AGENDA

COMMISSION MEETING
Chair: Zev Yaroslavsky

Thursday, July 12, 2007
1:30 p.m. – 4:30 p.m.

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

Item 1  Call to Order / Roll Call  ACTION

CONSENT CALENDAR:  (Items 2-3)

Item 2  Approval of Commission Meeting Minutes – June 14, 2007  ACTION
  - Zev Yaroslavsky

Item 3  Approval of Monthly Financials – May, 2007  ACTION
  - Anthony Bellanca

COMMISSION:  (Items 4 – 10)

Item 4  Announcements by the Commission Chair  INFORMATION
  - Zev Yaroslavsky

Item 5  Executive Director's Report  INFORMATION
  - Evelyn V. Martinez

Item 6  Approval of Funding for the Continuation of Evaluation Management and Training (EMT) Associates’ External Evaluation of the First 5 LA Parent Helpline for Two Additional Years for an Amount Not-to-Exceed $450,000 from the Research and Evaluation Allocation  ACTION
  - Armando Jimenez

Item 7  Approval of First 5 LA Public Affairs Plan and Budget that Integrates Community and Media Outreach, Advocacy, Marketing Partnerships, Public Education Campaigns and Other Communication Efforts to Achieve Commission Goals Related to Initiatives and Projects  ACTION
  - Carol Baker

A public entity.
Item 8 Approval for Staff to Implement Grantee Capacity and Sustainability Activities (as Recommended at the Operations Committee Meeting of September, 2006) Including Negotiation of All Appropriate Contracts, in Accordance with the Cross-Cutting Approaches Conceptual Framework

- Yolanda Bosch
- Teresa Nuno

Specific activities include:

A. Approval to implement the Sustainability Project for approximately 60 grantee organizations (approximately 180 participants) during FY 2007-2008 at an estimated cost of $350,000.

B. Approval to begin the 18-month Annie E. Casey Leadership in Action program during FY 2007-2008 at an estimated cost of $280,000.

C. Approval to implement additional grantee capacity building technical assistance activities, aligned with the CCA conceptual framework between July 2007 and November 2007 at an estimated cost of $30,000. Ongoing related activities will be incorporated in the comprehensive CCA Implementation Plan to be approved by the Board this fall.

Item 9 Renewal of the Los Angeles County Children’s Planning Council (CPC) Strategic Partnership with First 5 LA

- Teresa Nuno

A. Approval to Renew the CPC Strategic Partnership with First 5 LA for up to $4,250,000 from the Cross-Cutting Approaches (CCA) Allocation for a Period of Four Years From October 1, 2007 to September 30, 2011. This partnership renewal includes the following agreements:

- Continuing the development of the CPC SPA/AIC Council infrastructure to further expand the community organizing and engagement efforts throughout the councils
- Strengthening the participation of diverse ethnic communities, including parent and resident involvement, in each of the SPA/AIC Councils to better reflect the demographics of Los Angeles County
- Integrating new technologies in the SPA/AIC Councils to further enhance data collection to enhance better informed policy decisions impacting children and families
- Implementing the Community Building Institute (CBI) to increase parent leadership in SPA/AIC Councils

B. Approve a progressive match requirement of 10% each year after the first year.

C. Authorize staff to negotiate the Scope of Work (SOW) including evaluation and accountability plan, budget, and contract of the strategic partnership with CPC’s Executive staff.
Item 1

Call to Order / Roll Call
Item 2

Approval of
Commission Meeting Minutes

June 14, 2007
FIRST 5 LA
SUMMARY ACTION MINUTES
Commission Meeting
June 14, 2007

COMMISSIONERS PRESENT:
Commissioners:
Nancy Au
Jane Boeckmann
Jonathan Fielding (Vice Chair)
Neal Kaufman
Evangelina Stockwell
Zev Yaroslavsky (Chair)

Ex-Officio Commissioners:
Jacquelyn McCroskey
Harriette Williams

COMMISSIONERS ABSENT:
Commissioners:
Corina Villaraigosa (Excused)
Carolyn Wilder (Excused)

Ex-Officio Commissioners:
Matt Rezvani (Excused)
Deanne Tilton (Excused)

STAFF PRESENT:
Evelyn V. Martinez, Executive Director
Carol Baker, Director of Public Affairs
Anthony Bellanca, Director of Finance
Armando Jimenez, Director of Research & Evaluation
Teresa Nuno, Director of Planning & Development
Maria Romero, Executive Assistant

LEGAL COUNSEL:
Craig Steele, Attorney-at-Law

CALL TO ORDER / ROLL CALL:
1. Chair Yaroslavsky called the meeting to order at 1:45 pm.

CONSENT CALENDAR: (Items 2 – 3)

Commissioner Kaufman noted that he excused himself and left the meeting room during the discussion of Agenda Item #8 [UPDATE: Early Developmental Screening and Intervention (EDSI) Initiative] due to a potential conflict of interest but this was not reflected in the minutes. The minutes will be amended to reflect this correction.

M/S (Nancy Au / Angie Stockwell) APPROVED AS AMENDED

3. Approval of Monthly Financials

M/S (Nancy Au / Jonathan Fielding) APPROVED AS RECOMMENDED
COMMISSION: (Items 4 - 12)

4. Announcements by the Commission Chair

RECEIVED

5. Approval of Updated First 5 LA Long-Term Financial Plan: July, 2007 – June, 2014

Director Bellanca presented the updated version of the Commission’s Long-Term Financial Plan covering the period from July, 2007 - June, 2014.

The Long-Term Financial Plan is in alignment with the mission of First 5 LA in improving the provision of services to children from the prenatal stage through age five years in Los Angeles County.

M/S (Nancy Au / Neal Kaufman) APPROVED AS AMENDED

NOTE: Item 9 was discussed out of order and following Item 5.


Director Baker reported that with its focus on health, safety and school readiness, Ready. Set. Grow! is a fully integrated marketing partnership campaign that will reach target audiences through a series of seasonal promotions and events that help children thrive. The campaign will execute in phases, starting with a summer program that will encourage families to participate in activities that promote both active lifestyles and learning. As part of this partnership campaign, families will be offered free or discounted rates to the Los Angeles Zoo, Natural History Museum and Legoland – all of which can be accessed through Metro’s public transportation system. Metro, in turn, will advertise First 5 LA services to its rail and bus ridership. The partnership envisions no monies exchanged between First 5 LA or its corporate partners.

Families will access Ready. Set Grow! opportunities via a First 5 LA Card that will be distributed through First 5 LA grantees. Participation in the program will be tracked. Later phases of the Ready. Set. Grow! could include a variety of partnerships with public and private entities that support First 5 LA’s mission and core values.

Commissioner Fielding commented that the campaign seemed very exciting. He stressed the need to have a process in the execution of this partnership campaign by which the Commission was comfortable in engaging.

Commissioner Kaufman inquired how commercial partners were going to be selected. Furthermore, he asked that a list of criteria be developed and shared with the Commission and cautioned about the sharing of parent contact information with the marketing partners. Commissioner Kaufman also suggested that the Ready.Set.Grow! phrase be patented by the Commission.

The Commission approved the Ready.Set.Grow! marketing partnership program with the condition that staff continue to work with the Public Affairs Committee to develop partnership recommendations which should come back to the full Commission for approval.

M/S (Jonathan Fielding / Angie Stockwell) APPROVED AS AMENDED
6. Approval of Fiscal Year 2007-08 Proposed Operations and Administrative Budget and Maximum Administrative Cost Percentage

Director Bellanca presented the Fiscal Year 2007-08 Proposed Operations and Administrative and the Maximum Administrative Cost Percentage.

In addition to the budget spreadsheets, Commissioners were provided with information comparing the FY 06-07 budget with FY 06-07 Estimated Actual Expenditures including explanations for variances. Information describing accomplishments during FY 06-07 and expected accomplishments for FY 07-08 were also provided for review.

Commissioner McCroskey asked if the delineation of the administrative cost that the Commission was applying was in alignment with other First 5 county commissions. Director Bellanca responded that the definition of administrative cost was in direct alignment with that of other county commissions.

M/S (Nancy Au / Angie Stockwell) APPROVED AS AMENDED

7. Request from Los Angeles Universal Preschool (LAUP) to Approve Their 2007-08 Business Plan, Scope of Work, and Budget in the Amount of $109,681,602.

Executive Director Martinez stated that it should come as no surprise to everyone that since LAUP is the Commission’s largest single investment, staff and Commissioners have had a number of questions and issues that have required further clarification based on the submission of the proposed business plan, budget, and scope of work for FY2007-08. Executive Director expressed her appreciation to Gary Mangiofico, LAUP CEO, and his staff for having submitted these budget documents in March affording the Commission the opportunity of reviewing the budget in detail. Executive Director Martinez commented that this process was no different than the process that is followed for other grantees and contractors during the annual renewal process. Furthermore, Executive Director acknowledged LAUP’s cooperation and timely responses to the questions that were raised pertaining the proposed 2007-08 budget and scope of work.

Commissioner Kaufman commented that in 2004, this Commission made a substantial commitment to funding preschool in Los Angeles County by allocating up to $580 million to early education efforts over a five-year period. The Commission helped create LAUP to implement the Commission’s vision of universal preschool in Los Angeles County. Since then, LAUP has provided preschool for thousands of 4-year-olds across the County and continues to make space available for many more. Commissioner Kaufman remarked that he considered to be speaking for all the Commissioners when saying that the significance of that effort is recognized. This effort is one that is unique and ambitious in size, scope and timeframe.

