10 to this a very unique perspective on how best to use
11 resources like the CDN to inform how to improve the
12 government systems of services and supports to better meet
13 the needs of parents, caregivers, and children.

14 So with that, I'll turn it over to Dr. Webster.

15 MR. WEBSTER: Thanks, John. And thank you for
16 the opportunity to be here to share in this discussion
17 with the board and talk about our work at Berkeley. As
18 John said, we are a partnership between the university and
19 public child welfare, both at the state and the county
20 levels and LA DCFS. We also partner with philanthropy and
21 our important colleagues at the Children's Data Network.

22 So today I've been asked to give an overview of
23 the trends in our state both with respect to LA and
24 interjects with how the -- how that looks in comparison
25 with the state.

1 I was interested to hear our colleagues over here
2 talking about an compelling narrative. And I think it's
3 so important when we tell the narrative to punctuate it
4 with the voices of the children and families that we work
5 with. I think another important part of creating any kind
6 of compelling narrative is to have the big picture. So
7 I'll share -- take a few moments to share the big picture
8 over the past decade or so here in our county together.

9 I'll start with the macro view, the big view, to
10 talk about the scope of the kids that we work with here in
11 our county and across the state. And then I'll move to
12 several key system outcomes, talking about how our
13 performance as a county has looked over the recent time
14 periods. And I'll pay particular attention to the
15 zero-to-five population since that's our focus. And then
16 I'll end with just the key take aways, the key points that
17 will fold out of the data.

18 So I'll start with just -- a to give us a sense
19 of the scope of the kids in our county, over two million
20 kids in Los Angeles. That's over a quarter of the
21 children in our state, children zero to 17, live here in
22 this county. LA is the largest child welfare system in --
23 in the state and certainly in the nation. So, you know,
24 it's both -- it's both a big heavy lift for us in this
25 county, but it's also the greatest opportunity because, as

1 we are able to move in a direction our child welfare
2 system in LA, the entire state and entire nation will go
3 in that direction. So it's a real opportunity for us.

4 There's over 126,000 kids in a recent year that
5 were the subject of a child abuse allegation. That
6 represents about roughly six out of every hundred children
7 in the county of LA who during -- in one year alone were
8 the subject of a child abuse allegation. And that's about
9 the same proportion that we observe statewide. When you
10 get up to the next step of the child welfare continuum
11 contact with the system substantiations, we have about 23,
12 24,000 in a given year in LA county who were the subject
13 of a -- substantiated child abuse allegation. So that's
14 about one out of every five kids who were the subject of
15 an allegation went on to then have a substantiated report
16 that. That is higher than we observe for the rest of the
17 state. And bear in mind, this is of all kids, the numbers
18 are even greater when you look at the youngest group, zero
19 to five. And the -- that -- that rate ends up being about
20 one out of every hundred kids then in our county who are
21 the subject of a child abuse allegation, which is a little
22 bit higher than we observe statewide.

23 And finally, for kids who were removed and taken
24 into care, over 9,000, almost 10,000 in a given year.
25 That represents about 41 percent of the kids who had a

1 substantiation then are removed and taken into care. And
2 that is about four per thousand out of the child
3 population. So out of every thousand children in Los
4 Angeles County in a given year, about four are removed and
5 taken into foster care. And that is a higher rate than
6 what we observe in the balance of the state. It's also
7 higher than we observe in other jurisdictions around the
8 country. So that's to give you an idea of the scope of
9 the numbers of kids workload, volume of kids.

10 In terms of performance -- and I apologize this
11 is -- there's a lot of lines on here. I'll unpack it for
12 you. It's basically looking at performance over time for
13 maltreatment of foster care. This is one of a number of
14 federally-mandated measures of child welfare performance.
15 And we won't go into how it's constructed, but it's a
16 reasonably well constructed measure of performance. This
17 looks over time at the instances of maltreatment occurring
18 in foster care over -- depending on how many days are
19 provided in jurisdiction. You can see the darkest line is
20 children zero to five, and it's trending -- all the lines
21 actually for the most part except for the red line have
22 all been trending down, which is the direction you want.
23 You want your lines to below that dotted line, which is
24 the national standard. And so for zero to five year olds
25 in Los Angeles county, we've been trending in a good

1 direction, maltreatment in care, and we're below the --
2 we're actually doing better than the national standard.
3 We're actually doing better than our counterparts across
4 the state.

5 Let me just as a sidebar tell you, in the slides
6 that I think John's provided, we've got some notes and
7 I've got the datapoints for the balance of the state and
8 how they perform in the notes section so that you can see
9 that. Also, at the end of this talk, I've got the URL for
10 the Berkeley website where I've pulled all this
11 information. And you can go there and replicate all this
12 and slice and dice this data in many other different ways.

13 That's maltreatment in care. For recurrence of
14 maltreatment, this looks at for a substantiated report of
15 allegation for a child whether or not they had a
16 subsequent substantiated report within 12 months. And for
17 this measure, the dark line, again, for zero to five year
18 olds has been hovering at about the national standard.
19 It's been trending down in the most recent couple of time
20 periods, which is a positive sign. On the other hand, it
21 is of the age groups for our county, it's one of the top
22 two age groups in terms of recurrence of maltreatment. So
23 it is nevertheless a point to keep on our radar. It's
24 trending in the right direction, but it is a little bit
25 high compared to other age groups for our county.

1 Moving on from there. This is permanency over
2 time. Safety, of course, is our primary concern -- one of
3 our primary concerns in child welfare. If children are
4 removed, we want to get them to a permanent home as
5 quickly as possible. Twelve months is the federal goal.
6 This graph shows us over the past decade or so proportion
7 -- the proportions of kids achieving permanency within 12
8 months of entry. The bars here show us -- the different
9 colors show the type of permanency. The light blue shows
10 that it's mostly reunification. We have a little bit of
11 adoption and guardianship with the darker parts of the
12 bars at the bottom.

13 But, basically, the story here is, for all age
14 groups we've seen a decline in achieving permanency within
15 12 months for all of our age groups, but particularly for
16 the zero-to-five year old population, it's really gone --
17 it's lower. The red line are the teens. But the -- our
18 focus population is also one of the lower ones that we
19 need to be paying attention to.

20 And this is below what we observe for the other
21 57 counties in the state -- around the state for their
22 zero-to-five population. So an area of growth opportunity
23 for us, time to permanency.

24 This is re-entry to foster care. For those kids
25 who have exited to reunification or guardianship, this

1 looks at whether or not they've then returned to care
2 within 12 months. The lines are kind of going all over
3 the place here, but the main story is that they're above
4 the national standard, they're higher. The re-entry rate
5 is higher than we would like it to be. It's also been
6 trending up for our focus group of interest, the
7 zero-to-five year olds, we've been trending up. At this
8 point, the most recent time period, the zero-to-five year
9 olds were -- had the second highest re-entry rate. And
10 so, again, that's a focal area we may want to keep on our
11 radar.

12 And then, finally, I'll end with a positive note
13 here in terms of metrics. And this is placement
14 stability. This looks at numbers of moves that have
15 occurred for kids while in foster care. And here the
16 story is a good one. For the entire county, we've
17 observed they're moving in the right direction. You want
18 this to be below the dotted line. It's been trending for
19 all the age groups in the direction of -- that we -- the
20 desired direction, and particularly for zero-to-five year
21 olds, we're going in the direction that we want. And this
22 is also better than our counterparts across the state. So
23 here is a real strength area that we've observed, at least
24 in the past five, ten years in LA.

25 So I know that's a lot of -- that's a lot of

1 numbers to throw at you and I said it pretty fast. I'll
2 just reiterate the main points when we look at these
3 trends are that LA sees a higher rate of our young
4 population that's -- that's being entering care and that
5 they are achieving permanency at a lower rate. We saw on
6 the positive side that our zero-to-five population is the
7 least likely to experience maltreatment in care. So
8 that's a plus. And that placement stability is also
9 looking good for that group. But they're the second most
10 likely to experience recurrence of maltreatment of our age
11 groups in our county and they are also the second least
12 likely to experience permanency within 12 months and then
13 re-entry is also an area of focus.

14 And on the last slide, there is the website where
15 I've pulled all this information. It's available by age
16 and ethnic group and other placement types, those sorts of
17 things. And I would invite anybody who had questions to
18 please give me a call at any time. Happy to discuss any
19 of the trends that I've thrown out there today and any
20 others that may emerge if you have a chance to look at our
21 information.

22 COMMISSIONER ZEPEDA: Thank you.

23 MS. PUTNAM-HORNSTEIN: Perfect. Thank you. So
24 much. Very privileged to be here and excited to tell you,
25 for those of you who are new, a bit about the Children's

1 Data Network, to piggyback off of Daniel's numbers. And I
2 kept thinking I used the wrong title for this deck because
3 it should be, our kids our future our data. Because
4 that's very much kind of the evolution of this project,
5 which I'll tell you more about.

6 Just to step back a tiny bit, the Children's Data
7 Network is housed at the University of Southern
8 California. And we were really set up to establish a
9 platform for linking and integrating and making better use
10 of all of the tremendous data we actually do capture in
11 our public and nonprofit systems serving children and
12 families. So as it stands right now, we have very, very
13 siloed data systems, the nature of our service delivery.
14 And there have long been conversations around how we pull
15 together that data and make better use of it. And there
16 have been tremendous kind of bright spots. But we have
17 been given the opportunity, thanks to First 5 LA, to
18 really test, can we systematically bring together this
19 data, partner with the community and with First 5 LA and
20 with the State to make better use of it, And really drive
21 systems change and program improvements.

22 Lots of text here. You have it in your deck in
23 front of you. But one of the things I want to mention is
24 that the Children's Data Network was truly birthed and
25 emerges from First 5 Los Angeles. I'm looking at my

1 codirector, Jacqueline and Armando and Christina.

2 So back in 2010, as John mentioned, there was
3 kind of a shift in some of the grant making priorities and
4 a decision to form a collaborative data network that would
5 involve planners and the community and analysts and
6 researchers and a very, very broad mission to harness data
7 to improve the safety, well-being, and health of children
8 zero to five knowing that there was at that time and
9 continues to be a growing and tremendous amount of
10 literature that would suggest these are some of the most
11 critical periods, and the more that we can lead with data
12 to make the case for how some of these early investments
13 truly do effect our youngest children and have really
14 long-term payoffs in terms of outcomes is a good thing.

15 So during the first few years, it was really a
16 period of exploring and developing a vision. An RFQ was
17 issued in 2013. And what I really appreciated that in
18 many ways, it was kind of open. It was, we know this is a
19 good thing, but we're not going to be too prescriptive as
20 to exactly how this plays out. And Jacquelyn and I had an
21 opportunity to submit a proposal where we were very, very
22 candid. We weren't sure if we would be successful, but
23 what we were proposing to do was to partner with Daniel
24 and colleagues at Berkeley as well as other county and
25 state partners to try to establish ourselves as a trusted

1 university partner for integrating and working with all of
2 this administrative data. And over the last four years, I
3 think we have been incredibly successful.

4 And so what I'm going to do is, I'm going to kind
5 of walk you through a bit about how we're structured, the
6 data we're working on, and then I'm going to give you
7 three examples of how we have used the data, which will
8 very much compliment the earlier presentation in that I
9 think we've been able to use the data to really help frame
10 some important issues where we do have that shared
11 responsibility to children zero to five. And it's too
12 easy to think, you know, you have this population here,
13 this population there, and we've been able to kind of
14 construct more of a community narrative around children.

15 I'm going to talk a little bit about how we've
16 been doing some geocoding and mapping, which just helps
17 with any strategic initiatives that are intended to be
18 placed based. And then finally, I'm going to talk about
19 how we are partnering with the OCP and First 5 LA and
20 others to think about more targeted approaches to our home
21 visiting programs and the number of slots that should be
22 available for program purposes.

23 All right. So the data. In a nutshell, what we
24 have done is we have set out to establish a very, very
25 large scale epidemiological record of all children in the

1 state. So at this point, we are now working with more
2 than 10 million vital birth records from the State of
3 California. And what we are able to do is identify
4 children born in the state, children born in Los Angeles
5 county. And then as we are able to establish different
6 data partnerships and MOU agreements, we then can link and
7 administratively follow children literally from the day
8 they are born through until the data ends. So we now have
9 -- we initially focused on the zero-to-five population,
10 but, of course, all of us also want to make the case for
11 how some of those early investments have payoffs during
12 the kind of rather tumultuous teen years and beyond. And
13 so we've really been building it out.

14 In terms of data sources that we are working
15 with, we anchor everything to birth records. And the
16 beautiful thing about a birth record is that we actually
17 are able to identify three individuals from that record.
18 We are able to identify the child who is born, and we have
19 around half a million children who are born statewide each
20 year. But we're also able to place that child within the
21 family unit at least at birth because there is also a
22 mother and in 91 percent of statewide birth records, we
23 also have a father.

24 We have developed data use agreements that give
25 us permission to then link that birth record data to child

1 welfare records, developmental service records. We have a
2 new agreement with the State where we are supporting some
3 record linkage with CalWORKSs and CalFresh and WIC data.
4 And we've also branched out into some other partnerships
5 where we're focused more on the parents, but knowing that,
6 of course, the experiences of parents influence the
7 trajectories of children. So we've also been working on
8 some projects that involve corrections and arrest data.

9 So how have we used this data from a framing
10 perspective? And yes, for those of your flipping through,
11 I just skipped over the more technical slide on record
12 linkage because it's a late, rainy day. But if anyone
13 would like to talk about that, I am happy to indulge.

14 So one of the first things that we have really
15 tried to focus on is -- and all of the examples that I'm
16 going to give are really focused around child welfare
17 involvement. We are using the data to focus on other
18 populations as well, but because the kind of the
19 protection of children has been such a high priority in
20 Los Angeles county, that's really focused a lot of our
21 attention. And also, frankly, our partnership with
22 Berkeley and with CDFS and with DCFS meant that those were
23 some of the datasources that were initially available and
24 kind of we built an agenda around those.

25 So one of the first things that we were able to

1 do was to really in some ways recast the numbers around
2 child welfare involvement. So you'll remember -- or maybe
3 you won't, maybe you jotted it down -- Daniel mentioned
4 that there are around six percent of children in
5 Los Angeles county who are reported for abuse or neglect
6 every single year.

7 Now, what that statistic does is, it presents the
8 number of children involved with the system from the
9 perspective of the system. What we have tried to do with
10 the birth records is to really move to more of a child and
11 family level understanding of involvement with different
12 systems. And so some of the first projects we did were
13 actually oriented around, so we know it's about six
14 percent who might be referred in any given year, but how
15 many children at some point between zero and five become
16 involved in the child welfare system. And those numbers
17 look very, very different.