Commissioner Kaufman further commented that the Commission also appreciated that its members have had two months to review LAUP’s budget and Scope of Work. Commissioners have had the opportunity to have a multitude of questions asked and answered. That process has been very helpful. LAUP’s patience during this review is greatly appreciated. Commissioner Kaufman stated that one thing that has become crystal clear in the budget review process was that LAUP is at a critical turning point. LAUP has moved from a start-up to an institution that is carrying out the Los Angeles Master Plan for
Universal Preschool. The Commission owes it to the parents and children who need preschool services to help LAUP meet the goals that are spelled-out in the Master Plan well into the future. To that end, Commissioner Kaufman remarked that it is time for LAUP to determine its course for the future by producing a comprehensive plan for long-term self-sufficiency with gradually reduced and, ultimately, eliminated First 5 LA funding. Taking into consideration that the prenatal to age five population and their families have many priorities that are presently being addressed by the Commission, the need for these priorities will continue to be addressed in the future in addition to preschool. Given this, these continuing responsibilities will prevent the Commission from funding universal preschool for 4-year olds indefinitely beyond our $580 million allocation.

Commissioner Kaufman commented that this requirement for thoughtful and balanced funding is all the more critical because the Commission is facing a declining revenue stream because fewer people are smoking. However, if the Commission took the presently proposed LAUP expenditures for FY 2013, the LAUP allocation alone would be greater than the Commission’s entire projected revenues that year. Commissioner Kaufman stated that this was unacceptable as the Commission must maintain a balanced portfolio of investments to improve the lives of kids prenatal through age five and their families.

Commissioner Kaufman commented that the Commission created LAUP with the expectation that after five or so years, LAUP would make significant progress toward universal preschool for 4-year olds. The Commission also expected that LAUP would become self-sufficient without long-term financial support from First 5 LA. All long-term Commission grantees are required to work toward self-sufficiency by providing an increasing cash match and creating other fiscally sound approaches. As such, the time for LAUP to move in that direction has arrived.

After concluding his remarks, Commissioner Kaufman made the following motion:

I move that we exercise the Commission’s right to request amendments to the LAUP 2007-2008 budget and budget plan.

I also move to authorize the continuing use of unspent funds from LAUP’s approved 2006-2007 budget for no more than six (6) months from today with the expectation that we will quickly be able to resolve our concerns and approve LAUP’s full budget and plan so there will be no disruption of LAUP or preschool provider operations.

During the next 6 months (or less if their budget and plan is approved by the commission earlier) LAUP is authorized to use their already approved but unspent 2006-2007 funds within the following parameters and is expected to accomplish the following:

1. Submit a long-term, multi-year self-sufficiency plan by September 14, 2007 that includes annual goals and realistic plans for securing graduated levels of outside funding that will financially sustain the work of LAUP into the future;
2. The self-sufficiency plan needs to show a decrease in both the total amount of First 5 LA funds LAUP spends on an annual basis and in First 5 LA’s proportionate funding share of LAUP’s overall budget, while maintaining appropriate levels of service and preschool spaces;
3. We need to have a complete understanding of the number of projected preschool spaces and children to be served by June 30, 2008, and by June 30, 2009;

4. Work with our Executive Director to determine the necessary LAUP funding levels and expenditures until LAUP's full budget and self-sufficiency plan are approved by the commission to meet the LAUP 2007-2008 scope of work, using the current monthly "burn rate" as a guide but taking into account reasonable growth needs. The commission delegates to our Executive Director the authority to accept any such decisions on our behalf;

5. Work with the Commission staff to continue to address any outstanding issues and questions related to the proposed Budget, Scope of Work, Business Plan and other related areas and bring the final revised proposal to the commission within 6 months.

6. Complete and submit LAUP's year-end report by August 31st so that the Commission may assess major milestones reached in LAUP's 2006-2007 Scope of Work.

Commissioner Williams asked for further clarification on parameter two of Commissioner Kaufman's proposed motion. Commissioner Williams commented that the language suggested that funding would be decreased less than the $580 million commitment over a period of five years as well as a decrease in the maximum yearly allocation of $110 million.

Commissioner Kaufman responded that when LAUP came before the Commission in February (2007), the sustainability plan presentation consisted of spreading the $580 million through FY2013. Commissioner Kaufman commented that it was his intent for Commission funding to begin a gradual decrease as LAUP continues to leverage additional funding. This parameter was not meant to decrease the existing commitment by the Commission to LAUP.

Legal Counsel Steele commented that Commissioner Kaufman was speaking to the time period beyond the Commission's current contract with LAUP ending in 2009.

Chair Yaroslavsky suggested that the language be changed to more clearly capture the intent of the parameter.

Commissioners Kaufman and Williams reached consensus on the following language change for parameter two of the motion:

The self-sufficiency plan needs to show a decrease beginning no later than FY09-10 (the end of our contract) unless that date is extended by Commission approval in both the total amount of First 5 LA funds LAUP spends on an annual basis and in First 5 LA's proportionate funding share of LAUP's overall budget, while maintaining appropriate levels of service and preschool spaces;

Chair Yaroslavsky commented that in looking at the Commission's projected revenues as presented in the Commission's Long-Term Financial Plan, the assumption is being made that the revenue source of the Commission and the spending trend of LAUP would cross each other in 2013. Director Bellanca commented that LAUP's proposal of extending the
Commission’s funding commitment of $580 million would take LAUP into FY2013 with a projected deficit.

Chair Yaroslavsky reminded the Commission that at the inception of LAUP, he recalled receiving many phone calls in which he was told that the Commission’s commitment of $580 million was start-up money and that the real sustainability of this initiative was going to be taken care of through the fundraising efforts of prominent citizens in the community resulting in millions of dollars being dedicated for universal preschool. Chair Yaroslavsky further commented that the commitment was made by LAUP to raise philanthropic money.

Chair Yaroslavsky asked how much money has been raised by LAUP over the past two years. Dr. Mangiofico responded that LAUP has raised approximately $100,000 and that the failure of Proposition 82 significantly impacted the LAUP’s external funding goal.

Dr. Mangiofico commented that the sustainability plan proposal would extend the Commission’s funding through FY2013, encompassing three additional election cycles and six legislative cycles. LAUP has been working diligently with the legislative elected officials with the intent of securing a permanent, alternative public funding source. Although there is no guarantee of passage, LAUP feels that this is what it has to do to pursue other funding sources.

Chair Yaroslavsky commented that in 2001, he was Commission Chair and it was four years prior to Proposition 82. He recalled that none of the individuals who came to him for support of funding LAUP ever discussed the notion that a ballot proposition, four years hence, would pay for LAUP. If this had been made known at the time, the Commission would not have made the commitment it has made to LAUP because this would have been a preposterous gamble on behalf of the Commission. The Commission would never have supported a commitment of half a billion dollars to a program that was dependent upon the outcome of an election four years later.

Chair Yaroslavsky stated that Commissioner’s Kaufman motion essentially asks the question, “How will LAUP continue to sustain itself?” since the Commission is not able to fully sustain LAUP at the expense of its own or other funding commitments.

Chair Yaroslavsky re-iterated the Commission’s commitment to LAUP and universal preschool. However, he stated that a more realistic approach needs to be taken as to expectations in terms of continuing services.

John Agoglia, LAUP Board Chair, commented that the LAUP has done a spectacular job in meeting every measure of the contractual agreement to service 4-year olds under pressure and in a very short period of time. In 18 months, there has been an early launch program and improvement of services in the areas of need. Mr. Agoglia also commented that a vote of no confidence by this Commission would be debilitating to LAUP.

Mr. Agoglia recognized the concerns expressed by Commissioner Kaufman in his proposed motion but asked that the Commission to postpone taking action on the motion, providing LAUP with the opportunity to further develop a sustainability plan or a wind-down plan, if that was the direction to take.
Chair Yaroslavsky commented that Commissioner Kaufman’s motion seemed more like a “continuing resolution” whereby an extension of six months, at current level expenditures, was being proposed for LAUP while the sustainability plan is developed.

Director Bellanca confirmed that there was enough funding projected to be unspent that would allow LAUP to continue to operate for the next six months.

Procedurally, Chair Yaroslavsky stated that the Commission can approve an extension of this year’s budget for the next six months or approve the FY2007-08 budget with conditions on the level of spending for the next six months. Chair Yaroslavsky further stated that it was not the intent of Commissioner Kaufman’s proposed motion to shut down LAUP as of January, 2008.

Commissioner Kaufman stated that within the next six months, if there were any marked increases in expenses such as capital expenditures, Executive Director Martinez had the authority to approve such type of expenditures.

Chair Yaroslavsky asked if there were specific budgetary restrictions that needed to be noted for LAUP. Commissioner Kaufman responded that there no specific restrictions other than any commitment that would require 10 or more years of funding commitment.

Dr. Mangiofico commented that tying LAUP’s proposed budget approval contingent upon the development of a sustainability plan carries an implied threat. The issue of threat raised the most concern for Dr. Mangiofico in that providers have to commit to employees as well as LAUP has to commit to its employees. With a six month budget approval, there would be turnover. Dr. Mangiofico also clarified that the reason why so many providers were present in the audience was because in May, the question was raised about the Commission not being confident that it knew what LAUP had accomplished and whether it had been accomplished well. In sharing this question with providers, the providers have decided to attend this meeting and address this issue.

Dr. Mangiofico also stated that it was not clear why the proposed budget approval and sustainability plan were contingent upon each other for purposes other than to create an implied threat.

Legal Counsel Steele commented that the combination of the budget approval and sustainability plan is a function of the agreement that has always existed between the Commission and LAUP. The Commission has one opportunity every year to approve not only the scope of work and a business plan for the future but also the budget. If the Commission feels that additional information is needed, this is the only time it can be requested. This is how the nature of the relationship was structured and which was insisted upon by LAUP so that the Commission would not function in a continuous micro-managing mode.

Furthermore, Legal Counsel Steele commented that arrangement was not a form of an implied threat. The Commission has a commitment of a very large amount of money over a five year period with a contract in place. Legal Counsel Steele also reminded the Commission that the contract did provide for a request for contract extension. However, the date for such request was September 30, 2008.
Commissioner Kaufman asked for clarification on the type of contract extension. Legal Counsel Steele replied that it could an extension of current funding or additional funding.

Chair Yaroslavsky asked if LAUP’s current request for an extension was premature. Legal Counsel Steele commented that based on the existing contract, it was.

Commissioner Au commented that she was bothered and concerned by the comment of implied threat. Commissioner Au also commented that she has never heard from any Commissioner that they are not firmly committed to universal preschool. Commissioner Au stated that she would like to see a reframing of what is being attempted because the Commission wants to see LAUP succeed. It does not want LAUP to disappear. The Commission has made a commitment of over half a billion to universal preschool and it does not take it lightly.

Dr. Mangiofico commented that he was trying to be a prudent and fiscally accountable executive. He said it would be inappropriate and a gross misuse of funds for LAUP to drive the spin of funding under the current agreement. Right now, LAUP is incentivized to spend all of its funding by 2009. During prior dialogue, FY2004-2005 was deemed a program year with the intent of extending the contract through 2010. Prior dialogue has also taken place about re-writing the master plan but it has not taken place; yet, LAUP has continued to work towards the implementation of the current master plan.

Dr. Mangiofico stated that LAUP takes sustainability very seriously and the current proposal has been carefully planned out. LAUP is not just asking to stretch out the funding. The macro plan that has been agreed to has four objectives. During the discussion with the Commission in April, the Commission agreed to establish a sustainability workgroup that would work this out over time. At no time was LAUP told that if the sustainability plan was not worked out by June, that not approving the FY2007-08 would be a consequence. Dr. Mangiofico acknowledged that Legal Counsel Steele was correct in that the current contract does not stipulate for an extension request until September 2008 but felt that this would be fiscally imprudent since LAUP would be waiting nine months prior to the end of the current contract for such decision to be made.

Dr. Mangiofico stated that he did not understand the delay of approving the LAUP budget and scope of work since it was forwarded to the Commission since March, all questions posed have been answered, and LAUP has undergone programmatic and fiscal audits with no findings. From a track record or information sharing standpoint, Dr. Mangiofico commented that there was not much more that could be provided by LAUP to assure the Commission that the FY2007-2008 budget and scope of work are sound plans, financially and programatically. As such, Dr. Mangiofico stated that he was left to deduce that attaching the sustainability or self-sufficiency plan to the contingency of passing the LAUP budget is to hold something over LAUP.

Mr. Agoglia commented that this would be a significant vote of no confidence for LAUP by the Commission. He further commented that if LAUP has not been doing something right, then this has not been communicated to LAUP to date.

Commissioner Au commented that this is an enormous project. The Commission is not questioning the accomplishments of LAUP. The Commission only wants to make certain that LAUP will be able to continue to provide services to the community. Drawing from personal experience, Commissioner Au stated that it has been her personal operating
principle as a Commissioner to not venture into a project unless the issue of sustainability is addressed. She does not want for the community to have the perception of “here today, gone tomorrow” when it comes to the continuance of services.

Dr. Mangiofico echoed Commissioner Au’s comments but found it disquieting to learn that the budget and scope of work approval process was contingent upon the sustainability plan.

Commissioner Boeckmann commented that, as one of the original Commissioners who worked on universal preschool, she had shared concerns of LAUP sustainability during the initial phase of creation. Commissioner Boeckmann reiterated the Commission’s commitment to the success of LAUP.

Commissioner Stockwell expressed a number of philosophical concerns that she had with the LAUP budget and scope of work. Specifically, her concerns focused on the organization structure of LAUP. Commissioner Stockwell inquired why most of the vacancies within the organization were at the lower staff levels. To Commissioner Stockwell, the organizational structure of LAUP seemed top heavy and bureaucratic. Furthermore, Commissioner Stockwell questioned why capacity building was not clearly defined with the proposed budget and scope of work.

In response, Dr. Mangiofico commented that he was chagrined sitting at the meeting hearing of the Commission’s concerns when these questions could have been answered prior to this meeting. In terms of the bureaucratic positions of the organization structure, LAUP had to compete with other entities to bring leaders to accomplish its charge. Of the total budget, 95.3% is the programmatic amount compared to 4.7% in administration. The number of positions in an organization should not be taken at face value. Furthermore, LAUP is trying to fill the vacancies as fast as is possible.

Commissioner Fielding commented that the discussion was not about performance. Certainly, it’s exciting to see the progress of LAUP. Commissioner Fielding stated that just like Dr. Mangiofico, the Commission wants to be fiscally prudent and accountable as it has a fiduciary responsibility. In his view, the Commission needs to have a balanced portfolio of investments to ensure that children are healthy, safe and ready to learn and therefore, we need to be sure that we are investing broadly in prenatal to five years of age, and not disproportionately on only one program (i.e., preschool) for one age group (i.e., 4 year olds). Based on the budget projections provide by LAUP, their expenditures would be at a rate greater than the entire Commission’s revenue for that year. Therefore, a sustainability plan needs to be more than hoping for a public funding source for universal preschool. The sustainability plan that was previously presented basically provided for a continuation of Commission funding through FY2013. The reason why the budget and sustainability plan are tied together is because the Commission has an obligation to all the providers to tell them what is realistic from the standpoint of the Commission. The LAUP providers are working very hard to run the best programs for their children. Many put in very long hours and have taken on significant extra responsibilities through their relationship with LAUP. The Commission does not want to provide false assumptions to these providers that regardless of LAUP progress towards self-sufficiency, Commission funding will continue at the level that LAUP has anticipated. If LAUP has no plan of self-sufficiency, then a more realistic approach needs to be taken to see what provider commitments are feasible.
SUMMARY ACTION MINUTES

Commissioner McCroskey commented that she has been a supporter of LAUP and felt that the Commission continues to learn about this mechanism. Commissioner McCroskey also encouraged strategic collaboration of resources between the Commission and LAUP.

Chair Yaroslavsky stated that as he was listening to the healthy discussion, he was reminded about the rationale for supporting LAUP beyond the merits of the idea, such as the financial plan where leveraging of funds would be take place. Chair Yaroslavsky commented that if the Board of Supervisors knew from inception that after three years only $100,000 would have been raised, the allocation would never have been approved.

Chair Yaroslavsky requested Legal Counsel Steele to re-state the amendments to Commissioner Kaufman's motion.

Legal Counsel Steele stated that the motion would:

1. authorize a continuing expenditure of funds that were already approved in the previous year's budget by LAUP for the next six months and delegate to the Executive Director and the LAUP staff the ability to determine which and what amount of expenditures are necessary and appropriate throughout this six month period;
2. LAUP is to submit to the Commission a long-term, multi-year, self-sufficiency plan no later than September 14, 2007 with annual goals and realistic plans for securing outside funding, in addition to Commission funding, to sustain LAUP past the end of the current contract;
3. the self-sufficiency plan is to show a decrease in the total amount of Commission funds;
4. the Commission is to have a complete understanding of the number of projected preschool spaces and children to be served by June 30, 2009; and,
5. Commission staff is being delegated the authority to work out the issues and obtain clarification on questions raised.

Commissioner Kaufman accepted the friendly amendments to his proposed motion.

M/S (Neal Kaufman / Nancy Au) APPROVED AS AMENDED

Commissioner McCroskey requested that Commissioners be involved in the definition of “a complete understanding” to ensure clarity.

Dr. Mangiofico commented that the motion in April to setup a conjoined work plan to work out the plan was negated by this action of the Commission.

Chair Yaroslavsky stressed that he wants this issue to be worked out in a collaborative way. He cautioned Dr. Mangiofico about leaving the meeting thinking this was a hostile act by the Commission. This action should not be considered in that light. The Commission has a job to do and is also looking to the future. The Commission wants to help LAUP as well as continue to take care of its other commitments. The Commission is not going to be the sole funding source of LAUP. If this is the intent, then there needs to be a shift in direction.

[NOTE: Item 10 was discussed out of order and following Item 7.]
10. PRESENTATION: Los Angeles County Water Fluoridation

Director Nuno reported that on May 17, 2007, at the request of Chair Yaroslavsky, a panel of experts in the field of dental disease prevention, specifically community water fluoridation, provided a presentation on the history of fluoridation, legislative mandates, models of water fluoridation throughout California, current activities in Los Angeles County, and the need for additional support. Following this presentation, the Commission directed staff to prepare information addressing a range of questions and concerns that arose during the discussion and to develop possible options for Commission consideration.

Based on the directive from the May 17, 2007 Commission meeting, staff identified various options for investment consideration related to improving oral health in Los Angeles County. Four general areas emerged as options for discussion. These options are based on staff’s concise literature review and scan, other funding models (e.g. First 5 Sacramento’s initial $5 million, and The California Endowment’s $5.5 million investment in the MWD), input from the oral health presenters at the May 2007 Board Meeting, and input from the Los Angeles County Department of Public Health staff. These options are (1) one-time capital infrastructure costs, (2) operations and maintenance (O&M) costs, (3) public education/advocacy, and (4) oral health screening and surveillance data systems.

In terms of one-time capital infrastructure costs, Commissioner Fielding asked that staff return to the Commission at the next meeting with a more specific recommendation on how the Commission may be able to address the issue of those cities who will have partially fluoridated water supply. Commissioner Fielding suggested that if Sacramento can allocate $15 million, then the Commission could potentially allocate $20 million out of the unexpended funding of $120 million. Commissioner Fielding commented that this is where the most impact can be made and where the Commission could potentially leverage funding in accordance with the Commission’s prior directive to staff.

Commissioner Stockwell requested that when a framework plan is presented to the Commission, costs should be identified per option.