18 What we found is that in Los Angeles county,
19 almost 15 percent of children experience some child
20 welfare involvement before entering kindergarten. And so
21 we've been able to break out that data for LA county,
22 compare it with other counties. We've also been able to
23 drill down. So as you can see here, we've presented the
24 cumulative risk statistics for the Best Start communities.
25 And you can see that in some communities, we have fully

1 one quarter of our children involved with the child
2 welfare system.

3 Now, does that mean that one quarter of children
4 in that community are victims of abuse and neglect?
5 Absolutely not. Does it mean that one quarter of children
6 in that family, there was some concern about the supports
7 they needed or their well-being so much so that someone
8 felt the need to call into the child welfare hotline as
9 kind of that final safety net? Yes.

10 So these numbers are very, very provocative
11 because I think it speaks to the fact that the child
12 welfare system, which was originally designed to have a
13 very, very kind of narrow charge when it comes to most
14 typically physical or sexual abuse, has very much become
15 the system that is the catchall for all of our family
16 supports and all of our -- the needed family supports, I
17 should say.

18 And so, again, bringing to the table different
19 people and being able to kind of really focus attention
20 on, it's not the system that touches the small number of
21 families; it's actually a system that in some communities
22 touches many, many children, and this is only by age five.

23 The next step -- and this kind of nice because in
24 some ways it's a foundation that grows on itself. There
25 was really the question of -- so I showed you Best Start

1 communities. We've got the county. We've got the state.
2 The question is, could we drill down further to really
3 understand differences in risk, but also differences in
4 where there might be assets that really help to support
5 families. So we can tell you that there are communities
6 where the children from a demographic standpoint may have
7 fewer resources, but do we find kind of positive hot spots
8 of resiliency where there's evidence that something that's
9 not directly observable in the family or in the broader
10 community is really helping to buffer or offset that risk.

11 This is work that's ongoing, but what I'm showing
12 you here is just a small, kind of focal area in
13 Los Angeles county where we were able to focus our
14 attention. And you can see that it's almost -- almost
15 half of the births in the Los -- in Los Angeles county
16 actually occur in this geographic region.

17 What we then did is applied a technique called
18 risk terrain modeling where the most important thing for
19 you to know is that you can think of these as kind of
20 mountains where we're going to look at where the highest
21 density of births are occurring in this area, and then
22 we're going to overlay that with where the highest density
23 of high-risk births are occurring. Okay?

24 And so to take a look at this, what you will see
25 -- I'm going to turn this way -- is on the left-hand side

1 what we have done is, we've identified in green some of
2 the hot spots where the greatest kind of population
3 density for births occur. And then you'll see on the
4 right-hand side we've used a kind of stratification
5 technique with the birth data to identify where the top
6 five percent of children who are most likely to become
7 involved in the child welfare system between birth and age
8 five were born because, when you think about where you're
9 setting up your services and where you're thinking about
10 these place-based strategies, there are some strategies
11 where you might want more of a universal approach and
12 you're thinking just about where is the greatest
13 concentration of births. And then there are other
14 strategies where you're going to think about targeting
15 some more high intensive services into communities and
16 places where it's not just the greatest concentration of
17 births overall, but the greatest concentration of high
18 risk births.

19 And I will also tell you, I'm not showing you
20 some of the bright spots in terms of resiliency because
21 John told me I only had ten minutes, so -- but -- and I
22 was like, wow, I've got a lot to cover. But we have been
23 doing some additional work on that, which I think is
24 really exciting where, you know, so much -- unfortunately,
25 when you work with an administrative data, often it ends

1 up being kind of very negative and it's always this focus
2 on risk. And it's really nice to kind of flip that a bit
3 and to look for areas of resiliency where the kind of
4 local programs, even if we can't directly connect it to a
5 child outcome, we know that there have been some important
6 investments made in Los Angeles county. And when we've
7 shown those slides, people are like, oh, yeah, we know
8 that kind of family resource center and other things are
9 operating there.

10 So too much for today, but that's some of the
11 ongoing work we're doing.

12 Finally, just really thinking about how we can
13 use administrative data, not only after the fact for very
14 cost effective evaluations of programs and interventions.
15 So, you know, we're partnering with First 5 LA on an
16 impact evaluation of the Welcome Baby program, but also to
17 think more proactively on the front end using data to
18 drive strategies and programs as they're being rolled out.
19 So as one kind of case study that builds on the earlier
20 work -- of course, there is this effort to think about the
21 expansion of home visiting services and the kind of
22 nesting of more intensive services within a larger
23 universal system, very much building on kind of the
24 Welcome Baby work. And one of the questions that surfaces
25 is, what would this cost and how many slots would we need

1 to get the most bang for our buck, knowing that, yes,
2 we're going to cast a universal net where everyone will
3 have some kind of support right after the birth of a
4 child. But as we think about moving to the more
5 high-intensive services, are their natural cut points
6 where we would want to make sure that we have the right
7 number of slots in a particular area to meet the needs of
8 the families in that community.

9 And so to kind of support that effort, what we
10 did is we actually used all the information that we have
11 on the birth record to risk stratify populations of
12 children who were born in Los Angeles county, looking at
13 how many protective factors were available, how many
14 demographic risks existed. And we bucketed kind of
15 children into what are called ventiles. And I did not know
16 that before this work, so five percent buckets. And we
17 did that basically by assigning, you know, every single
18 birth not -- by the way, not in realtime, just in the
19 data, a score of one to 20 based on the likelihood that
20 this was a family who was going become involved with the
21 child welfare system before age five.

22 So this is really kind of a map of what that risk
23 stratification looks like. So if you look at one extreme,
24 we could with the data identify five percent of children
25 in the county where fully one in two of those children

1 were going to go on and become involved with the child
2 welfare system before age five. At the other end of the
3 extreme, you can see that identified many, many kind of
4 children, five ten, 15, 20 where the risk was very, very
5 low. So using this model we started playing with -- with
6 kind of the opportunities to think about different tiers
7 of home visiting services and how many slots would need to
8 be available.

9 And, again, a lot of numbers here. And this is
10 really just for illustrative purposes. But what I want to
11 point out is that, as you are thinking about this, if we
12 were to offer -- or at least have enough slots available
13 to serve the top five percent of our children in LA county
14 with an array of home visiting and other more intensive
15 supports, we would end up serving around 3,000 children
16 who otherwise would have gone on to become involved in the
17 child welfare system and we're hopeful that something that
18 we're doing would help prevent and reduce that.

19 In contrast, if we were serve the bottom 50
20 percent of all births in LA county, that's the only way we
21 would get to actually serving 3,000 children who would
22 otherwise go on to become involved.

23 I bring this up more because there's not going to
24 ever be a perfect cut point, but having the data available
25 to think really strategically about how and when and where

1 we allocate services is what we're really hoping to kind
2 of bring forward with all of this administrative data.

3 And, finally, my last three slides so. I do --
4 we're so appreciative of all the work we've been able to
5 do with the First 5 LA over the last few years. And in
6 preparing this slide deck, I was reminded of a message
7 from the commission when we were first funded, which is we
8 were told no mission creep. There's so many great things
9 can you do with data and research, but we want you to
10 really, really focus on, again, surfacing all of this
11 administrative data because we think there's so much
12 opportunity. I think we stayed very true to that.

13 This was actually a slide that I used in the
14 original presentation where I had, as our near-term goal,
15 like, let's just get some data together and develop some
16 projects and start to really demonstrate the value of it.
17 And then you can see that medium term, it was really to
18 figure out how we start to free up more of this data for
19 use, knowledge generation, program evaluation. And longer
20 term, we're figuring that this will be the right project
21 and the right kind of infrastructure to either hand back
22 to the State or to the county for internal management.

23 And so as John had mentioned at the outset, one
24 of the things I've also been doing this year has been
25 working really, really closely with the undersecretary,

1 Mike Wilkening (phonetic) of Health and Human Services, to
2 think about how given that the Children's Data Network is
3 now partnering with so many of these state departments to
4 link records, how do we achieve two really, really
5 important goals towards using data to support zero to five
6 and really all Californians. And the first goal was, how
7 do we start to really find ways to feed that data back to
8 our public agency partners for internal use and program
9 planning.

10 And so we have just signed kind of an MOU where
11 now, yes, the data is coming to us and we have a scope of
12 work for how we can use it, but we also have permission to
13 return to all of the state program of common client ID so
14 that that can really start to facilitate their own
15 internal use of the data.

16 The second phase is, how do we start to find ways
17 to make the data broadly available to other stakeholders,
18 that original vision of the Children's Data Network, as a
19 true network with both analysts and people working on the
20 planning and program side. So that's where we are still
21 in that medium term stage, but really happy to have a
22 chance to report out where we are today.

23 Thank you.

24 COMMISSIONER ZEPEDA: Thank you very much for
25 that presentation, Dr. Wagner and -- sorry. Dr. Webster

1 and Dr. Putnam-Hornstein.

2 MR. WAGNER: That was easy.

3 COMMISSIONER ZEPEDA: We'll call you doctor from
4 now on.

5 MS. BELSHE: The honorable doctor.

6 COMMISSIONER ZEPEDA: Thank you very much. I'm
7 very impressed personally, but I'll hold my comments and
8 my enthusiasm until I hear from the other commissioners.

9 Questions? Comments?

10 Commissioner Thompson.

11 COMMISSIONER THOMPSON: You mentioned that you
12 were thinking about trying to look at longer-term
13 outcomes. Do you have -- do you have plans to link to
14 other systems like probation or education to track those
15 kinds of long-term outcomes?

16 MS. PUTNAM-HORNSTEIN: We do. I should have
17 given a shout out at the outside. First 5 LA birthed the
18 Children's Data Network. And then within the first year,
19 the Conrad M. Hilton Foundation came to the table and
20 said, you know, this would be such a nice marriage; of
21 course, you are focused first and foremost with your First
22 5 LA funding on developing those youths cases and
23 partnerships around zero to five. But Conrad M. Hilton
24 Foundation had a focus on transition age youth
25 populations. And they're like, great, we can connect all

1 the data. So we have been funded in a way that's allowed
2 us to pursue data beyond just the immediate.

3 And to your specific question around probation,
4 we did an initial linkage where we partnered with LA
5 county's Department of Probation, Department of Children
6 and Family Services. It recently featured into a board
7 motion, where Jacqueline can talk more about, we were able
8 to show that 80 percent of children who were in the
9 probation system had had prior child welfare involvement
10 and that was -- we were able to kind of turn that around
11 fairly quickly because we had the existing infrastructure
12 and data use agreements in place to do that.

13 SPEAKER: May I just say one thing about that?
14 On Wednesday, Supervisor Ridley-Thomas and is
15 supervisorial cross over youth (inaudible). It's the
16 first time I have ever seen two supervisors start their
17 remarks with data, noting the Children's Data Network and
18 we're called out in the proposal as continued to support
19 the county in working with cross over youth. So yay.

20 COMMISSIONER ZEPEDA: Commissioner Taylor.

21 COMMISSIONER TAYLOR: I have two questions, one
22 for you and one for you.

23 First of all, when they have an indication of
24 sustained allegation, they have a stratosphere of that,
25 and it's called neglect, serious neglect, physical abuse,

1 sexual abuse, and so on. Those are more criminal. How
2 much of those -- of the 126,000 were considered neglect or
3 serious neglect?

4 MR. WEBSTER: That's a good question. Neglect is
5 a category that, as you probably know, ends up being a
6 catchall. And so I don't -- off the top of my head, I'd
7 say it's probably in the neighborhood of 30 or 40 percent
8 or so or around that. That's not to say that there aren't
9 other issues that are going on in the allegation, but
10 those are the ones that end up being the primary
11 allegation.

12 COMMISSIONER TAYLOR: And what I'm trying get to
13 is, based on that, how many of those children end up in
14 the child welfare system?

15 MR. WEBSTER: I think that in past work that we
16 have done, it ends up that, if you have an allegation of
17 neglect, you're actually more likely to be removed because
18 it tends to be more diffuse. There tends to be a lot more
19 other -- so many factors going on that it can't be pinned
20 down to any one particular type of maltreatment, and so
21 then those end up being children and families where we see
22 a lot of different factors that are contributing and then
23 they end up being -- not being removed at a higher rate.

24 COMMISSIONER TAYLOR: That gets to the mission
25 creep where the child welfare system is mainly about

1 physical abuse and sexual abuse and more criminal. And
2 then all of a sudden now you throw in neglect, general
3 neglect, which is about a social dynamic problem for our
4 communities. Then we talk about disparity that goes on in
5 the African-American communities in which they're
6 disproportionately represented in those systems and then
7 the connection of that to the juvenile justice system as
8 well as going on to the criminal justice system. So this
9 trajectory is, once you're pulled into this system, they
10 were never getting out. And that's unusual, but it's
11 true. So the idea is to keep them out in the first place
12 if you can provide them social support.

13 The biggest issue gets to be as people don't know
14 what they don't know. And so Welcome Baby, home
15 visitation, give them the knowledge and skills about what
16 they should have known and the issue gets to be that most
17 Americans, including ourselves, don't know the child
18 welfare laws and what will get you in trouble real quick
19 with child welfare.

20 And so the idea gets to be is that, we need to
21 break it down a little bit more And then see what -- you
22 know, from a target rather than that big global what is
23 going on because that determines strategy and how we
24 engage that strategy. For a little money, we put some
25 money in neglect and general -- general neglect and

1 neglect. And the social worker out there does not
2 differentiate those things that -- and have not and the
3 resources to make those kind of decisions. We can give
4 them these services, that will bring it down, because we
5 don't have the data to support the dynamics that, with
6 this little help and these social supports, then there's
7 no reason to take these children. So they -- they bank
8 against the hardest thing, and that is just taking them,
9 especially with little children because they don't know
10 and they don't have another set of eyes that are working
11 with those struggling parents out there. And for that,
12 those children's lives are forever changed and the trauma
13 of that is forever there.

14 So I'm just -- so we need to track how we're
15 changing that using the Welcome Baby and home visitation.
16 That's the most powerful thing it is. It costs more money
17 to detain these kids and keep them in the system
18 throughout their life than it is to help the families at
19 the day one. If we can do those comparisons, it will tell
20 the leaders and things, put more money into this because
21 it's going to cost you more later like it is now, because
22 most of those people who are in there came out of the
23 child welfare system, and that's beared by what she's
24 saying with 80 percent.