Commissioner Boeckmann asked if the issue of fluoridation was within the purview of the Commission as its impact would be to the general public, not just children ages prenatal through five years. She expressed concern about the Commission potentially being criticized for expending funds outside if its targeted population.

Chair Yaroslavsky directed Legal Counsel Steele to research the legality of the Commission being able to engage in a fluoridation project across various cities.

Chair Yaroslavsky commented that he would like a formal recommendation to come before the Commission in September. Prior to September, it is the expectation of Chair Yaroslavsky that an informal workgroup be established with Commissioners to clarify any potential issues associated with this project.

[NOTE: Item 8 was discussed out of order and following Item 10.]

8. Approval of the Cross-Cutting Approaches Conceptual Framework in Accordance with the Revised Programmatic and Fiscal Policies (November 2005) and Agreement that Staff Proceed in Developing an Implementation Plan
Director Nuno reported that in November 2005, through the Revised Programmatic and Fiscal Policies, the Commission approved a total allocation of $48 million to implement five programmatic approaches, known as the Cross-Cutting Approaches (CCA): capacity building, systems improvement, sustainability, policy/advocacy, and data. The approved intent of these approaches is to support and link various efforts within and outside of the Commission and to integrate the work conducted by the Commission in specific communities. To date, approximately $5 million of this investment has been allocated per Board directive. These allocations include, Oral Health and Nutrition Activities ($4 million), the WIC Data Mining Project ($872,299), and the Web-based Accountability Project ($800,000).

The majority of the Commission’s investments to date have focused on impacting a child’s immediate environment primarily through sector specific, direct service provision. While imperative to promoting the child’s overall well-being, the majority of these services have not prioritized another important environment within which children and families reside, their communities. Research shows that communities and organizations in LA County continue to struggle with inadequate resources and capacity to meet the needs of families. The Commission, along with public and private funders, is beginning to recognize that communities are strengthened through a combined effort of increasing informal supports for families, while improving the service delivery infrastructure. The CCA framework is designed to support this movement. Therefore, the proposed goal for the Cross-Cutting Approaches is to support the conditions that promote family-centered communities that:

a. are safe, secure and nurturing places for families to live, learn, work, and play within; and,

b. maximize and strengthen a family’s ability to be resilient and able to fully support their child’s optimal emotional, cognitive, and physical development.

Following approval of the conceptual framework, staff will begin development of a comprehensive implementation plan to bring to the Commission for approval. Development of this implementation plan may include community interviews, community forums, and stakeholder meetings that are expected to require additional internal resources to assist in its completion.

Commissioner Fielding commented that although the conceptual framework is well written, he was not able to comprehend the concept. Commissioner McCroskey agreed with Commissioner Fielding and suggested that this conceptual framework be further discussed at a Joint Planning Committee meeting.

Commissioner Kaufman commented that the Commissioner Liaisons have been submerged in discussions concerning the proposed conceptual framework and suggested that staff meet with those Commissioners who had questions on the conceptual framework for further clarification. Commissioner Kaufman was not in favor of delaying the approval of the conceptual framework.

Commissioner Stockwell commented that she had met with staff and gained a good understanding of the proposed conceptual framework. The conceptual framework was in accordance to the directive given to staff by the Commission.

Commissioner Williams commented that there are three Commissioner Liaisons who have been working on the proposed conceptual framework and felt that the approval process should not be delayed unless there is a conceptual objection.
Commissioner Fielding commented that he did not have a conceptual objection but wanted to have a clearer understanding of the implications of projects.

Commissioner Southard clarified that the motion was requesting the approval of the conceptual framework only. The development of the implementation plan or concretization of projects would come at a later time before the Commission for approval.

M/S (Neal Kaufman / Marv Southard) APPROVED AS RECOMMENDED

11. INFORMATION: The Sunsetting of the Los Angeles County Children’s Planning Council (CPC) Strategic Partnership with First 5 LA

The CPC strategic partnership with First 5 LA is sunsetting in September 2007 and therefore, the sunsetting review has been completed in accordance with the Commission’s protocol. This review considers the Commission’s objectives across all the investments in the current strategic plan and programmatic and fiscal priorities. The sunsetting review will be applied to all initiatives and strategic partnerships that conclude during the implementation of the Next Five Strategic Plan. This protocol and review process was presented and agreed to by Commissioners, staff, and the public at the April 2006 Joint Planning Committee Meeting.

The sunsetting process involves two phases of review: (1) Compliance and (2) Alignment with Programmatic and Fiscal Policies. The compliance phase reviews the strategic partners’ compliance with First 5 LA’s financial and programmatic policies throughout the term of the contract, as determined by the budget, progress reports, site visit notes, evaluation, contract agreements, discussions and correspondence between CPC and First 5 LA. The second phase consists of a review to examine the extent that the initiative/strategic partner aligns with First 5 LA’s November 2005 Revised Programmatic and Fiscal Policies that outline the guiding principles, priorities, and funding criteria that will guide the remainder of the Commission’s investments through 2009. Following the completion of the CPC sunsetting process, staff met with Commissioner Liaisons to mutually determine the recommendation to be made to the Board.

12. Public Comment

Lourdes Caracoza, ALMA Family Services
Grace Castro, Castro Family Day Care
Diane Ferguson, Guardian Angel Preschool
Connie Ibarra, San Gabriel Valley YMCA
Diana Smith, Auntie Di’s Preschool
Eun Sook Eunice Kim, Rainbow CDC
Michelle Ventimiglia, The Family Nurturing Center

ADJOURNMENT

The meeting adjourned at 4:32 pm.

The next Commission meeting is scheduled for:

    July 12, 2007 at 1:30 p.m.
    Multi-Purpose Room
    750 N. Alameda Street
    Los Angeles, CA  90012

Meeting minutes recorded by Maria Romero.
Item 3

Approval of Monthly Financials

May, 2007
Assets

Current Assets:
- Cash: 8,042,436
- Cash- Morlin Mgmt Corp: 26,950
Investment:
- Operating and Allocated funds: 829,927,863

Interest Receivable: 1,280,015

Total current assets: 839,277,263

Fixed Assets:
- Building - Net: 13,065,901
- Furniture & Equipment - Net: 728,760

Total fixed assets: 13,794,660

Total Assets: $853,071,924

Liabilities and Net Assets

Current liabilities:
- Deferred Revenue: 191,955
- Other liabilities: 37,111

Total current liabilities: 229,066

Net Assets:
- Investment in capital assets: 13,794,660
- Restricted: 838,249,963
- Unreserved: 798,235

Total net assets: 852,842,858

Total Liabilities and Net Assets: $853,071,924

* Operating and Allocated funds - Included within this investment account is approximately $10.4 million intended for operating expenses for the next 12 months.
Item 4

Announcements by
the Commission Chair
Item 5

Executive Director's Report
MEMO

To: Board of Commissioners
From: Evelyn V. Martinez, Executive Director
Date: July 12, 2007
Subject: EXECUTIVE DIRECTOR’S REPORT

I. OPEN GRANTMAKING-RESPONSIVE GIVING FUND

In November 2006, the First 5 LA Commission approved the implementation plan for the Open Grantmaking investment area, a new funding approach intended to provide the commission flexibility in responding to community needs. This resulted in an allocation of 13 million dollars and subsequently, a funding approach through which the funds are to be distributed across four funding cycles named the Community Opportunities Fund (COF) initially called the Responsive Giving Fund.

It should be noted the COF was renamed to better reflect the intent and spirit of the fund based upon combined feedback from consultants, external stakeholders, and staff. The COF, as approved in the implementation plan, will support capacity building and policy and advocacy activities that will produce sustainable outcomes in the following Funding Priority areas: Supportive parents and caregivers, improved health (including oral health, nutrition, and physical activity), and reduced unintentional injuries. To ensure the best quality for the development of the COF and per board approval of the Open Grantmaking Implementation Plan, staff contracted two teams of consultants, the first team with significant experience in grantmaking/philanthropy, and the second team in evaluation/outcome measurements to partner with staff in providing evidence on best funding practices and logic modeling for capacity building and policy and advocacy activities.

The COF will be launched within the next two months. Informational booklets are being produced to provide applicants with details on the purpose and eligibility requirements of COF, explanation on how to apply, general review criteria, and answers to frequently asked questions. The COF will provide a two-step application process – including a letter of intent, and if selected for the second stage, a full proposal. The first funding cycle’s letter of intent is expected to become available online to applicants on July 30, 2007. In early August 2007, staff will be holding six information sessions throughout Los Angeles County to allow organizations the opportunity to learn more about the intent and requirements of the fund, to learn how to apply, and to have questions addressed by staff. Save-the-date postcards for the information sessions will be mailed to potential applicants.
II. PRENATAL THROUGH THREE FOCUS AREA INVESTMENT

A Prenatal through Three Liaison meeting was held on June 11th, where staff provided an update on the expediting of a pilot to demonstrate the Focus Area’s Family Engagement activities per Commissioner Liaison directive. Further, the Commissioner Liaisons were presented with the staff’s proposal of a data infrastructure for all aspects of the Focus Area. Cost projections for Baby Zones and the Data Infrastructure were highlighted. The Commissioner Liaisons were also given updates on progress related to the Workforce Development, Sustainability and Place-Based activities. They also reviewed key data and participated in an in-depth conversation related to neonatal costs as a potential factor in the Focus Area’s sustainability strategies. The Commissioner Liaisons encouraged staff to move forward with all components discussed.