25 Isn't it odd that I keep saying 80 percent and 80

1 plays out across the spectrum? So it's amazing that it
2 does have a play.

3 So I just wanted to make that statement that we
4 need to drill down a little more in order to improve the
5 strategy we would use to deal with those children zero to
6 five because their trajectory in the inner city is not
7 good. If they're in the child welfare system, it does not
8 help them.

9 MR. WEBSTER: I completely agree with you. And I
10 will just interject that toward that end, a lot of the
11 work that we do in our project is also technical
12 assistance, and we work with LA DCFS around -- they have a
13 data champions initiative where they're trying to raise up
14 the competency of the workforce with digging into the data
15 at a granular level and look at these issues of disparity
16 and racial disproportionality at the regional office
17 level. And when you look at the data in that way, you can
18 see that there are, as you were saying, these racial
19 disparities that are really strong. And we're trying to
20 get the workforce to focus on that, be aware of it.
21 Hopefully, some of the information that Emily was just
22 talking about, we can bring that into play as well to see
23 where programs are having a greater impact and we can use
24 those together. I think it will be move the dial in a
25 positive direction.

1 COMMISSIONER ZEPEDA: Thank you.

2 Commissioner Howell.

3 COMMISSIONER PLEITEZ HOWELL: Thank you. I was
4 really struck by the trend you showed us, Dr. Webster, in
5 terms of what happened during the great recession and,
6 specifically, when we look at the number of maltreatment
7 cases that went up during that time throughout -- in terms
8 of the data you show. And it makes a lot of sense just
9 because of what our families are undergoing. And I think
10 about -- yes, the stress on our families. And what I
11 think about is the stress our families are going through
12 now in terms of federal policies, we think about children
13 in mixed emigration status. And we just saw the class
14 report telling us what happened. And this session is
15 about informing systems change. So when you're in the
16 middle of it, what lessons learned do we have from the
17 great recession data that was collected and where there
18 was really good things happening for our kids that sort of
19 stopped them there? So the bright spots that we can
20 learned from as we're in the middle of another sort of
21 bump up the most likely because of what's happening with
22 our federal policies.

23 MR. WEBSTER: I would say that, to the extent
24 that we can use this kind of information to build our
25 case, to build the narrative, to structure the narrative,

1 we can get ahead of it and be able to point to where we
2 may be seeing upticks in removals, upticks in children are
3 the subjects of allegations, woven in with the stories of
4 the families that we work with. I think that can be
5 compelling if we're trying to make a case towards our
6 partners either in Sacramento or on the bench or that sort
7 of thing.

8 So I would say in that way that using the data,
9 being proactive and using the data up front and from a
10 source -- I mean, if I will say so myself, that a source
11 that is relative -- that is respected, that people -- one
12 of the things that -- one of the things that in past I
13 think has caused people to tune out about data is, you can
14 ask someone for a number and they will produce one, but
15 you don't have any way to really know its credibility or
16 how they produced it. And so one of the reasons why the
17 State and Berkeley and our partners at CDN that we really
18 are about transparency and making the data available
19 publicly so that everybody has the same number so we don't
20 quibble over, you measured it this way, you measured it
21 this way. It's the same for everybody and so we can from
22 that point have our discussion going forward. And it's
23 public and it's ongoing, so that you're able to track
24 pretty much as things are unfolding and seeing how the
25 trends are measuring up and seeing how they have looked

1 over the past decade or so. So data can be your friend in
2 that way.

3 MS. PUTNAM-HORNSTEIN: If I could just add one
4 thing to that, which is that it's also the value of having
5 the statewide data because it means that you can actually
6 say, okay, so we had this rescission, we know that there
7 were certain areas where there was an uptick in entries
8 and there were certain areas where there weren't, and what
9 can we do when we dive in more closely to better
10 understand what was happening on the ground there.

11 COMMISSIONER ZEPEDA: Commissioner Martinez.

12 COMMISSIONER MARTINEZ: Yeah. You said that you
13 -- you were showing us maps where it was pretty dire and
14 the risk was greatest. You didn't show us the place where
15 things were looking up. And I'm just curious -- I don't
16 want to you mention all of them, but I was curious. Were
17 any of those places in areas where there were place-based
18 models of funding or sort of community investments like
19 I'm thinking El Monte or promise zones or anything like
20 that?

21 MR. WEBSTER: Jacquelyn, do you remember the
22 specific area? I'll tell you why -- why I stopped short
23 and I didn't present the rest of those findings, which is
24 that was the hardest project I have ever worked on because
25 what you want to do is, we're using child level data and

1 you have to aggregate up to a level of geography that
2 there's some meaning around. But when we -- what we
3 discovered is that we were defining a bright spot as a
4 group of children where there was kind of evidence of a
5 higher risk profile at birth and where we didn't see child
6 welfare involvement. And what we were finding in
7 discussions with partners is that there were some areas
8 where, yes -- and I don't remember them off slides, but
9 people were like looking at the data and saying, oh, yeah,
10 we have a good place-based strategy. There were other
11 areas where people were like, we think the surveillance is
12 really off there and we're not seeing the referrals, not
13 because there's not need and not because we shouldn't be
14 supporting these families, but because there's the myth.
15 So we were having a really hard time messaging what to
16 make of the data. And so we kind of stepped back and
17 said, there's more work to be done.

18 COMMISSIONER MARTINEZ: I'm just wondering if
19 there were -- you know, were there areas where there was a
20 Best Start or, you know, a promise zone or some sort of --

21 MS. BELSHE: Enhancements.

22 COMMISSIONER MARTINEZ: Yes, something like that
23 where there was a lot -- a surge of energy and community
24 involvement into lifting people up, something to look for.

25 MS. PUTNAM-HORNSTEIN: I think it's a really good

1 point. One of the things that, again, we had done was to
2 not impose geographic boundaries on it. And so I think
3 that as a next step, actually saying, we know there were
4 some place-based efforts here, we have data over time, can
5 we really start to the make the case that there were some
6 improvements.

7 COMMISSIONER ZEPEDA: Other questions or comments
8 from commissioners?

9 COMMISSIONER THOMPSON: I have one more question
10 for Dr. Webster.

11 Do you have any hypotheses as to why the LA
12 county percentage of re-entries seems to be pretty
13 consistently higher than the state and national average?
14 Is it tied at all to substance abuse relapse or any ideas?

15 MR. WEBSTER: I couldn't pin down a factor that
16 was driving it at that level, at the family level. I will
17 say that for a long time LA led the state in terms of
18 re-entry because the -- of keep -- their lengths of stay
19 in the county tended to be longer, so reentry was really
20 low. I see Jacquelyn nodding her head. And then I'd say
21 a decade or so ago, there was a real push to really try to
22 focus on permanency. And I think that it kind of --
23 they're kind of two edges of the same process. So if you
24 -- the more you're sending kids out, the more you have
25 likelihood of reentry. So I think there was a real focus

1 on permanency for a time and it ended up that more kids
2 were at risk of coming in. But as I pointed out -- coming
3 back in -- permanency has been declining for our county,
4 and yet the reentry rates has kind of been bouncing around
5 the same level.

6 So I don't have -- I don't have a good hypothesis
7 that I could factor in on any one particular --

8 SPEAKER: I can just add that, if you're sending
9 them out at the strong community connections, it's exactly
10 what you -- Romalis has made the point he'd make the same
11 point that the -- just focusing on the timeline without
12 the -- and what's the practice behind it is the -- that's
13 why we can't give the full answer. But that's where we
14 want to go.

15 COMMISSIONER ZEPEDA: Okay. Commissioner Taylor.

16 COMMISSIONER TAYLOR: I'd just like to see this
17 time back to -- in those areas where we have a big
18 commitment for Welcome Baby and select home visitation how
19 that's affecting that dynamics of the kids being involved
20 in child welfare because I think, when you make the
21 argument that giving people the support they need will
22 change the dynamics, it will make a powerful impact on
23 those decision makers and policymakers up north as to why
24 they should invest in these children and why they should
25 invest in the families and what kind of resources are

1 needed.

2 And I looked at your document. I loved that the
3 strategy -- stratifying the level of intake and how you
4 engage and at what level do you give off. I think there's
5 that continuum that needs to be there so that, depending
6 on where are you in the spectrum and where are you in the
7 county, some need more, some need less so that we can
8 reach as many as we can as a possibility and everybody
9 gets a chance to get the support. And so I like that
10 strategy, but we need to have to have some data that
11 supports that effort.

12 COMMISSIONER ZEPEDA: Okay. I think I can make
13 my -- ask my questions now, my comments.

14 I had a question and it may be I'm getting too
15 much into the weeds here. But, Dr. Webster, is the data
16 desegregated on your website by age, like zero to two or
17 zero to three? Because you know that the zero to three is
18 extremely high risk.

19 MR. WEBSTER: Yes, they are. That's a very good
20 point. And I wanted to put more lines on the graph, but
21 John told me not to.

22 COMMISSIONER TAYLOR: He's throwing him under the
23 bus.

24 MR. WEBSTER: But you could actually look at
25 every year. We have strata for every year. So you could

1 look at infants, you could look at one-year olds, you
2 could look at one, two. You can aggregate them zero, one,
3 two, three if you want on our website. So and, again, I'm
4 happy to point -- give a to tutorial to anyone who's
5 curious. But, yes, you can stratify it that way.

6 COMMISSIONER ZEPEDA: And then a second question
7 has to do with the data. And that has to do with, what if
8 the child is not born in California but comes here when
9 they're two or three, are you able to track them?

10 MS. PUTNAM-HORNSTEIN: Yeah. So certainly for
11 the child welfare data, they would show up. What we do
12 is, we are able to track an entire birth cohort and then,
13 as we see children show up in other systems over time,
14 then they become a part of that kind of denominator and
15 population we're following. We don't have a perfect
16 answer. We lose kids who move across state lines in the
17 other direction. And, of course, if a child moves here
18 and has no contact with any of the public systems we're
19 looking at, we won't see them, but we do our best.

20 COMMISSIONER ZEPEDA: And so far you're tracking
21 them until what age?

22 MR. WEBSTER: So we're actually working on some
23 analyses right now that are based on the 1999 birth
24 cohort, meaning that we can actually look at cumulative
25 child welfare involvement through almost age 18. And we

1 are also looking at some of the kind of crossing over into
2 the juvenile and adults criminal justice system, and
3 births as well.

4 COMMISSIONER ZEPEDA: This is extremely
5 impressive, Jacquelyn, because this talks about -- the
6 implications for targeted investment is what a lot of
7 social services, early childhood. We don't have money for
8 everything, so who do we target. We were just having this
9 conversation earlier in terms of the local control funding
10 formula, which has monies that are targeted to specific
11 populations within the school system. And this is a tool
12 that would enable us to do that targeting and to convince
13 policymakers about where to put the investment. And so I
14 think it's extremely powerful and so I want to
15 congratulate you on this. This is extremely important.
16 I'm so happy that First 5 had the wisdom to invest in this
17 earlier even before you came.

18 MS. BELSHE: I wanted to get a plug in here for
19 one of the fathers of CDN who's so quiet back there,
20 employee number one at First 5 LA.

21 (Applause.)

22 MS. BELSHE: As Emily speaks to the next steps,
23 just to acknowledge the leadership and support and vision
24 that Armando has brought from the very first steps of CDN
25 and terrific to see how this work is evolving in such a

1 very powerful way. And we're delighted to be partners.
2 Thank you so much, both of you.

3 COMMISSIONER ZEPEDA: Will the full board get
4 this presentation or some version of it?

5 MS. BELSHE: Maybe. This is -- this is like I'm
6 getting some feedback from you all. We haven't had --
7 actually, you know, we're -- we have not had this kind of
8 data focused kind of conversation. And it just struck us
9 there's such exciting work down. Daniel's work was
10 brought to us through Genie and DCFS and John and,
11 obviously, long time support and enthusiasm for the work
12 that Emily's leading, and it's a critical tool to
13 informing and driving policy change and systems change.
14 And I love the refrain in terms of our kids, our future,
15 our data. But I mean, is this something that you all
16 would view of interest the board more broadly? That's
17 good feedback to get. And I'm seeing nodding heads.

18 COMMISSIONER TAYLOR: Absolutely.

19 MS. BELSHE: You all have a lot of demands on
20 your board agenda time. This is helpful feedback.

21 COMMISSIONER ZEPEDA: I think it's -- you talk
22 about bright spots. It's a bright spot for us.

23 MS. BELSHE: It is bright. And some of the data
24 that Emily referred to, there are some really interesting
25 findings about resiliency and the protective factors. It

1 doesn't answer all the questions. It complicates our
2 thinking, but that's okay.

3 COMMISSIONER ZEPEDA: Thank you so much for
4 coming and for your presentation. Very much appreciated.

5 Okay. So I think we're at the end of our agenda.
6 We don't have any more public comment; correct?

7 So if it's okay with everybody, do we need a
8 motion to adjourn or just adjourn?

9 MS. BELSHE: You call the shots.

10 COMMISSIONER ZEPEDA: I call the shots. We're
11 adjourned.

12 (At 4:22 p.m. the meeting was adjourned.)
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C E R T I F I C A T E

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

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

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

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

Attested to on this 3rd day of April, 2018.

DocuSigned by:

Heatherlynn Gonzalez

CERTIFIED SHORTHAND REPORTER

FOR THE STATE OF CALIFORNIA

FIRST 5 LA

SUBJECT:

Policy and Systems Change: Learning from the Field

BACKGROUND:

First 5 LA works across Los Angeles County to ensure that all children enter kindergarten ready to succeed in school and life. The 2015-2020 Strategic Plan places parents at the center of this work and focuses on supporting parents and caregivers. The adoption of the plan represents a shift from previously funding a majority of direct services to supporting policy and systems change work. As First 5 LA has made this shift it is also critical to be explicit about what we believe success looks like after we have changed systems. In particular, performing systems change work requires that we be specific about how we will measure success. Our approach to measuring systems change should take into account best practices for measuring complexity; it should also be authentic to who we are as an organization and how we work.

As discussed with the Board at the March 2018 Board of Commissioners meeting, working to effect systems change requires a long-term perspective that has important implications for how we measure success. Specifically, the complexity of building, shaping, and maintaining partnerships, coupled with the layers of change embedded in any one system makes it difficult to measure exactly how we are contributing to change (directly and/or indirectly). The pivot to systems change and policy change strategies requires that First 5 LA clearly define the systems that we want to impact, how we anticipate that change will happen, and that we specify which population-level outcomes for children and families we believe we are impacting.

As a learning organization, we are cognizant that we are not the first or only funder to undertake this type of work. First 5 LA staff is actively looking to draw relevant connections.

DISCUSSION:

The purpose of the Policy and Systems Change: Learning from the Field discussion is to discuss findings from a recent evaluation of several systems change efforts and explore how this work can inform our own efforts at First 5 LA.

When Collective Impact Has an Impact: A Cross-Site Study of 25 Collective Impact Initiatives is the largest and most rigorous evaluation completed to date on the implementation of the collective impact model that has been adopted by multiple funders in the US and Canada since 2011, when it was popularized in the *Stanford Social Innovation Review*. While First 5 LA is not currently applying an explicit collective impact approach to our systems change work, multiple insights can be gleaned from this evaluation that are directly applicable to our work. The topics covered in the presentation include:

- 1) Timing: How long is long enough when you are working to change systems?
- 2) Types of systems changes: What are some concrete types of system change strategies used by the initiatives in the study?
- 3) Contribution vs. Attribution: What do we mean when we say we measure contribution in the context of systems change work?
- 4) Partnership: What can we learn about how to partner successfully when working to change systems over a long time period? What makes partnership difficult?

NEXT STEPS:

After the discussion at the April 2018 Special Meeting of the Board of Commissioners/Program & Planning Committee, First 5 LA staff will continue to look for opportunities to bring forward concrete

lessons from other funders and entities that are doing systems change work. As an example, at the May 2018 Board of Commissioners meeting, Commissioners will hear from other funders working to advance policy and systems changes and their approaches to measuring their impact. In addition, the Integration & Learning Division will continue collaborating with staff from across the organization to capture their best thinking on outcomes. Our goal with this work is to inform First 5 LA's Impact Framework which will support our ability to articulate our intended impact, track our progress, and inform our strategies.



SYSTEMS CHANGE

PRIMARY QUESTIONS

- What systems changes have contributed to the population level outcomes being achieved?
- What evidence is there that the collective impact effort has contributed to these systems changes?

Definition of Systems Change in this Study

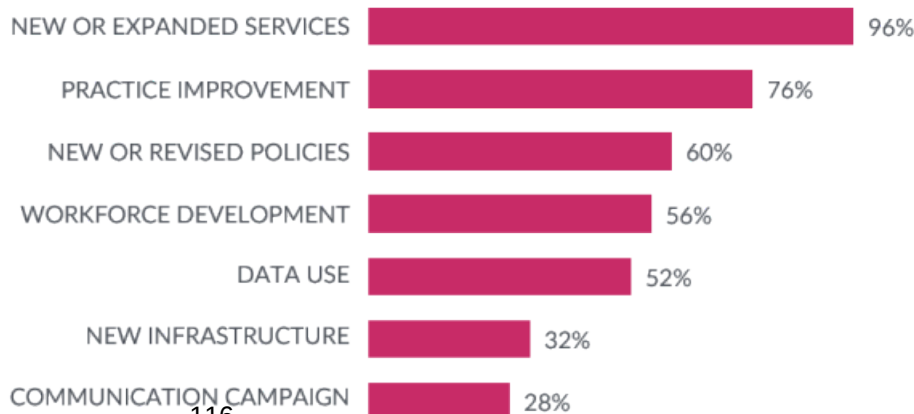
Changes to core institutions within the initiative's geographic area—such as schools, human service systems, local government, private sector entities, and community-based organizations.

KEY FINDINGS: SYSTEMS CHANGE

Changes in services and practices are the most common systems changes achieved across sites (n=25); formalized systems changes were also predominant in site visit sites.



Population changes generally stemmed from changes in services and improved practices and policies



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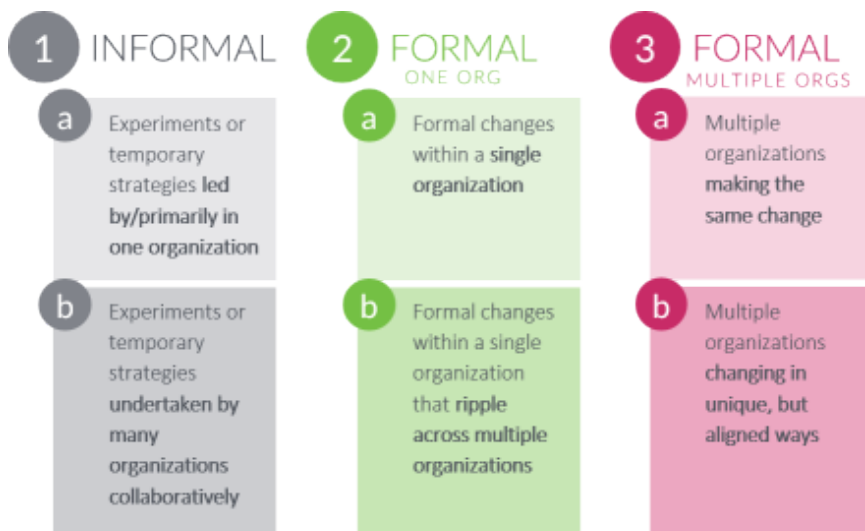


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Improving lives and communities



ORS IMPACT

A larger pattern emerged in the types of systems changes that are common across study sites.



A variety of types of systems changes can advance study sites' work over time.

EXAMPLES

1 INFORMAL

Vermont Farm to Plate's match-making forum and training programs designed to help local food producers understand how they can contract with large food service providers in the state.

2 FORMAL ONE ORG

Ottawa Growing Up Great influenced one of their biggest funders, who incorporated the initiative's Three Pillar framework into their assessment tool for selecting who they fund.

3 FORMAL MULTIPLE ORGS

Project U-Turn developed an Opportunity Network that repurposed dollars to develop diverse educational options, thus engaging alternative education programs across 15 different schools in the network.

SYSTEMS CHANGE IMPLICATIONS

Systems change is iterative; build the infrastructure to support iteration.

Systems change is iterative and not fully predictable, with a wide variety of kinds of systems changes playing valuable roles toward population changes;

thus...

Achieving impact in collective impact depends on feedback loops created through a strong shared measurement system and accompanying data and evaluation.





Policy and Systems Change: Learning from the Field

Daniela Pineda,
Vice President, Integration &
Learning
Sarah Stachowiak,
CEO, ORS Impact

Special Meeting of the Board of
Commissioners/ Program &
Planning Committee
April 26, 2018

A decorative border of colorful hands in various colors (orange, grey, green, yellow, pink, purple, brown) is positioned at the top and bottom of the page, framing the central text.

WHEN COLLECTIVE IMPACT

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A CROSS-SITE STUDY OF 25 COLLECTIVE IMPACT INITIATIVES

HAS AN IMPACT



ORSIMPACT



SPARK POLICY INSTITUTE
transforming social and community change

PUBLISHED
FEBRUARY 2018

STUDY PURPOSE & FOCUS



An independent fieldwide study was commissioned to help answer a few fundamental questions:

THE IMPACT OF COLLECTIVE IMPACT

PRIMARY QUESTIONS

- 1 To what extent and under what conditions does the collective impact approach contribute to population level outcomes?
- 2 What systems changes have contributed to the population level outcomes being achieved?
- 3 What are the other positive or negative impacts, intended or unintended, on the community and system?
- 4 What evidence is there that the collective impact effort has contributed to these systems and population changes?
- 5 What evidence is there that the population changes would not have been achieved if the collective impact approach hadn't been used?

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STUDY SAMPLE



STUDY SITES

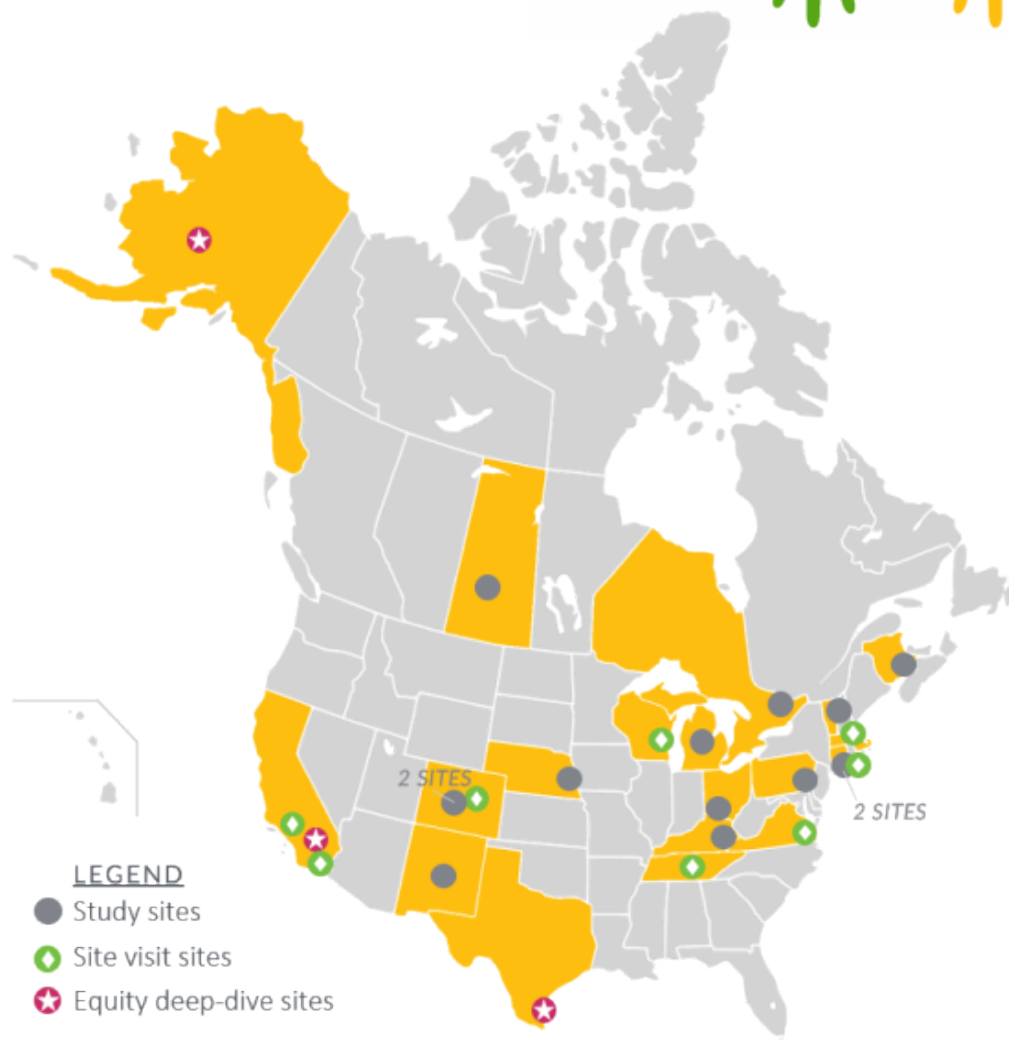
Colorado (2)
 Connecticut (2)
 Kentucky (1)
 Michigan (1)
 Nebraska (1)
 New Brunswick, Canada (1)
 New Mexico (1)
 Ohio (1)
 Ontario, Canada (1)
 Pennsylvania (1)
 Saskatchewan, Canada (1)
 Vermont (1)

SITE VISIT SITES

California (2)
 Colorado (1)
 Connecticut (1)
 Massachusetts (1)
 Tennessee (1)
 Virginia (1)
 Wisconsin (1)

EQUITY DEEP-DIVE SITES

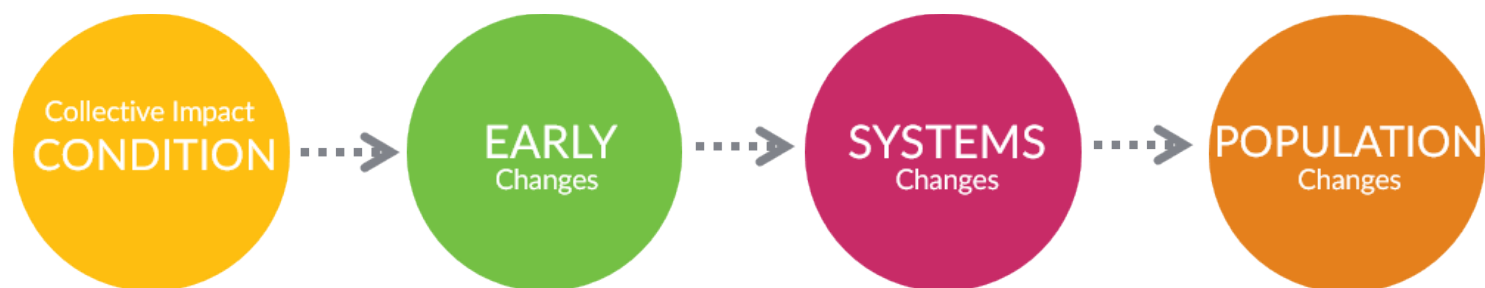
Alaska (1)
 California (1)
 Texas (1)



LEGEND

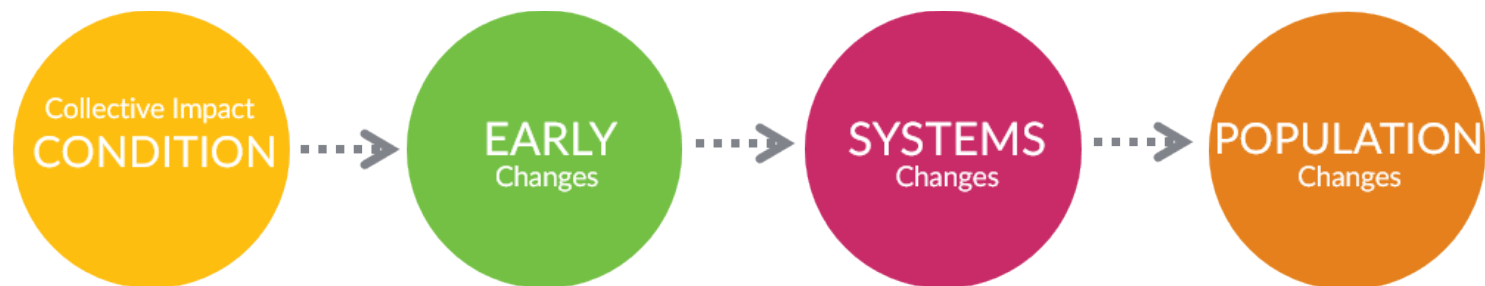
- Study sites
- ◆ Site visit sites
- ★ Equity deep-dive sites