III. FIRST 5 LA-LAUP UNIVERSAL PRESCHOOL RESEARCH ADVISORY COMMITTEE (RAC)

On Thursday July 19th, First 5 LA will host the third meeting of the First 5 LA-LAUP Universal Preschool Research Advisory Committee (RAC). The RAC brings together an impressive group of nationally renowned research experts representing a range of national and local early childhood expertise and experience, including many of the most significant state and national preschool evaluation efforts. The focus of the July 19th meeting will be to discuss findings from the pilot phase of the First 5 LA-funded Universal Preschool Child Outcomes Pilot Study being conducted by Mathematica Policy Research, Inc. The pilot was conducted this spring with over 400 children enrolled in LAUP-funded programs. The purpose of the pilot study was to make sure that the way data are collected from programs, families, and children makes sense given the cultural and linguistic diversity of Los Angeles County. The findings from the pilot study will be presented at the meeting and the RAC will discuss the implications for the full study that will be implemented in the fall 2007 and spring 2008 with a representative sample of 2,400 children enrolled in LAUP-funded programs. The meeting is open to the public.
Item 6

Approval of Funding for the Continuation of Evaluation Management and Training (EMT) Associates’ External Evaluation of the First 5 LA Parent Helpline for Two Additional Years for an Amount Not-to-Exceed $450,000 from the Research and Evaluation Allocation
SUBJECT:
Funding for continuation of Evaluation Management and Training (EMT) Associates’
external evaluation of the First 5 LA Parent Helpline (formerly First 5 LA Connect).

RECOMMENDATION:
Approval of funding for the continuation of Evaluation Management and Training
(EMT) Associates’ external evaluation of the First 5 LA Parent Helpline for two
additional years for an amount not-to-exceed $450,000 from the Research and
Evaluation Allocation.

BACKGROUND:
EMT Associates has been First 5 LA’s external evaluation contractor for the evaluation of First
5 LA Parent Help Line, originally First 5 LA Connect, since July, 2002. The previously
approved EMT budget to support their evaluation services for this period was $1,303,000 (or an
average of $260,600 per year).

A comprehensive report was provided at the January 2007 Commission meeting that detailed
EMT’s wide range of evaluation services along with their history and accomplishments during
this time period.

KEY EVALUATION ACTIVITIES:
- Call Monitoring
  - A scorecard will continue to be used to monitor calls from the First 5 LA Parent
    Helpline. This scorecard is fashioned after one used in the national evaluation of
    the Centers for Disease Control and Prevention’s CDC-INFO hotline. It has been
    recognized nationally for its innovation, as well as its grounding in observational
    research.
  - Implement Data Feedback Loop (includes Qualitative and Quantitative Data)
  - Analyze and Report Call Statistics
  - Conduct Mystery calls
    - Calls to the First 5 LA Parent Help Line in which the caller assumes the identity
      of a service consumer in order to verify that the hours of operation are being
      adhered to and that appropriate calls are forwarded to the social worker. Calls
      are conducted in English and Spanish.
  - Analyze the results of brief automated customer satisfaction surveys
  - Conduct satisfaction survey
  - Analyze the Customer Management System data
  - Analyze demographic data and provide reports to First 5 LA profiling callers in major
demographic areas
• Analyze call volume in comparison to media events in order to determine the impact of marketing campaigns
  
  o Analyze the reported methods by which callers hear about the service in order to determine marketing opportunities. Analysis is conducted by ethnic group in order to specify media methods suitable for diverse communities

• Conduct quality assurance analysis of 211 LA IT systems in order to verify accuracy

• Provide technical assistance to 211 LA related to IT systems, and provides expert advice on the desktop program used to collect data on First 5 LA Parent Help Line callers.

A new focus of the evaluation will be: (1) the impact on the target population and their service providers; (2) the added value of the initiative to the current system of care; and (3) gaps in needed services and means of bridging these gaps.

In order to assess progress toward these goals the planned areas of assessment for service providers and consumers may include topics such as awareness, target population need, satisfaction, information utilization, network linkages, quality improvement, description of the consumer/service provider and social support.

DISCUSSION:
EMT's evaluation work currently has provided the Commission with vital performance and service data about the Parent Help Line to date. The evaluation results thus far have been important in helping facilitate important quality improvement measures for the 211 LA County service delivery on the Parent Help Line.

However, it is anticipated that during the next two years, EMT will shift some of its present monitoring efforts to the broader focus of the collection and evaluation of community based/population based data.

Additionally, the confidential Parent Help Line phone number will continue to be the backbone of First 5 LA's marketing and community outreach efforts. Ongoing quality assurance and evaluation work is necessary to ensure that this important bridge between our target population and the services they require is working as effectively as possible.

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<thead>
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<th>For Office Use</th>
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<tbody>
<tr>
<td>Board Action Taken:</td>
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<tr>
<td>Approved: ☒ Yes  ☐ No  ☐ Further Discussion</td>
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<tr>
<td>Referred to Committee/Work Group:</td>
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Item 7

Approval of First 5 LA Public Affairs Plan and Budget that Integrates Community and Media Outreach, Advocacy, Marketing Partnerships, Public Education Campaigns and Other Communication Efforts to Achieve Commission Goals Related to Initiatives and Projects
FIRST 5 LA

SUBJECT:
First 5 LA Public Affairs Plan and Budget for FY2007-2008 and FY2008-2009

RECOMMENDATION:
Approval of First 5 LA Public Affairs Plan and Budget that integrates community and media outreach, advocacy, marketing partnerships, public education campaigns and other communication efforts to achieve Commission goals related to initiatives and projects.

BACKGROUND:
In September 2005, the Commission approved a one-year allocation of $3,530,000 to execute the 2005-2006 Public Affairs Plan that included a marketing survey of attitudes and perceptions, re-branding of the organization, multi-faceted public outreach and education efforts, and a comprehensive news media outreach program. The Public Affairs Department executed the approved plan, stretching budgeted dollars through the 2006-2007 fiscal year and implementing, among other successful efforts, a multi-media, multi-lingual public education campaign last year in communities targeted for First 5 LA-funded services.

DISCUSSION:
The Department’s proposed new Public Affairs Plan will support the following efforts through the end of the Commission’s current Strategic Plan:

- Selection of marketing/communications contractor
- Public education campaigns
- Government affairs/advocacy efforts
- The Ready. Set. Grow! Marketing Partnership Program
- Targeted public information efforts to support Commission goals and initiatives
- Marketing research to determine effective messaging strategies and outcomes
- Conference funding

The proposed Public Affairs Plan for FY2007-2008 and FY2008-2009 attempts to build on existing knowledge and resources in a number of ways. For example, by leveraging initiative-specific marketing funds, the plan envisions augmenting direct marketing efforts tied to initiatives with supportive broad public education messaging in communities targeted for First 5 LA-funded services. The plan also ensures a continuity of education efforts by utilizing, where appropriate, existing advertisements and other media tools developed as part of the previous Public Affairs Plan. Similarly, the plan envisions leveraging media partners and knowledge bases developed over the past two years to maximize opportunities for messaging and added dollar values.

Finally, the Public Affairs Plan for FY2007-2008 and FY2008-2009 presents the next steps regarding outreach and education for this organization in accordance with the values, goals and objectives outlined in the Strategic Plan.

For Office Use

Board Action Taken:
Approved:  □ Yes  □ No  □ Further Discussion

Referred to Committee/Work Group: ________________________________
Public Affairs Plan and Budget: 
*Public Education Efforts* 
and *Plan for the Future*

First 5 LA Commission Meeting

July 12, 2007

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**Agenda**

- Background
- Accomplishments
- Fall 2006 Public Education Campaign  
  - Lessons Learned
- Future Public Education Efforts
- Budget Projections  
  - Public Education Rollout  
  - Conference Funding
- Public Education Allocation from Initiatives
- Next Steps
Background

- September 2005: Public Affairs Plan and Budget Approved for FY05/06: $3,530,708
  - We stretched these dollars over two Fiscal years (FY05/06 and FY06/07) with an estimated $720,000 remaining as of 7/1/07
- Separate allocation for conference funding at $150,000 per FY
- March 2006: Contracted with Hershey Cause to support the communications efforts outlined in the Public Affairs Plan
  - Account Management, Knowledge Gathering, Strategic Planning, Creative Development and Production, Media Planning and Buying, Success Measurement, Co-Op Marketing Efforts, Marketing Partnership Campaign (Ready. Set. Grow!)

Accomplishments

- Fall 2006 Public Education Campaign Launched September-December 2006:
  - 4-month multilingual effort: “They Do Everything You Do” on TV, Radio, Print and Outdoor
- First 5 LA Style Guide
  - For First 5 LA Employees and Grantees
- Publications/Brochures:
  - FY05/06 Accomplishment Report
  - Bilingual Parent Brochure
  - Bilingual Healthy Kids brochure
  - LAUSD Flier
  - 8 unique, bilingual Tip Sheets
  - Bilingual Spina Bifida book
Accomplishments

- Event support/premiums:
  - First 5 LA bags, First 5 LA notebooks, First 5 LA denim shirts, sippy cups, snack containers, magnets, pens, folders, stickers, First 5 LA multilingual banners, First 5 LA event booth

- Broadcast Monitoring and Print Clipping:
  - DVDs and scripts for Fox series “Good Beginnings” and Telemundo series “Primeros Pasos”
  - Print and broadcast media monitoring

- Weekly Monday Morning Report distribution

- Media Training

- 211 Training

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Fall 2006

Public Education Campaign

- Multilingual campaign promoting Oral Health and Healthy Living

  - Call to Action: Call First 5 LA’s parent hotline for free/low-cost health insurance
    - Television (English/Spanish)
    - Radio (English/Spanish)
    - Print (English/Spanish/Korean/Chinese)
    - Outdoor including Buses (English/Spanish)
Fall 2006
Public Education Campaign

- Investment: $1,418,393

- Strategic & Media Planning and Creative development $434,299
- Media Plan $638,000*
- TV & Radio production $255,000
- Focus groups including planning $ 53,344
- 211 Training $ 37,750

*Added Value Total: $2,562,974

Lessons Learned

- Target specific media channels to reach our core audience groups
- Increase frequency and duration of message exposure to raise awareness and ultimately impact behavior
- Track response by medium and specific media channel to inform future efforts
- Research before and after to measure effectiveness
- Coordinate efforts with First 5 Southern Counties and First 5 CA
Future Public Education Efforts

- Phased Rollout for FY07-08:
  - Safety (Radio and PR)
    - Call to action: For resources, call 888-First5LA
  - Oral Health and Healthy Lifestyle (Multimedia and PR)
    - Call to action: Free/low-cost health or dental insurance, call 888-First5LA
  - Prenatal Care (Multimedia and PR)
    - Call to action: For resources, call 888-First5LA
  - Healthy Kids do better in school (Multimedia and PR)
    - Call to action: Free/low-cost health insurance, call 888-First5LA

Future Public Education Efforts

- Marketing Research
  - Message and awareness testing before and after each campaign run (exception is Safety due to timing constraints)

- Public Relations
  - To support and leverage Public Education efforts throughout the year

- Conference Funding
  - To support Initiatives, educate professionals and raise awareness in the non-profit arena throughout the year
## Future Public Education Efforts

### Proposed Schedule of Activity for FY 07/08

<table>
<thead>
<tr>
<th>Campaign/Effect</th>
<th>2007</th>
<th>2008</th>
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<tbody>
<tr>
<td></td>
<td>Jan</td>
<td>Feb</td>
</tr>
<tr>
<td>Safety</td>
<td></td>
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<tr>
<td>Oral Health/Healthy Lifestyles</td>
<td></td>
<td></td>
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<tr>
<td>Prenatal Care</td>
<td></td>
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<tr>
<td>Preventative Wms</td>
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<tr>
<td>Health Fair</td>
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<tr>
<td>Public Relations</td>
<td></td>
<td></td>
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<tr>
<td>Conference Funding</td>
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### Campaign/Cost Projections

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<th>Campaign</th>
<th>General Fund Allocation</th>
<th>Programs / Initiative Fund</th>
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<td>Safety</td>
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<td>Oral Health, Nutrition &amp; Healthy Lifestyles:</td>
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<td>&quot;Healthy Kids Do Better in School&quot;</td>
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<td>Literacy / with So Cal First 5's</td>
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<td>Ready, Set, Grow!</td>
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<td>Conference Funding</td>
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<tr>
<td>All About the Kids Day</td>
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<tr>
<td>TOTALS FOR 07/08 &amp; 08/09</td>
<td>$3,665,000</td>
<td>$1,500,000</td>
<td>$5,165,000</td>
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</table>
General Fund Request

- Existing PA Allocation: $720,000
- Total General Fund Allocation needed for PA/Education for FY 07/08 & FY 08/09:

<table>
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<tr>
<th>$3,585,000</th>
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<tr>
<td>-$720,000</td>
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<td><strong>Total Requested:</strong> $2,865,000</td>
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Marketing RFQ Goals

- Ensure continuity of efforts
- Leverage and maintain momentum of Public Education efforts
- Continue to leverage knowledge base
- Leverage knowledge of non-profit arena, as well as their strategic planning, creative, media and PR expertise
Questions

Thank You
Item 8

Approval for Staff to Implement Grantee Capacity Building and Sustainability Activities (as recommended at the Operations Committee meeting of September, 2006) Including Negotiation of all Appropriate Contracts, in accordance with the Cross-Cutting Approaches Conceptual Framework. Specific Activities Include:

A. Approval to implement the Sustainability Project for approximately 60 grantee organizations (approximately 180 participants) during FY 2007-2008 at an estimated cost of $350,000.

B. Approval to begin the 18-month Annie E. Casey Leadership in Action program during FY 2007-2008 at an estimated cost of $280,000.

C. Approval to implement additional grantee capacity building technical assistance activities, aligned with the CCA conceptual framework between July 2007 and November 2007 at an estimated cost of $30,000. Ongoing related activities will be incorporated in the comprehensive CCA Implementation Plan to be approved by the Board this fall.
FIRST 5 LA

SUBJECT:
Cross-Cutting Approaches: Grantee Capacity Building and Sustainability

RECOMMENDATION:
Approval for staff to implement grantee capacity building and sustainability activities (as recommended at the Operations Committee meeting of September, 2006) including negotiation of all appropriate contracts, in accordance with the Cross-Cutting Approaches conceptual framework. Specific activities include:

a. Approval to implement the Sustainability Project for approximately 60 grantee organizations (approximately 180 participants) during FY 2007-2008 at an estimated cost of $350,000.
b. Approval to begin the 18-month Annie E. Casey Leadership in Action program during FY 2007-2008 at an estimated cost of $280,000.
c. Approval to implement additional grantee capacity building technical assistance activities, aligned with the CCA conceptual framework between July 2007 and November 2007 at an estimated cost of $30,000. Ongoing related activities will be incorporated in the comprehensive CCA Implementation Plan to be approved by the Board this fall.

BACKGROUND:
In creating the Next Five Strategic Plan (2004-2009), the First 5 LA Commission identified three “programmatic strategies” of capacity building, systems improvement, and sustainability. In November 2005 through the Revised Programmatic and Fiscal Policies, the Commission approved a total allocation of $48 million to implement five programmatic approaches, known as the Cross-Cutting Approaches (CCA): capacity building, systems improvement, sustainability, policy and advocacy, and data. In June 2007, the Commission approved a conceptual framework for the CCA, which outlined short and long-term outcomes and potential strategies and activities for this allocation. The CCA conceptual framework is designed to “support the conditions that promote family-centered communities” by building community protective factors, including the development of stable local organizational networks and an integrated service infrastructure.

Organizations and their networks have always been central to the work of First 5 LA through its relationships with grantees. In September 2006, the First 5 LA Operations Committee recognized the importance of supporting grantee capacity building and sustainability by approving specific activities to occur during FY 2006-2007. These activities were designed to enhance support for the Commission’s current investments in a timely manner via a phased-in approach. In September 2006, the Operations Committee approved the following activities:

1. Implementation of a pilot phase of the Sustainability Project.
2. Discussions with the Annie E. Casey Foundation about partnering on a Leadership in Action project.
3. Development of a comprehensive framework for grantee capacity building and sustainability (technical assistance) that is in coordination with the Commission’s full implementation of the Cross-Cutting Approaches.

In October 2006, the Grants Management department launched the pilot phase of the Sustainability Project with 16 grantees. At the conclusion of the pilot project, grantees presented comprehensive, multi-year sustainability plans and received feedback from 14 local funders,
nonprofit leaders and county representatives through First 5 LA’s Sustainability Project Resource Forum held in June 2007.

In November 2006, First 5 LA Directors met with the Annie E. Casey Foundation's (AECF) Leadership in Action Program (LAP) staff. Following that meeting, the Directors recommended continued discussions around partnership development. The Operations Committee approved the development of a formal partnership with AECF. From March through June 2007, negotiations have taken place between First 5 LA and AECF staff to continue to develop the specific deliverables and related outcomes of the partnership.

Staff also initiated the development of a comprehensive framework for grantee capacity building and sustainability to accomplish the outcomes of the CCA. This framework will be designed to address the specific capacity building, organizational effectiveness and sustainability needs of grantees – both individually and collectively – in an adaptable, accessible and relevant manner.

**DISCUSSION:**
Staff is recommending the continued implementation of the grantee capacity building and sustainability support programs that were previously approved by the Operations Committee and have been developed in alignment with the CCA Framework. In order to respond to time-sensitive implementation opportunities, staff are requesting a release of funds from the CCA allocation prior to the approval of the CCA Implementation Plan (tentatively November 2007). Details of each of the three programs are discussed below.

*The Sustainability Project*
The Sustainability Project is a seven-month training and planning project with the goal of helping agencies strengthen and maintain their ability to achieve positive outcomes for children and their families. Through this project, agencies bring together teams (which may include executive leaders, program and finance staff, and board members) to strategically plan to build their internal capacity to pursue and secure various resources that will address their agency’s long-term needs. Using the curriculum developed by The Finance Project and utilized by other First 5 Commissions, a sustainability team of 3 to 4 people from each agency participate in monthly, day-long workshops, with a special evening session for members of the Board of Directors. Through the workshops, agencies assess organizational and program strengths and weaknesses; identify resource needs and program goals; target potential funding sources and partnerships; and develop strategies to build community support and agency capacity. The curriculum concludes with a Resource Forum in which grantees present their completed sustainability plans to a panel of local funders, nonprofit leaders and county representatives.

**FY 2007-2008 Implementation Timeline:** The Sustainability Project will serve approximately 60 grantees in FY 2007-2008. The majority of the grantees served will include the 42 School Readiness Initiative (SRI) grantees. Because of the pending SRI re-funding decision scheduled for January 2008 and the required cash match obligations for all SRI grantees beginning July 2008, there is a critical need to launch the project in the next few months. An open application process will serve another 16-18 grantees beginning in November 2007.

**Funding Required:** An estimated $350,000 is required to implement the Sustainability Project in FY 2007-2008. The project budget includes support for a Sustainability Project Facilitator(s); required curricula for participants; agency stipend of $1,000 (as previously recommended by the Operations Committee for the pilot project); and meeting materials, facilities and supplies.

**Link to CCA:** The project components and outcomes are aligned with CCA strategies including organizational capacity building, organizational learning and peer learning groups and will contribute to the achievement of CCA Outcome #2: Improved integrated child and family services that are accessible and culturally appropriate.
FY 2007-2008 Sustainability Project Deliverables:

1. Completion of three cohorts of the Sustainability Project for approximately 60 grantees.
2. Submission of Sustainability Plans from approximate 60 grantee organizations.
3. Facilitation of First 5 LA Sustainability Project Resource Forum(s).