TYPES OF CHANGES



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TYPES OF CHANGES

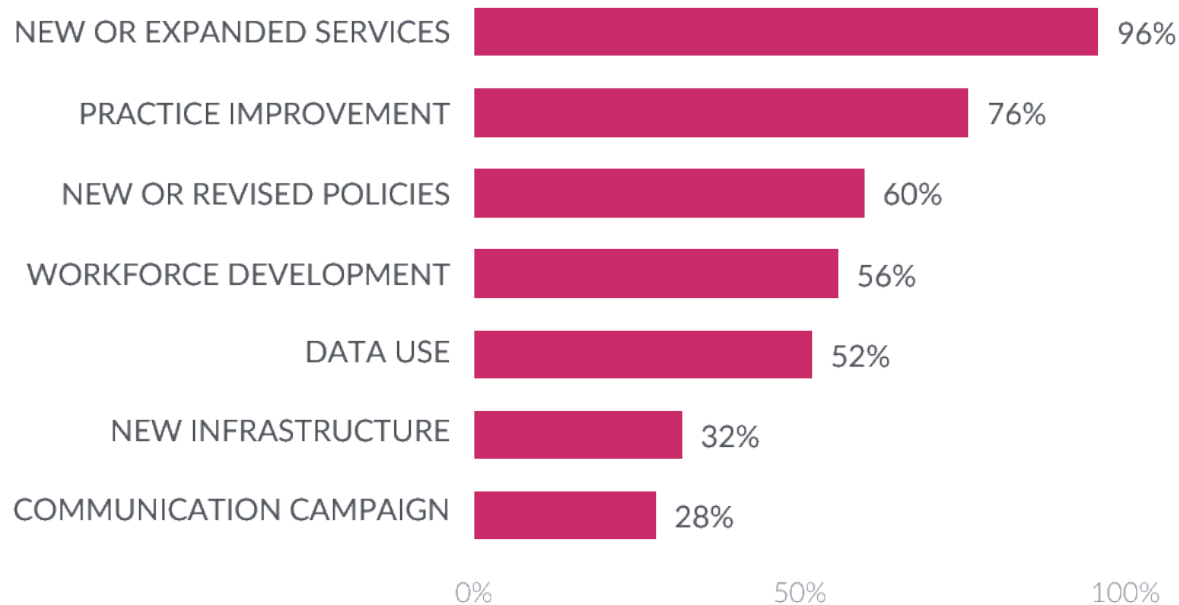


123

For the purposes of this study, **systems changes** are defined as changes to core institutions within the initiative's geographic area, including schools, human service systems, local governments, private sector entities, non-profits, community-based organizations, etc.

UNDERSTANDING CONTRIBUTION &
OUTCOMES OF COLLECTIVE IMPACT

Changes in services and practices are the most common systems changes achieved across sites; formalized systems changes were also predominant in site visit sites.



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For all 8 site visit sites, collective impact undoubtedly contributed to the desired population change.

Specifically, there is strong and compelling data linking achievement of population outcomes to:

- New or expanded programs/services or practice improvements (*7 sites*)
- Improvements resulting from policy change (*5*)
- Collectively leveraging resources (*5*)

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CASE EXAMPLE

HOME GOOD

126

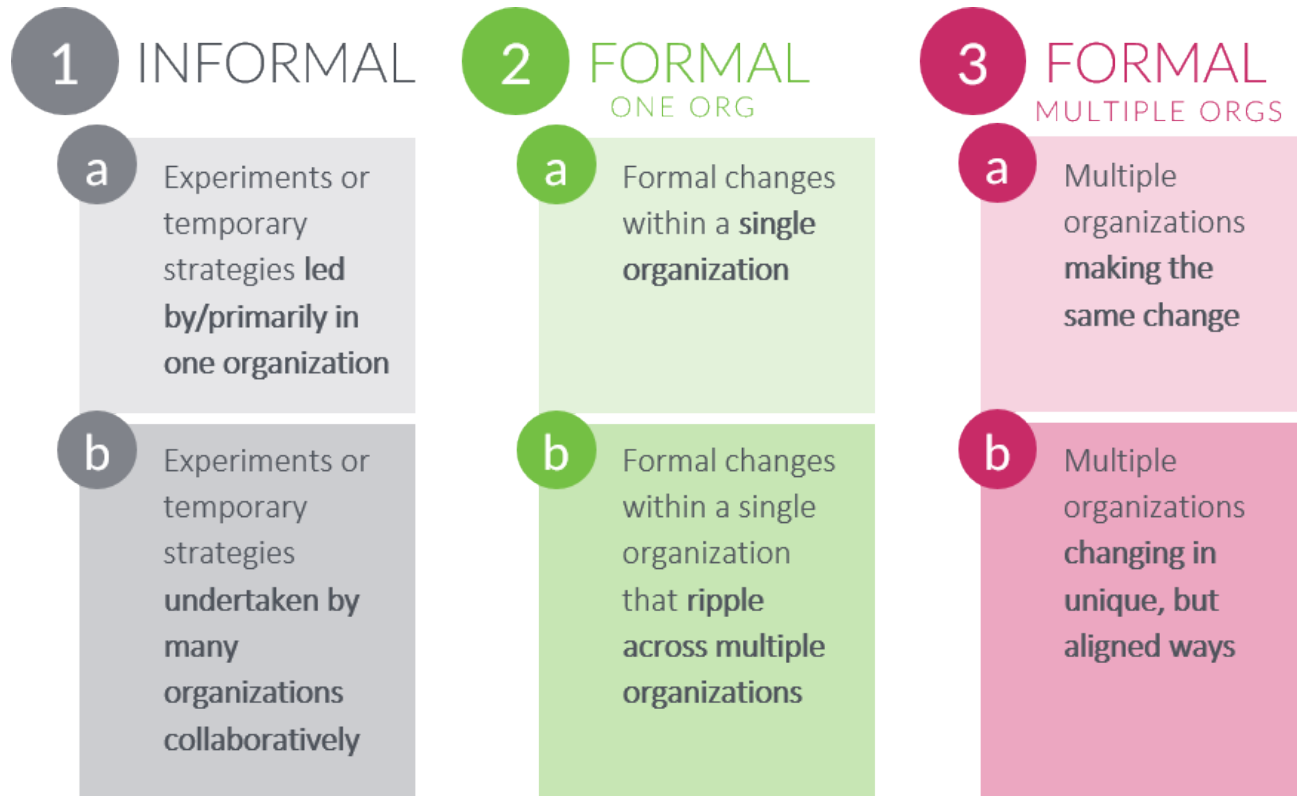




UNDERSTANDING CONTRIBUTION & OUTCOMES OF COLLECTIVE IMPACT



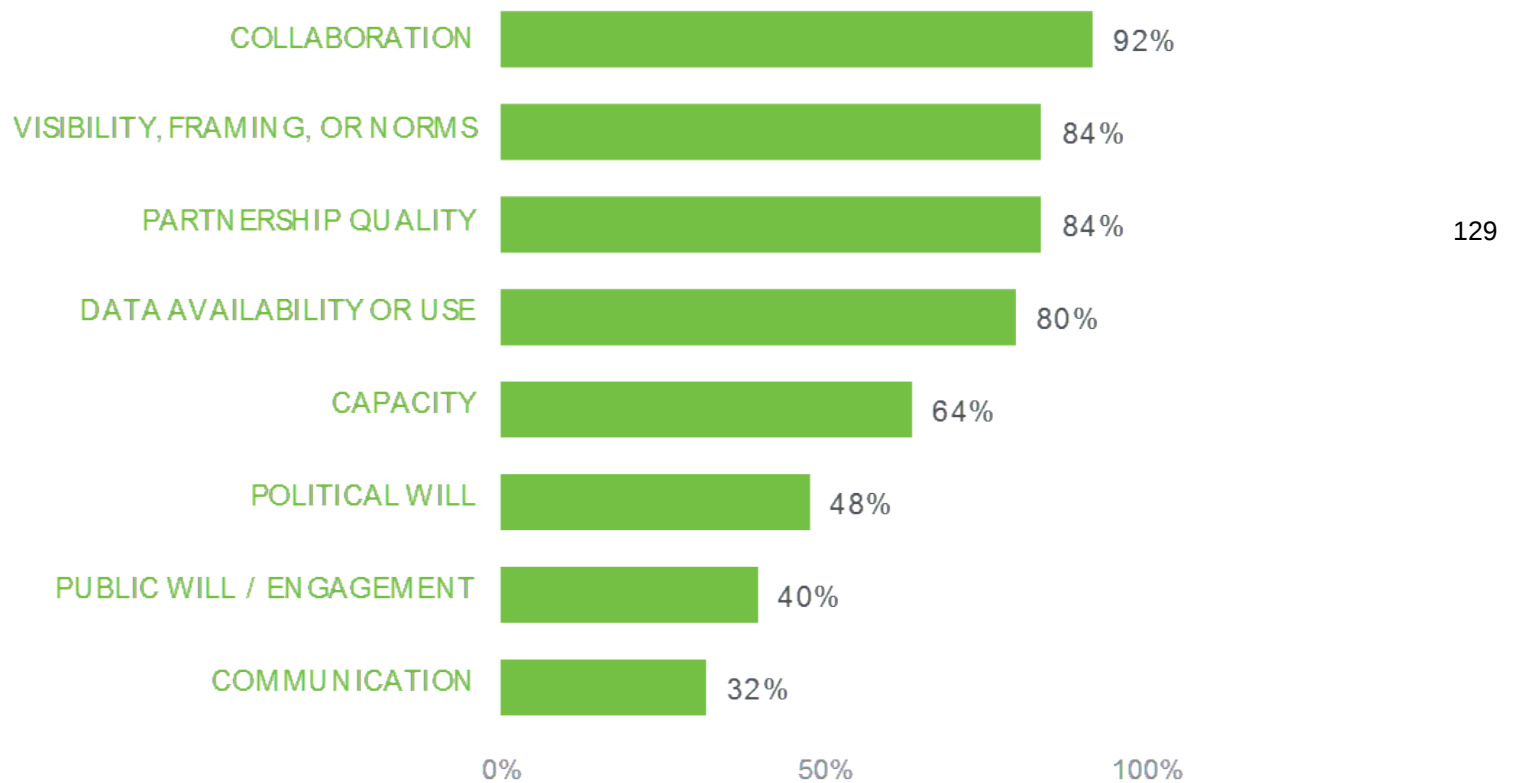
A variety of types of systems changes can advance study sites' work over time.



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UNDERSTANDING CONTRIBUTION &
OUTCOMES OF COLLECTIVE IMPACT

Early changes largely focused on creating trust and building commitment.





There are strong relationships between initiative efforts and prioritized systems changes among site visit sites.

- Early changes tied to systems changes focused more on deepening and expanding relationships, and deepening commitment and engagement across partners.

130





CASE EXAMPLE



131



Exploration of the collective impact principle
“Recruit and co-create with cross-sector partners”
supported the importance for effectiveness of
specific and meaningful engagement by partners
from different types of organizations.

132

➤ IN PRACTICE

- Important for effectiveness of projects
- Opportunity for shared leadership

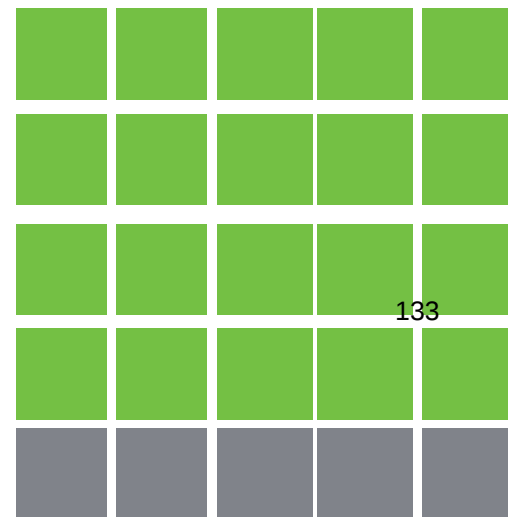
➤ CHALLENGES

- Aligning can be difficult
- Time for engagement work is critical for scale and broad representation
- Ongoing work is needed

Study Highlights



Overall, 20 of the 25 sites showed evidence of **population change**. ----->



Sites without population change: had shorter tenures, less strong implementation, and challenges measuring impact. -->





Collective impact initiatives take on different roles in driving change, so be open to different routes to making a difference

Collective impact initiatives that contribute to population level change **can take on many different roles:**

134

- Sometimes leading
- Sometimes supporting other work
- Sometimes leveraging key opportunities in the environment

Important to **identify the role that is the right fit** given the environment of the initiative



Q & A





SPARK POLICY INSTITUTE
igniting public policy and community change



ORSIMPACT

Missions Accomplished





Using Parent Input to Inform First 5 LA's Work

How Focus Group Research Is
137
Influencing Our Approaches

By Barbara Andrade DuBransky and
Gabriel Sanchez

April 26, 2018

Presentation Goals

5
mins.

Overview of Research Projects

5
mins.

Learnings on parents attitudes and its applications

5
mins.

Home Visiting Research and Its Broader Applications

15
mins.

Questions

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Research on Parent Attitudes

We wanted to learn more about the attitudes and experiences of parents of children ages 0-5 in Los Angeles County, including:

- Assessments of their own parenting skills and greatest priorities
- Aspects of parenting they find challenging and rewarding
- Awareness of early childhood development
- Information they need when seeking guidance
- Determine what would motivate parents to seek out information they need and where they look

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Applying What We've Learned

- Thank parents, don't judge
- Acknowledge the joys and challenges of parenting
- Be clear on how and what we do
- Place family strengthening in a broader context
- Connect parents to one another
- Engage the general public



Research on Home Visiting

We wanted to understand the how mothers access information and make decisions.

- Discover challenges existing among potential program participants to enroll and remain in the Welcome Baby program
- Provide recommendations to heighten awareness and increase enrollment, increase acceptance of Home Visiting in general as an available service
- Identify what types of marketing and promotional materials could help increase engagement and lead to program enrollment

141

We Learned We Had the Right Approach



Creates what is for many **the only meaningful and empowering interpersonal bond in their life**, during a chaotic, frightening, lonely time in their lives



Moms come to it with little or no expectations and many fears; they are blown away by degree of **caring, embracing, nurturing support** that places them, as moms, at the focus



Because of how the intimacy of the home visiting experience wins deep trust, Welcome Baby is **uniquely able to function as a gateway** to other sorely needed services

142

Listening to Parents



143

Discovered Challenges in Implementation

- The benefits of home visiting are not being clearly communicated to potential participants

Benefits Unclear

1

- Home visiting is not perceived as connected with prenatal care

Role in Prenatal Care Unclear

2

- Fears and stigmas create major obstacles to enrolling and maximizing service; gifts, word of mouth, and calm body language can mediate

Many Fears

3

- Complexity around who can access what programs further constrains communications and enrollments

Non-universal

4

- In most cases, the mom is the primary decision-maker when it comes to home visiting.