The Annie E. Casey Leadership in Action Program
The Annie E. Casey Foundation's (AECF) Leadership in Action program (LAP) is a results-based leadership program that builds the capacity of a group of leaders while simultaneously accelerating measurable improvements (via policy changes) in the well-being of families, children and communities. The Annie E. Casey Foundation, which has a long-standing interest in understanding how leadership in states, cities and counties can effect these kinds of changes, is in its fourth year of testing and implementing LAP in a variety of settings across the country.

LAP will partner with First 5 LA to negotiate the outcome (e.g. school readiness or family economic success) to be achieved and ultimately holds the program’s participants accountable for their progress on that outcome. The program then identifies and gathers a critical mass of leaders—professionals and others, often with diverse responsibilities—who have a capacity and responsibility to impact the chosen result. Over the course of several nine, two-day sessions, this group develops collaborative leadership skills, forges new or reorients existing relationships, and makes a series of collective decisions. Back in their professional settings, these leaders continue to take an aggressive set of separate, but aligned actions towards accelerating progress toward the identified result. The implementation of the structured LAP takes place in a relatively short period of time, typically as little as one year after the program’s formal launch.

FY 2007-2008 Implementation Timeline: Immediately following approval of a release of funds, staff will initiate a contract with AECF to formally begin implementation of this program in July 2007. Critical site readiness and pre-launch work will be completed in July and August 2007. Additional FY 2007-2008 objectives are below.

Funding Required: The amount requested for the FY 2007-2008 is $280,000. This budget includes required internal and contracted staff, facilitators and coaches; meeting expenses, facilities and supplies; curriculum implementation and site capacity building; materials and supplies; and team travel. The total 18-month project budget is approximately $417,000.

Link to CCA: The program components and outcomes are aligned with CCA strategies including organizational leadership development, organizational learning and peer learning groups and will contribute to the achievement of CCA Outcome #4: Improved policies that promote and sustain positive community conditions for pregnant women, children, and their families.

FY 2007-2008 LAP Timeline:

1. LAP outcome discussion at the Joint Planning Committee Meeting. (July 2007)
2. Mapping meeting to identify a list of potential LAP participants. (August 2007)
3. Formal invitations to participate sent to potential leaders. (September 2007)
4. First formal program activity with invited participants. (Tentatively - November 2007)
5. Initiation of the nine (9) LAP training sessions (ongoing).

Grantee Capacity Building – Technical Assistance Activities
Along with the AECF LAP and the Sustainability Project, a more flexible grantee technical assistance plan related to capacity building (to include sustainability) is needed to address the challenges currently facing First 5 LA grantees. The proposed plan is “flexible” in nature to allow First 5 LA to facilitate relevant workshops and trainings, based on identified and documented
grantee need, lessons learned from pilot projects and best practices. This plan has been developed within the CCA conceptual framework and will be included in the CCA Implementation Plan. The request included herein will support grantee capacity building technical assistance activities through the period from July 2007 through November 2007 and may include the following activities:

1. A pilot workshop on financial analysis for grantees focused on understanding an agency’s capital structure and the intersection of finances, programs and organizational mission.
2. Testing the use of an organizational assessment tool(s) for potential use within Sustainability Project and other capacity building and sustainability activities.
3. Social enterprise training workshops and forums to support agencies with either existing earned-revenue projects or those interested in establishing earned-income strategies.
4. Piloting cultural sensitivity and competency training.
5. Completion of an initial feasibility study considering the design and implementation of a capacity building consultant pool.
6. Other capacity building and sustainability workshops, as identified.

Funding Required: An estimated $30,000 is required to implement grantee capacity building technical assistance activities for the period July 2007 through November 2007. The objective during this period will be to continue to refine the implementation plan, pilot select technical assistance activities and leverage new partnerships for in-kind support where possible.

Link to CCA: Recognizing the importance of flexibility to adapt to grantee needs, the technical assistance activities will link, support and integrate other CCA and First 5 LA investments with the objective of providing effective, timely grantee training and support. The project components and outcomes are aligned with CCA strategies include organizational learning, peer learning groups and organizational leadership development and will potentially contribute to achieving all of the CCA Outcomes in a variety of ways.

July – November 2007 Grantee Capacity Building Technical Assistance Deliverables:

1. Initiation of pilot workshops and training programs.
2. Completion of testing of organizational assessment tool(s).
3. Completion of initial feasibility study considering the design and implementation of a capacity building consultant pool.
4. Completion of a comprehensive grantee capacity building plan to be included within the CCA Implementation Plan.

Accountability and Evaluation: At the activity level, specific feedback tools will be used to assess relevancy, utility and impact at the participant level throughout the implementation of each of these projects. Follow-up assessments, upon completion of the projects and at multiple points in time, will also be completed with participants to gauge longer-term impact and to identify indicators of changes in organizational effectiveness and progress toward ensuring long-term sustainability. A commission-level evaluation of the CCA will be developed in tandem with the Implementation Plan development and will include evaluation of the activities outlined herein.

For Office Use

Board Action Taken:

Approved: √ Yes √ No √ Further Discussion

Referred to Committee/Work Group: ______________________________
Item 9

Renewal of
the Los Angeles County Children’s
Planning Council (CPC) Strategic
Partnership with First 5 LA

A. Approval to Renew the CPC Strategic Partnership with First 5 LA for up to $4,250,000 from the Cross-Cutting Approaches (CCA) Allocation for a Period of Four Years From October 1, 2007 to September 30, 2011. This partnership renewal includes the following agreements:

- Continuing the development of the CPC SPA/AIC Council infrastructure to further expand the community organizing and engagement efforts throughout the councils
- Strengthening the participation of diverse ethnic communities, including parent and resident involvement, in each of the SPA/AIC Councils to better reflect the demographics of Los Angeles County
- Integrating new technologies in the SPA/AIC Councils to further enhance data collection to enhance better informed policy decisions impacting children and families
- Implementing the Community Building Institute (CBI) to increase parent leadership in SPA/AIC Councils

B. Approve a progressive match requirement of 10% each year after the first year.

C. Authorize staff to negotiate the Scope of Work (SOW) including evaluation and accountability plan, budget, and contract of the strategic partnership with CPC’s Executive staff.
FIRST 5 LA

SUBJECT:
Renewal of the Los Angeles County Children's Planning Council (CPC) Strategic Partnership with First 5 LA

RECOMMENDATION:
1. Approval to renew the CPC strategic partnership with First 5 LA for up to $4,250,000 from the Cross-Cutting Approaches (CCA) allocation for a period of four years from October 1, 2007 to September 30, 2011. This partnership renewal includes the following agreements:

   • Continuing the development of the CPC SPA/AIC Council infrastructure to further expand the community organizing and engagement efforts throughout the councils
   • Strengthening the participation of diverse ethnic communities, including parent and resident involvement, in each of the SPA/AIC Councils to better reflect the demographics of Los Angeles County
   • Integrating new technologies in the SPA/AIC Councils to further enhance data collection to enhance better informed policy decisions impacting children and families
   • Implementing the Community Building Institute (CBI) to increase parent leadership in SPA/AIC Councils

2. Approve a progressive match requirement of 10% each year after the first year as shown below:

<table>
<thead>
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<th>CPC Match</th>
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3. Authorize staff to negotiate the Scope of Work (SOW) including evaluation and accountability plan, budget, and contract of the strategic partnership with CPC's Executive staff.

BACKGROUND:
On June 14, 2007, staff presented a discussion item to the Board on the Sunsetting Review of the CPC Strategic Partnership to provide insight into the review process as well as to establish an agreement on the continuation of this strategic partnership (Appendix 1). As presented and discussed at the June Board meeting, the CPC Sunsetting Review, which includes both staff and Commissioner Liaison participation, indicates that CPC has achieved significant milestones established in its SOW with the Commission and has been in compliance overall in terms of financial and programmatic criteria.

CPC's work has been in alignment with the First 5 LA Strategic Plan and the revised Programmatic and Fiscal Policies particularly in relation to the Commission's interest in capacity building, systems improvement, sustainability, data and policy. These approaches are the
cornerstones of the Cross-Cutting Approaches (CCA) Conceptual Framework also approved by the Board in June.

The agreements for the continued partnership are being recommended based on the analysis of the CPC Sunsetting Review made by the Commissioner Liaisons and by staff. This includes agreements about the strategic role of the SPA/AIC Council system and their community organizing role in LA County for future First 5 LA investments and the importance of the SPA/AIC Councils to provide capacity building for local neighborhoods and parents for the overall purpose of improving countywide child outcomes. In addition, the work of CPC is in alignment with the overall goal of the CCA:

Support the conditions that promote family-centered communities that:
- Are safe, secure and nurturing places for families to live, learn, work, and play within;
- Maximize and strengthen a family’s ability to be resilient and able to fully support their child’s optimal emotional, cognitive, and physical development.

Therefore, a continued partnership with CPC is recommended as part of the larger work of the CCA.

**DISCUSSION:**
Staff is recommending a continued CPC strategic partnership built upon four agreements: (1) Further development of the SPA/AIC Council system, (2) ethnic diversification of the SPA/AIC Council system, (3) the use of new technologies to enhance the SPA/AIC Council system, (4) strengthening of the Community Building Institute (CBI). Staff is also recommending an allocation with a progressive match.