Moms Make Decisions

5

144

- Almost all moms are exhausted, especially those who have had difficult or traumatic birth journeys.

Enrolling After Birth Not Optimal

6

- Happy graduates and passionate staff want to spread word and need more facilitation to be effective.

Word of Mouth Not Used

7

Discovered Issues with Program Design

- Those who enroll and commit experience deep, often transformative, benefits from home visiting; many want more visits

Transformative Program

1

- Too many different people involved in early stages of program can weaken its coherence and the client's commitment

Handoff Gaps

2

- By earning deep trust in a vulnerable time, home visiting functions as a gateway to other basic needs supports, especially housing support and mental health counselling

Basic Needs

3

- Yet, lack of smooth referral pathways can lead to frustration and disappointment

Leaky Referrals

4

- Text messaging between visits is an increasingly important tool for augmenting program: providing logistical help, nudges to follow up on referrals, and emotional support

Text Power

5

- Nearly all moms feel isolated postpartum and wish for facilitated contact with other moms like them

Isolated Moms

6

- Many moms believed that fathers wanted to learn more and be more involved, but didn't know how.

Dads Need Something

7

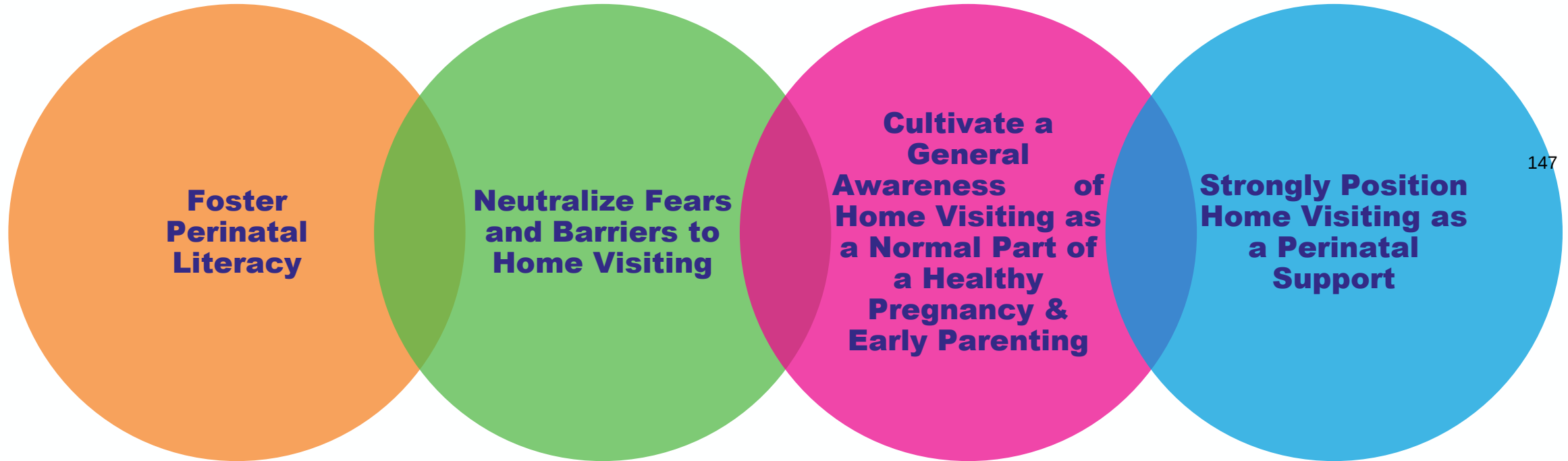
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Where to go from here?

- A full needs assessment
- Deeper ethnographic research
- Dig deeper with Dads, OBGYNs
- Share, develop ideas with stakeholders
- Continue listening, following up

146

Incorporating Learnings



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Idea: Public Education Campaign

**Create an 18-Month Campaign
for Birth Preparedness
in L.A. County**



Idea: Collaboratively Build Resources



Develop a roundtable of influential OBGYNs to contribute as advisors

Reach out to local celebrities and spokesperson role models representing all cultures in LA to use and endorse the service

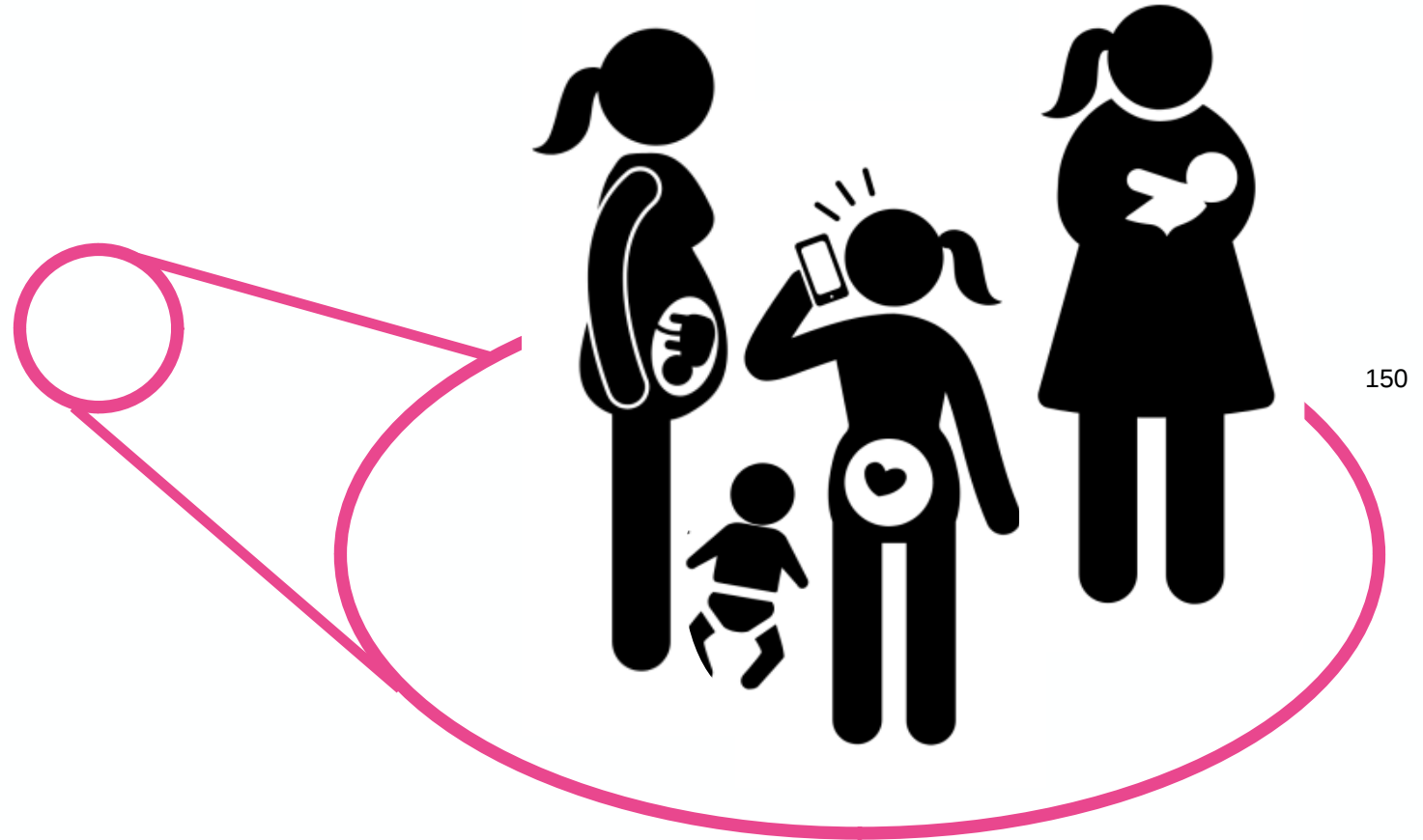
Strengthen relationships with advocates: hospitals, community centers and health clinics, social services offices, community- and faith-based organizations, employers, schools, such as McAlister High School for Pregnant Teens

With parental input, create a simple, attractive package of materials (poster, flyer and digital textable flyer) that drives traffic to the website and text line

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Idea: Support Moms who support Moms

- Create a basic training package so Program Graduates can form and run Mom-to-Moms themselves
- Connecting with other HV Graduates who have similar-age children living in the neighborhood creates enough of a filter, and provides common basis for socializing



Idea: Create Mirror Messaging for Dads

**Apply
Knowledge
from
Fatherhood
Investment to
Peer to Peer
Approaches**



We know they have many needs



We recognize they have few supports for fatherhood



We know that helping men will help women and babies



How can we help men connect openly and authentically with other men about the challenges and pressures of fatherhood?

Questions?

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First 5 LA

SUBJECT:

Request to amend the Strategic Partnership with the Los Angeles County Department of Public Health up to \$10.1 million over a five year period (2018-2023) as the HMG-LA Organizing Entity and authorize an initial agreement (FY18-19) for an amount up to \$900,460. (Fund Balance Category: Assigned).

RECOMMENDATION (PROVIDED AS INFORMATION):

This memo is provided as information for the Board's consideration at the April 26, 2018 Special Meeting of the Board of Commissioners/Program & Planning Committee. First 5 LA staff recommends that at the May 10, 2018 Commission meeting, the Board approve an amendment to the Strategic Partnership with the Los Angeles County Department of Public Health (LACDPH) for an amount up to \$10.1 million and authorize staff to execute an initial contract from July 1, 2018 to June 30, 2019 for \$900,460. Subsequent agreements will be presented to the Board for consideration as part of Contracts Consent. Funds for FY 2018-2019 will be included in the FY 2018-2019 First 5 LA Programmatic Budget which will be brought to the Board of Commissioners for approval in June. At the time of budget approval, requested resources will shift from the Assigned resource category of the fund balance, dedicated for broad Strategic Plan purposes, to the Committed category, amounts dedicated for a more specified purpose via resolution.

BACKGROUND:

On November 9, 2017 the Board approved the establishment of a Strategic Partnership with the County of Los Angeles Department of Public Health to serve as the organizing entity for HMG-LA. Additionally, the Board directed First 5 LA staff to work with LACDPH to further refine role, responsibilities and core activities and develop Strategic Partnership. This request amends the original Strategic Partnership by clarifying the scope of the project and incorporating the not to exceed project amount of \$10.1 million. Following the November 2017 Board meeting, staff assessed and refined budget categories and expenditures for the Long Term Financial Projections (LTFP) for the Health Systems Strategy 1: Early Identification and Intervention, resulting in the estimated, up to \$10.1 million allocation projection for the Strategic Partnership. The \$10.1 million also aligns with the initial Strategic Plan estimates for the implementation of this strategy.

Help Me Grow (HMG) is a national system change model, which aims to improve the coordination and functioning of developmental and behavioral screening, assessment and early intervention supports through the following 4 essential core components: Child Health Care Provider Outreach; Community & Family Outreach;¹ Centralized Access Point; and Data Collection and Analysis. Successful implementation of HMG builds on existing resources, maximizes opportunities within public agencies and across system functions, and advances a coalition of providers and sectors working collaboratively toward a shared agenda.

The HMG model relies on establishing an Organizing Entity to provide support, oversight and facilitation of broad system change activities and also builds out the necessary foundational infrastructure. On November 9, 2017, the First 5 LA Board approved the request to establish a strategic partnership with LACDPH to serve as the Organizing Entity for five years beginning in Spring FY2017-18 through FY2022-23. At that meeting, staff noted returning to the Board in Spring 2018 with additional information on LACDPH's role, responsibilities and key activities including budget amount.

¹ The Help Me Grow National model refers to this core component as "Community and Family Outreach," however the HMG-LA planning members selected to change the title to "Community and Family Engagement (CFE)"

STATUS OF WORK:

First 5 LA and LACDPH staff has been working over the past several months to finalize a scope of work and budget for Year 1 of the 5 year Strategic Partnership. The total budget is \$900,460 which will support implementation planning of the HMG-LA infrastructure (Centralized Access Point and Data Collection and Analysis); plan for a HMG-LA countywide spread and scale strategy; and identify sustainable federal and state funding to support HMG-LA activities, as appropriate. LACDPH will also convene key content experts and representatives from public and private agencies and county systems into a Leadership Advisory Committee, Family Advisory Committee and Data Advisory Committee to guide early implementation of the HMG-LA strategies. Request for approval for this contract and budget will come to the Board in May 2018 as a part of contracts consent. The funds to support Year 1 of this Strategic Partnership will come from First 5 LA's FY18-19 Programmatic Budget under Health Strategy 1: Early Identification/Developmental Screenings/Connections to Services. First 5 LA's preliminary projection, subject to revision, is to invest up to \$10.1 million over a five-year period for the HMG-LA system change work.

This Strategic Partnership with LACDPH will build upon the investments and resources LACDPH has already dedicated to improving developmental screening rates among young children and promoting American Academy of Pediatrics developmental screening guidelines as part of the Local Health Jurisdiction 5-year Action Plan and FY 2017-2018 Maternal, Child and Adolescent Health (MCAH) Scope of Work submitted to the California Department of Public Health (CDPH).

In addition to our work with LACDPH, First 5 LA is transitioning from the early design and planning phase to implementation planning for HMG-LA. Staff, in partnership with others, has continued to plan and execute activities to support HMG-LA's build out specifically around establishing a core infrastructure, community-focused efforts, and policy and systems change work.

Core Infrastructure: we are also working closely with L.A. Care Health Plan, who is finalizing research to inform the implementation of a pilot, funded by First 5 LA, to strengthen early identification and intervention among L.A. Care's provider network. Staff anticipates returning to the Board in Fall 2018 with more information on this pilot opportunity. LACDPH and staff are also continuing to learn from other state and California County HMG-affiliates (i.e. Florida, Kentucky, Long Island, NY, Santa Clara, CA, etc.) to inform the build out of the Centralized Access Point, data collection, and the funding strategy. Starting in January 2018, First 5 LA staff developed an engagement strategy for the 7 Regional Centers in LA County and is carrying out meetings with the Regional Centers throughout Spring 2018. Finally, LACDPH and staff are beginning to explore the development of a HMG-LA website.

Community Focus: Following Board approval on November 9, 2017 to extend the Early Identification and Intervention of Autism and Developmental Delays (First Connections) until June 2020, staff are exploring opportunities to advance this work forward, as well as, glean best practices and important learnings to further inform and strengthen early identification and intervention practices across the county. Staff is also collaborating closely with other Departments to explore opportunities to align and integrate HMG efforts with other First 5 LA investments, including our Quality Rating and Improvement System (QRIS) work, Trauma-Informed Care, Home Visiting, Project Dulce, and Best Start Communities, as well as, First 5 LA efforts related to the Office of Child Protection's (OCP) countywide Prevention Plan. In addition, staff are developing a concept for the HMG-LA Demonstration Communities, which will provide an opportunity to launch, test and refine strategies to connect LA's young children to appropriate screenings and early intervention service supports before scaling.

Policy and Systems Change: Staff are continuing to monitor and support efforts related to Assembly Bill 11 (AB11), which would require screening services under the Early and Periodic Screening, Diagnosis, and Treatment (EPSDT) program include developmental screening services for Medi-Cal eligible children aged 0-3, in compliance with the periodicity schedule and utilizing validated screening tools established in the American Academy of Pediatrics/Bright Futures "Recommendations for Preventative Pediatric Health Care. In addition, staff are exploring opportunities for HMG-National TA

support to help inform the implementation of HMG as well as, continuing to work with LACDPH to consider integration and leveraging of County efforts and programs.

First 5 LA staff recommends that at the May 10, 2018 Commission Meeting, the Board approve an amendment to the five-year Strategic Partnership with the Los Angeles County Department of Public Health (LACDPH) for an amount up to \$10.1 million and approve a contract from July 1, 2018 to June 30, 2019 for \$900,460. Funds for FY 2018-2019 will be included in the FY 2018-2019 First 5 LA Programmatic Budget, which will be brought to the Board of Commissioners for approval in June via Contract Consent. Subsequent agreements will be presented to the Board for consideration as part of Contracts Consent. The funds to support this Strategic Partnership will come from First 5 LA Budget under Health Strategy 1: Early Identification Developmental Screenings, Assessments and Early Intervention Programs.

JUSTIFICATION:

As noted in the November 2017 Memo, this Strategic Partnership meets the criteria below:

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

AND

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

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

- ☐ Experience working on cross-sector collaborative projects and collective impact efforts, work with health care providers across multiple programs, and commitment to improving the health and well-being of children 0-5 and their families.
- ☐ Experience in serving as the project administrator, manager, and coordinator for similar complex countywide system change projects serving young children and families of Los Angeles County.
- ☐ Expertise in providing programmatic, administrative and fiscal oversight for large-scale, multi-million dollar, and multi-year and multi-faceted projects.
- ☐ Alignment of early identification, prevention and intervention to current public health funded programs and services, including Child Health and Disability Prevention (CHDP), Health Care Program for Children in Foster Care (HCPFC), California Children's Services (CCS), California Children's Services-High Risk Infant Follow Up Program (CCS-HRIF), Childhood Lead Poisoning Prevention Program (CLPPP), Nurse Family Partnership (NFP), and various Title V funded programs under the Division of Maternal, Child and Adolescent Health (MCAH) .
- ☐ Countywide reach and infrastructure: Network of maternal and child health and community-based providers throughout Los Angeles County through various federal, state and local funding.

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

- Medi-Cal Administrative Activities (MAA) dollars: Upon First 5 LA Board Action, LACDPH will add HMG-LA as a claiming unit under the current Los Angeles County MAA claiming plan that will be submitted to the DHCS to identify the allowable costs and activities that are eligible for federal reimbursement. In addition, LACDPH will work with DHCS to identify a timeline for reimbursement of MAA activities.

The Strategic Partnership with LACDPH will build upon the investments and resources LACDPH has already dedicated to improving developmental screening rates among young children and promoting American Academy of Pediatrics developmental screening guidelines as part of the Local Health Jurisdiction 5-year Action Plan and FY 2017-2018 Maternal, Child and Adolescent Health (MCAH) Scope of Work submitted to the CDPH. As part of the approved FY 2017-2018 CDPH Scope of Work, MCAH has committed staff and resources towards the development and expansion of HMG-LA. Activities include the work necessary to plan and begin implementation of the four core components, including meetings to develop a HMG strategic plan; identification of key stakeholders; researching best practices in the implementation of the HMG model; and the identification of gaps and barriers for universal developmental screening. The activities in the CDPH Scope of Work demonstrates the LACDPH's commitment to building and sustaining a robust HMG system in Los Angeles.

LACDPH will investigate leveraging of state and federal programs to support HMG-LA.

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

- The Strategic Partnership with LACDPH is directly aligned with First 5 LA's Health Related Systems Outcome – Early Identification and Intervention to increase effectiveness and responsiveness of screening and early intervention programs across health, mental health and substance abuse service systems.
- The proposed Strategic Partnership is also aligned with several of First 5 LA's investment guidelines, which seek to focus on systems and policy change to engage partners at early stages in order to advance the HMG LA agenda.

Help Me Grow – Los Angeles (HMG-LA)

Program and Planning Committee
Meeting
April 26, 2018

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First5LA.org

Presentation Objectives

- Provide overview of HMG Implementation Strategy
- Highlight examples of continuing and emerging projects
- Review information item: Strategic Partnership with Los Angeles County Department of Public Health

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Strategic Plan 2015-2020

Families Outcome Area



We will work with parents/caregivers so that they have the skills, knowledge and resources they need to support their child's development.

Communities Outcome Area



We will support a community's ability to foster safe, healthy and engaged neighborhoods that help children and their families thrive.

Early Care and Education Systems Outcome Area



We will increase access to affordable, quality early care and education.

Health-Related Systems Outcome Area



We will help improve how health-related systems coordinate and deliver care to young children and their families in L.A. County.

One Family's Journey

Afraid

Concern at 10 months, family members said "don't worry he's a boy"

Doubtful

Mom still worried and waiting, Mom trusted expertise of pediatrician.

Confused/Lost

12 month well baby visit, mom expressed concern to pediatrician, no screening done. MD said, "don't worry, let's wait"

Scared/Hopeful/ Validated/Guilty

18 month well baby appointment, mom shared concern again, no screening but MD referred to Regional Center

Frustrated/ Hopeless

Mom experienced multiple services but dissatisfied, little progress with child's development

Hopeful/ Supported

26 months, parent referred to integrated service delivery

Anxious/ Guilt-Ridden/ Stressed

20 months, mom called Regional Center 2 months before services began.

Devastated/ Worried/Scared

33 months, child diagnosed with Autism

Anxious/ Lost

Moving toward transition process to school district



HMG Early Implementation Strategy: A Systems Approach

Core Infrastructure

- System-Level Data Collection ●
- Centralized Access Point ●
- Countywide Provider (AAP, LA Care) ●

Community Focused

- Referral Connections (QRIS, Home Visiting, Project DULCE) ●
- Community Engagement (Best Start) ●
- Demonstration Communities/ First Connections ●

Policy and Systems Change

- Department of Health Care Services ●
- HMG - CA ●
- HMG - National ●
- State Department of Public Health Maternal, Child, & Adolescent Health ●

DPH¹⁶²

DPH &
First 5 LA

First 5 LA

Core Infrastructure

Continuing

- L.A. Care Pilot
- AAP Partnership
- HMG Affiliate Learning

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Emerging

- LACDPH (Centralized Access Point & Data)
- HMG-LA Website Development
- Regional Center Engagement

Community Focused

Continuing

- First Connections Investment

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Emerging

- Demonstration Communities
- First 5 LA Investments alignment
 - QRIS
 - OCP Prevention Plan
 - Best Start Communities
 - DULCE
 - Home Visiting

Policy and Systems Change

Continuing

- State & Local Policy Advocacy (AB 11)

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Emerging

- HMG-National TA Support
- Integrate and leverage county efforts and programs

HMG-LA Organizing Entity-LACDPH

ROLE

- Fiscal and administrative oversight for long-term sustainability
- Facilitate cross-sector coordination to strengthen and expand the EII system throughout the County
- Leverage available funding from federal and state sources and maximize opportunities for program integration (CHDP, Lead Prevention), to support long-term sustainability

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HMG-LA Organizing Entity-LACDPH

LONG-TERM ACTIVITIES

Total Project Budget (FY18-19): up to \$10.1 million

- Co-lead HMG implementation and maintenance
- Leverage federal and state funding (e.g. MAA, TCM, EPSDT, etc.)
- Integrate and align HMG into existing County programs
- Lead ongoing Continuous Quality Improvement (CQI)

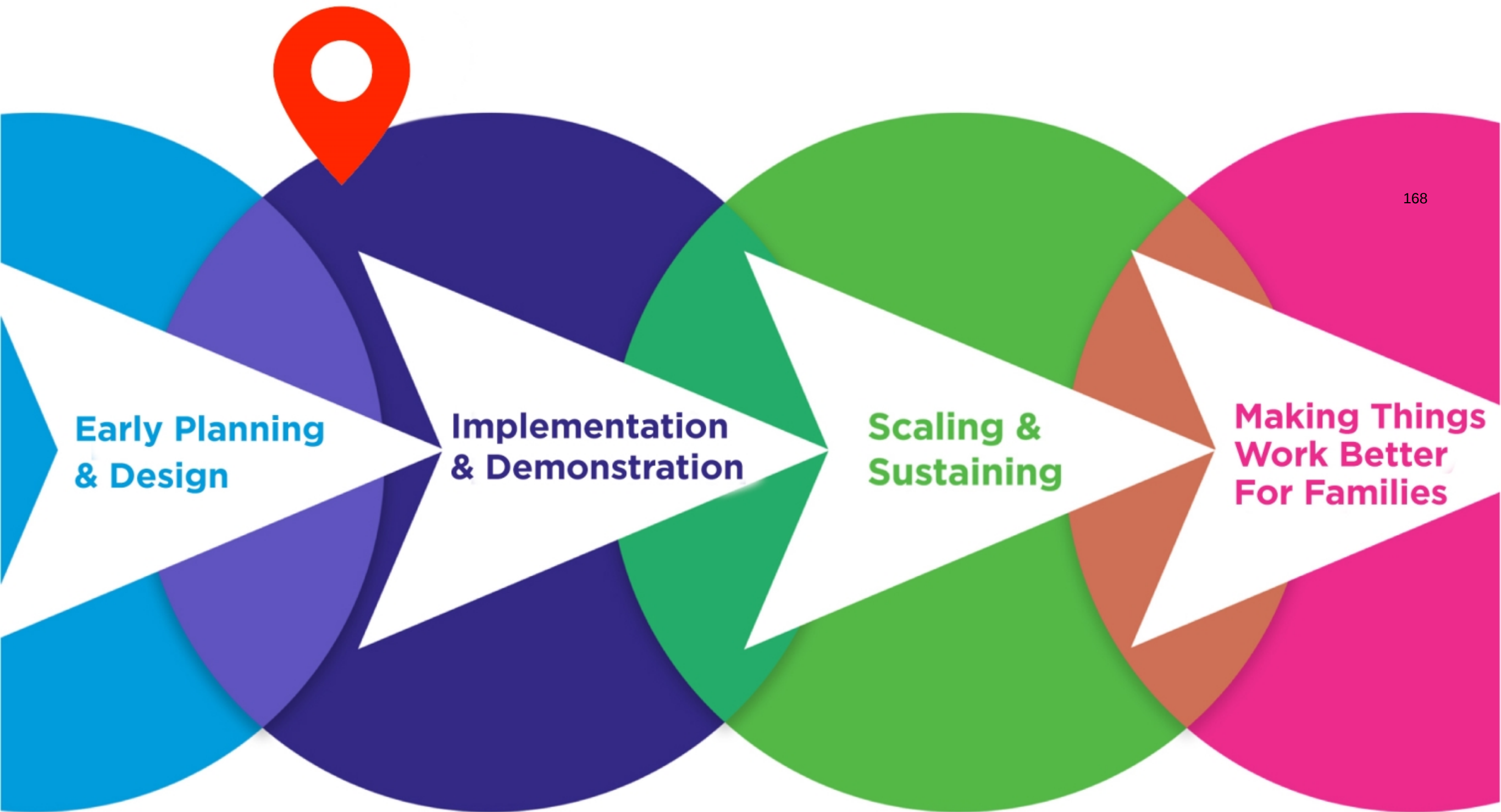
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PROPOSED ACTIVITIES FY18/19

Year 1 (FY18-19): \$900,465

- Launch Leadership Advisory Committee, Family Advisory Committee, and Data Collection & Analysis Committee
- Develop Business Plan to inform implementation (2019-2023)
 - Develop Plan for the Centralized Access Point

Phases of Progress



Next Steps

- May 2018 Board Meeting Action Item
 - 1) Amend LACDPH Strategic Partnership to include total 5 year budget amount, up to \$10.1M
 - 2) Authorize initial agreement (FY18-19) for up to \$900,460
- Fall 2018 Board Meeting: Update on L.A. Care Health Plan exploratory work and pilot

Questions?



FIRST 5 LA

SUBJECT:

Request to Establish a Strategic Partnership with Pacific Oaks Education Corporation through June 30, 2020 for an amount not to exceed \$328,000, and Authorize First 5 LA Staff to Execute an Initial Contract for the Period June 1, 2018 - June 30, 2019 in the amount of \$164,000 (Fund Balance Category: Committed for FY 17-18 and Assigned for FY 18-19).

RECOMMENDATION (PROVIDED AS INFORMATION):

This memo is provided as information for the Board's consideration at the April 26, 2018 Special Meeting of the Board of Commissioners/Program & Planning Committee. First 5 LA staff recommends that at the May 10, 2018 Commission meeting, the Board approve the establishment of a Strategic Partnership with Pacific Oaks Education Corporation (Pacific Oaks College) through June 30, 2020 for an amount not to exceed \$328,000, and authorize staff to execute an initial contract from June 1, 2018 to June 30, 2019 for \$164,000. Funds for FY 2017-2018 are included within the current First 5 LA Programmatic Budget. Funds for FY 2018-2019 will be included in the FY 2018-2019 First 5 LA Programmatic Budget which will be brought to the Board of Commissioners for approval in June.

BACKGROUND:

First 5 LA is dedicated to serving children from prenatal to age 5 and their families, with the understanding that when we dedicate attention and resources to children at the earliest stages of their lives, we are laying the foundation for the social and economic future of the child, the family, and our community. Elevating the importance of early childhood development through credible, trusted news outlets enables First 5 LA and its partners to more effectively engage and urge leaders and lawmakers to prioritize young children in policy and budget decisions. As we have engaged and learned from previous investments, news media outlets are frequently not well-equipped or well-practiced to report knowledgeably on early childhood development policy, programs, and practice.

As a continuation of the overarching communication investment strategy to engage decision makers on issues affecting young children, First 5 LA Commissioners have approved investments in several strategic partnerships. These investments to organizations and news outlets have served to build their capacity to cover early childhood development issues, helping First 5 LA elevate awareness and create urgency. By elevating these issues through thoughtful reporting, in outlets trusted and respected by decision makers, we can create opportunities for leaders and lawmakers to better understand and prioritize the needs of young children.

Previous Board-approved Strategic Partnership investments include:

- Southern California Public Radio, via the LA Partnership for Early Childhood Investment
- The Center for Health Reporting at the USC Schaeffer Center for Health Policy and Economics
- The USC Annenberg Center for Health Journalism's Children's Health Matters Blog, and the National Health Journalism Fellowship

Continuing this work, First 5 LA will fund the creation of an Early Childhood Journalism Fellowship at Pacific Oaks College & Children's School. While the Children's School is the ECE Center of the college, this fellowship will have access to all relevant resources at Pacific Oaks, not just the Children's School. This includes access to its faculty experts, educational events, community presentations, and sister colleges in fields of study such as law, health, nursing, and psychology. The proposed partnership is also reflective of our new and emerging strategy around partnership work with higher education.

The Early Childhood Journalism Fellowship will offer professional journalists an opportunity to explore the latest public policy, science, clinical work, community approaches, family experiences, or other early childhood related issues. The Fellow will have a reporting focus on a wide range of issues and implications for policy and practices related to children from prenatal to age 5, their families and

communities, and will have access to Pacific Oaks' unique knowledge base through the Children's School, which prepares future early childhood educators within its developmental and culturally-based model of education. In addition, the Fellow will conduct outreach to media outlets to ensure placement of early care and education stories in relevant media markets, such as L.A. County, Sacramento, and the Bay Area, where key legislative leaders and elected officials can become better informed and activated on issues related to early care and education. Applicants for the Fellowship will have a strong background in journalism and knowledge of ECE/ECD issues, as well as established connections with local and statewide media outlets.

Pursuant to the Procurement Policy, Strategic Partners of \$75,000 or more in a fiscal year must be presented to the Board for approval. Staff is requesting an establishment of a strategic partnership for an amount not to exceed \$328,000 to comply with this policy. Section IV.5 of the Procurement Policy also states that contracts of \$75,000 or more requires Board approval prior to execution. Staff is seeking approval to execute a contract for the period of June 1, 2018 to June 30, 2019 for \$164,000.

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

This project will include efforts to seek opportunities to leverage both existing and new partnerships through targeted outreach, which may result in additional funding and support.

First 5 LA's investment will help increase the amount of high-quality news content focused on early childhood issues, allowing us to engage the public, decision makers, and stakeholders in multiple arenas, and supporting our systems change and policy work across our outcome areas.

JUSTIFICATION:

This Strategic Partnership meets the criteria below:

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

AND

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

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

Pacific Oaks College & Children's School has pioneered achievements in the areas of anti-bias education, emergent curriculum, trauma, and STEAM learning in early childhood education since 1945. While the College prepares future early childhood educators within its developmental and culturally-based model of education, the Children's School provides the real world application of this pedagogy through its progressive early childhood education programs for children ages 6 months through 5 years. This setting where practice can inform academics at the college is unique in L.A. County. Pacific Oaks College has a long and respected reputation and expertise in the field and the college's approach is lifted up as a national and global model. In addition they have always factored in foundational aspects that impact families--such as poverty, equity, race, trauma, and a social justice focus--that other schools

have not historically paid attention to. This curriculum empowers children and promotes critical thinking about bias. Pacific Oaks' holistic approach to early childhood development, and their emphasis on connecting lived experience with theory and practice, is well aligned with First 5 LA's goal of increasing access to affordable, quality early care and education. Trauma in particular is a focus of the college, as it is a concentration track for both their Bachelor's and Master's early childhood education programs, and students across all programs are required to take at least one course focusing on trauma studies. Pacific Oaks College also offers an array of civic leadership degrees at both the B.A. and M.A. level in areas such as Advocacy and Social Justice that are integral to building leaders in the early childhood development field. Pacific Oaks College is one of the nation's leading providers of preschool education training, often to Head Start teachers eager to upgrade their education. It's the largest institution of its kind in the state, in 2007 granting 60 percent of all the early education master's degrees awarded in California. Pacific Oaks College is a Hispanic Serving Institution (HSI) with over 50% of its 1,100 students identifying as Latino/a.

Establishing this Strategic Partnership will enable the collaboration between the Fellows and Pacific Oaks College's parents, teachers, students, college professors, college administrators, board members, etc., thus infusing Pacific Oaks College's expertise into the work of the Fellows. As noted above, the Fellows will have access to Pacific Oaks' unique knowledge base.

The goals of First 5 LA include engaging decision makers, elevating awareness, and creating urgency to accomplish the 2015-2020 Strategic Plan outcome goals. This strategic partnership will allow us to engage the public, decision makers, and stakeholders in multiple arenas by elevating the quality and quantity of coverage on early child development issues. The Pacific Oaks College Early Childhood Journalism Fellowship offers First 5 LA a unique opportunity to promote public awareness and understanding of key policy issues affecting children during the critical zero to five years by supporting ambitious journalism on these topics written for a Los Angeles County audience, or bringing attention to issues in Los Angeles County for statewide audiences, such as Sacramento policymakers.

Given the direct relationship with the Pacific Oaks College President and board members, the Fellow will have access to the entire continuum of learning: children, parents, teachers, students, college professors, college administrators, board members, etc. The size of the college and staff also allows Pacific Oaks College to be more nimble in supporting the Fellow at all levels, a benefit we would not have at a larger institution. Pacific Oaks College also provides opportunities for potential future collaborations with First 5 LA related to home visitation, Help Me Grow, trauma, and Early Care and Education.

Pacific Oaks College will assume sole responsibility for programming for the Fellowship, and College faculty, staff, and students will interact with the Fellow to foster the exchange of ideas and learning in support of the Fellow's reporting. First 5 LA and Pacific Oaks College will share responsibility for reviewing applications and choosing the Fellow, and journalists with existing relationships to media outlets will be given priority in the review process to ensure distribution of media content to relevant outlets. Applicants must propose ambitious journalism projects that focus on young children's issues and/or their families. Relevant topics include, but are not limited to: early childhood development policy at the state and local level; home visitation and family supports; quality ratings and improvement systems; parenting practices and supports; research and model programs on school readiness; the safety, developmental appropriateness or cost of early care and education centers, preschools or other early learning initiatives; the impact of trauma and adverse childhood experiences and promising interventions; health disparities or health care disparities; the effectiveness of efforts to improve outcomes for infants and young children; barriers to health care; developmental screenings; and development of the workforce that serves children prenatal to 5 and their families. Should this project be funded, the intended initial Fellow will be Deepa Fernandes, who was chosen based on her prior experience and relationships. Deepa Fernandes is a knowledgeable journalist who most recently served as the Early Childhood Development Correspondent for KPCC (supported in part by First 5 LA). Prior to Southern California Public Radio, Fernandes was a national anchor for the Pacifica Radio network, she founded and ran a national non-profit that aimed to diversify the ranks of journalism by training new reporters in communities of color, and she was a Knight Journalism Fellow at Stanford in 2012. Through

previous positions, Fernandes has built a portfolio of significant reporting on ECE/ECD issues. She additionally has a broad set of relationships with other media outlets in Sacramento, Los Angeles, and the Bay Area that will ensure that ECD stories can be picked up in key geographies of political influence.

Eligible projects should be published in a media outlet that reaches a substantial Los Angeles County audience, or in an outlet that reaches a broader statewide audience, such as Sacramento, however all projects should maintain a relevance to L.A. County. As with all Pacific Oaks College programs, evaluation of the Fellowship's effectiveness and identification of potential improvements will be included as a component of Pacific Oaks' Annual Program Review process. This process includes the review of program progress against its outreach and impact goals as well as the necessary support structures. First 5 LA and other stakeholders will join in this process.

Similar to other grantees in this portfolio of investments, we measure progress and success by the amount of stories published and their engagement with the public via social media metrics (likes, shares and follows). Learning from the Walton Family Foundation, which has made similar investments, notes that it is important to focus on impact and quality as opposed to the word count of stories published. While it is not possible to accurately predict what may follow from a journalism-based project, there is frequently strong local feedback in the form of comments on a news media partner's site. On some occasions, local action results, such as a city council or county board of supervisors enacting a new policy in response to the project's findings.

On other occasions, there is even broader impact. More recently, enabled by First 5 LA's funding, the Center for Health Reporting had a story on developmental screening published in several newspapers, including the Sacramento Bee, the paper of record in the State Capitol. This was then used by First 5 LA, other First 5 Commissions, and other early childhood development advocates to urge lawmakers to move AB 11, a measure on developmental screenings for young children.

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

This strategic partnership will advance 2015-2020 Strategic Plan Outcome area goals across every strategy, and also complements the advocacy efforts of the Public Policy & Government Affairs department. The Pacific Oaks Fellow will elevate awareness of early childhood issues through thoughtful reporting, creating urgency around the topics and building media outlets' capacity to cover these issues. By raising awareness and encouraging conversations, greater opportunities are created for policy and systems change work to address the early childhood issues invested in by First 5 LA. Additionally, this funding will increase the amount of high quality news content across digital and social media, from a trusted outlet, while linking L.A. County-specific news coverage to the broader early childhood development movement throughout California and the nation. In addition, conversations have been initiated with other philanthropic organizations that have expressed an interest in partnership and would have the opportunity to co-invest in this fellowship.

FIRST 5 LA

SUBJECT: California Department of Education (CDE) California Quality Rating and Improvement System (CA-QRIS) Certification Grant

RECOMMENDATION (PROVIDED AS INFORMATION):

This memo is provided as information for the Board's consideration at the April 26, 2018 Special Meeting of the Board of Commissioners and Program and Planning Committee. First 5 LA staff recommends that at the May 10, 2018 Commission meeting, the Board approve the following action related to the CDE CA-QRIS Certification Grant:

1. Approve Board Resolution 2018-01 at the May Commission meeting to accept receipt of funds in the amount of \$331,889 from CDE CA-QRIS Certification Grant and authorize the Executive Director to complete execution of agreement with CDE upon approval from the Board for a period beginning retroactively July 1, 2017 and ending September 30, 2018.
2. Authorize Executive Director to accept additional funding from CDE if funding for the same purpose continues beyond 2018.

Overview of California Quality Rating and Improvement System (CA-QRIS) Certification Grant (CA-QRIS Certification Grant)

In March 9, 2017, the Board of Commissioners approved Resolution 2017-02 authorizing First 5 LA to receive funding from CDE CA-QRIS Certification Grant. On March 9, 2018, CDE announced the availability of funds for which the fiscal lead agencies of First 5 Improve and Maximize Programs so All Children Thrive (IMPACT) Coordination and Training and Technical Assistance (T&TA) Regional Hubs were eligible to apply.

First 5 LA is both the fiscal lead agency for IMPACT as well as the T&TA Regional Hub lead. Given that this is a non-competitive grant and the funds need to be expended between July 1, 2017 (retroactively) through September 30, 2018, staff is seeking board approval so that when notification of our award is received, First 5 LA can quickly disperse the funds to our partners.

The CA-QRIS Certification Grant funds are limited to the certification of QRIS trainers, observers, assessors, and coaches on a number of QRIS-related tools. These certifications include: Ages and Stages Questionnaire and Ages and Stages Questionnaire – Social Emotional (ASQ/ASQ-SE), California Preschool Instructional Network (CPIN), Classroom Assessment Scoring System® (CLASS®) Infant, Toddler, and Pre-K, Desired Results Developmental Profile© (DRDP©), Environment Rating Scales (ECERS-R, ITERS-R, and FCCERS-R), California Collaborative for Social Emotional Foundations in Early Learning (CA CSEFEL) Teaching Pyramid, Program Administration Scale/Business Administration Scale (PAS/BAS), Strengthening Families™ Five Protective Factors, Program for Infant Toddler Care (PITC), and Practice-based Coaching. In addition to the aforementioned activities, these funds may also be used to fund regional coordination, regional communities of practice, and regional training.

As the lead fiscal agency for the IMPACT T&TA Regional Hub for Los Angeles, First 5 LA is the only entity entitled to apply for these funds. In its capacity as Hub lead, First 5 LA will contract with the Child Care Alliance of Los Angeles (CCALA) to utilize the CA-Certification Grant to strengthen their QRIS staff's capacity to conduct assessments and train providers on the use of these tools that are already an integral part of their work. Additionally, First 5 LA will extend the current contract with VIVA to continue supporting our regional coordination. Both of these contracts will return to the board for approval at the May and June Commission meetings, respectively.

GOVERNANCE GUIDELINES: LEVERAGING AND SUSTAINABILITY

This project is a time-limited project to be utilized on a clearly defined range of certifications, with First 5 LA serving as the contracted agent. As such, it does not require sustainability or leveraging considerations. The project work is established within the Local Area Agreement considered final upon completion of those requirements.

RESOLUTION NO. 2018-01

**A RESOLUTION OF THE LOS ANGELES COUNTY CHILDREN
AND FAMILIES FIRST PROPOSITION 10 COMMISSION:
APPROVAL OF RECEIPT OF CA-QRIS CERTIFICATION GRANT FUNDS**

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

Whereas, pursuant to the Fund Balance Policy approved on October 13, 2016, the Commission is required to approve via Resolution the receipt of restricted funds, thus formally acknowledging and reflecting externally imposed constraints placed on the use of these resources; and

Whereas, the California Department of Education (CDE) awarded First 5 LA a grant to be used to build regional and local capacity to implement the CA-QRIS Rating Matrix and the Continuous Improvement Pathways.

NOW, THEREFORE, BE IT RESOLVED THAT:

1. Up-front funding received from CDE in the amount of \$331,889 (90 percent of total grant) will be considered restricted for fund balance purposes; and
2. The Executive Director, on behalf of First 5 LA, is authorized to accept funding from CDE if funding for the same purpose continues beyond 2018; and
3. The executed copy of this Resolution shall be retained on file as evidence of the Commission’s actions herein.

PASSED, APPROVED AND ADOPTED THIS 10TH DAY OF MAY 2018, BY THE FOLLOWING VOTE:

AYES: Commissioners _____

NOES: Commissioners _____

ABSTAIN: Commissioners _____

Sheila Kuehl
Chair, First 5 LA

Kim Belshé
Executive Director