These four agreements align with the CPC 2007-2009 Strategic Plan (Appendix 2) which focuses on building the capacity of local communities through the SPA/AIC Council infrastructure and their desired outcomes in general. SPA/AIC Councils need to continue to expand and strengthen their connection with a wider range of stakeholders in the community and County agencies. This reach creates and empowers a broader set of stakeholders and County agencies to potentially affect change in their culture of operation with local communities such that members of the community are included in the decision making about important resources delivered to children and families. Therefore, each of these four agreements aligns with the CCA concept of involving families to build new models of interaction within institutions and other stakeholders in local communities. As outlined below, each of these four agreements support the outcomes and strategies from CCA conceptual framework and elements from the CPC Strategic Plan which identifies their program goals, objectives, and desired outcomes:

**Agreement #1a:** Continue the development of SPA/AIC Council infrastructure.

**Rationale:** The development of a more homogeneous operational and administrative system throughout the SPA/AIC network infrastructure will facilitate more effective interaction between county agencies, community service providers, funders, educational institutions, parents and families for the benefit of children in those communities. CPC’s Strategic Plan reinforces this agreement: *Based on the work of the SPA/AIC Councils over the last four years, we know that parents, residents, and young people throughout Los Angeles County have the interest, passion, and commitment to be leaders in their neighborhoods, and want to partner with government and others to shape their own destinies.* The SPA/AIC Councils are invested in organizing and mobilizing local stakeholders so that every single neighborhood is built up to its highest potential.

**Link to CCA:** This agreement aligns with Outcome #1: Improved social connections within and across families, community members, and organizations.
**Agreement #1b:** Expansion of the community organizing efforts through the SPA/AIC Councils.

**Rationale:** The SPA/AIC Councils connect local parents and community members with stakeholders in the community and neighborhoods. SPA/AIC Councils have empowered communities and families to advocate for change and transformation in their communities. It is also in alignment with Goal 2 of CPC’s Strategic Plan that states: *Our experience is that people in the neighborhood are more effective social change agents and that they have the answers to what is needed to live in healthy and thriving communities. And we believe that people in government or social service agencies—as public servants—should work collaboratively and in partnership with community members to develop solutions to community members to develop solutions to difficult problems.*

**Link to CCA:** This agreement aligns with Outcome #1: Improved social connections within and across families, community members, and organizations.

**Agreement #2:** Increase the participation of diverse ethnic communities within the SPA/AIC Council system.

**Rationale:** The changing ethnic composition and diversity of LA County requires that ethnic representation at each SPA/AIC council reflects the demographics of each SPA. This should include staff, volunteers, community members, faith communities, and agencies working with different ethnic groups.

**Link to CCA:** This agreement aligns with Outcome #2: Improved integrated child and family services that are accessible and culturally appropriate.

**Agreement #3a:** Integration of new technologies in the SPA/AIC Councils to enhance data collection.

**Rationale:** The use of new technologies to collect and process data will facilitate the SPA/AIC Councils to measure the impact of their work. New technologies will assist councils to process daily data collection for analysis and to assess performance measurements and desired outcomes. Furthermore, the use of new technologies will improve key CPC data products such as the Scorecard and expand development of community networks.

**Link to CCA:** This agreement aligns with Outcome #3: Improved integrated data systems for community knowledge management and utilization.

**Agreement #3b:** Increase and promote the use of technology to educate and advocate on behalf of children and families.

**Rationale:** New technologies will facilitate the dissemination of information in local communities around the SPA/AIC Councils. The development of virtual communities, centered on the councils, will empower community members that have been left behind in the technological race. New technologies will elevate the level of advocacy in each of the SPA/AIC Councils in order to impact new policies affecting children and families.

**Link to CCA:** This agreement aligns with Outcomes #1 and #3: Improved social connections within and across families, community members, and organizations and improved integrated data systems for community knowledge management and utilization.

**Agreement #4:** Launching of the Community Building Institute (CBI) to develop the capacity of parents, residents, and institutional partners to build community and strengthen partnerships that improve the lives of children and families.
Rationale: The CBI is a key piece in the community capacity efforts of the Commission’s partnership with CPC. It will provide multiple training tracks at different levels (parents, youth, institutions, and staff and volunteers). The CBI will tailor training to increase the capacity of a range of diverse stakeholder groups.

Link to CCA: This agreement aligns with Outcome #1: Improved social connections within and across families, community members, and organizations.

Budget: The renewed CPC budget projects a four year scenario that will align it with the timeline of CCA, P-3 focus area, and the subsequent First 5 LA Strategic Planning efforts. Staff is recommending allocating $4,250,000 dollars from the CCA to support efforts across the four agreements along with an accountability and evaluation plan. Staff also recommends establishing a progressive match requirement of 10% each year after the first year which would account toward a total match amount of $750,000 dollars. This progressive match is based on the Commission’s expectation of its strategic partners, contractors, and grantees to develop a sustainability plan beyond the funding provided by First 5 LA. These funds can be used to invest in such activities as community engagement training resources and technological enhancements within the SPA/AIC Council system, development of the CBI curriculum that includes multiple training tracks, e-advocacy training for parents and community stakeholders, community asset mapping, the Scorecard, and other relevant activities related to the four agreements. The table below details the distribution of this allocation in relation to the match requirements:

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These new funds to CPC and the required match will expand CPC’s work across the four agreements during the course of four years and strategically position it to further increase a countywide commitment to positive child outcomes and to promote sustainability. Moreover, this progressive match requirement will enable and support CPC’s efforts to diversify its funding streams in accordance with its Strategic Plan:

How to sustain the work is a core operational concern. The CPC Foundation Board is charged with the responsibility of developing a strategic development plan that ensures the long-term sustainability of the organization, as well as with assisting the CEO in identifying and pursuing new fund-raising opportunities.

Staff has developed the funding recommendation based on an analysis of the current CPC strategic partnership budget and related programmatic activities of the past five years, cost estimates of potential activities across the above mentioned agreements, and information gathered from a meeting of the Sunsetting Review with Commissioner Liaisons. As mentioned, the budget will be applied across the four agreements and the accountability and evaluation plan during the four years of Commission funding. CPC’s match of $750,000 dollars may include in-kind support.

Accountability and Evaluation. The Commission and CPC will establish an agreement on the design of an evaluation and accountability plan to capture the mechanics of implementing project-level accountability and evaluation when staff negotiates the SOW for this partnership. The Commission’s revised evaluation and accountability framework was approved on November 2006.
Following approval of this continued partnership with CPC, staff in collaboration with CPC's executive staff and the participation of SPA/AIC Council members and stakeholders will begin development of a comprehensive SOW (including an accountability and evaluation plan) in addition to the contract and budget. Development of this SOW may include community interviews, community forums, and stakeholder meetings to clearly delineate the desired outcomes.

Staff has prepared this funding recommendation consistent with the Commission's new policy on AB 109/SB 35.

For Office Use

Board Action Taken:

Approved: □ Yes □ No □ Further Discussion

Referred to Committee/Work Group: __________________________
Memo

To: Board of Commissioner

From: Evelyn V. Martinez, Executive Director

Date: June 14, 2007

Copies To:

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A public entity.

Subject: INFORMATION: The Sunsetting of the Los Angeles County Children's Planning Council (CPC) Strategic Partnership with First 5 LA

BACKGROUND:
In July 2002, the Commission approved a four-year allocation of $6,054,375 to complement and enhance CPC's capacity to strengthen the SPA/AIC Councils, enhancing data and research efforts, and building a commitment to outcomes for children, particularly school readiness. The partnership was based on four key goals (Appendix 1) which were then incorporated in the Scope of Work (SOW). In July 2006, the Commission approved CPC for an additional one-year no-cost extension to finalize their deliverables due to a delayed start-up in the first year. During this period, the Community Building Institute (CBI) was added as a deliverable in their SOW. This partnership will sunset in September 2007.

This strategic partnership was established by the Commission due to the Commission's strong interest in aligning its work with the SPA/AIC Councils to implement aggressive community engagement strategies around school readiness. The Commission's interest also extended to CPC's position and expertise as a convener and broker which added value to the development of Commission initiatives. The Commission envisioned pursuing systems improvement efforts in partnership with CPC. With regards to enhancing data and research methods, the Commission's investment in CPC's infrastructure was aimed at supporting their efforts to develop the capacity to use qualitative and quantitative data to support their community planning and engagement activities. This partnership was envisioned to help promote policies and improve systems and support for children and families in Los Angeles County.

CPC's SOW includes three key programmatic strategies related to the four goals (noted in Appendix 1) that centered on (1) Capacity Building, (2) Systems Improvement, and (3) Data Improvement and Research. The SOW states that CPC will achieve its work around these programmatic strategies through efforts that lead to deliverables such as parent leadership trainings, policy
convenings, health fairs, collection of data and development of data indicator reports, etc. The strategies are further expanded to specific objectives and activities noted in the Discussion section.

A notable key deliverable outlined between First 5 LA and CPC is the Community Building Institute (CBI) which was originally developed by CPC in the Fall of 2005. It is designed to provide training and support for the community engagement and community building efforts of CPC’s network of SPA/AIC Councils and associated neighborhood groups. Moreover, the CBI has been instrumental in providing timely organizational tools for parents to organize themselves in the community on behalf of their children and families. Through the CBI, CPC has been providing training and capacity building to parents and residents of the different SPA/AIC Councils. These training sessions have focused on community organizing, and have also included topics such as school readiness, parenting, youth leadership development, nutrition, and other health issues.

During the course of this strategic partnership, CPC’s direction has shifted from planning for services to an emphasis on community engagement and empowerment. Given the challenges of conducting community capacity building and engagement efforts in general, this joint partnership between CPC and First 5 LA has produced effective neighborhood community building activities through the SPA/AIC Councils. Furthermore, this partnership promotes the Commission’s ability to accomplish its objectives to build social capital. CPC has been extensively engaged on activities that shaped the understanding of child and family outcomes across the county with an emphasis on school readiness through data collection and reporting methods as well as a wide range of educational events. This partnership has helped to inform many of the planning and investment activities of the Commission.

DISCUSSION:
The CPC strategic partnership with First 5 LA is sunsetting in September 2007 and therefore, the sunsetting review has been completed in accordance with the Commission's protocol. This review considers the Commission’s objectives across all the investments in the current strategic plan and programmatic and fiscal priorities. The sunsetting review will be applied to all initiatives and strategic partnerships that conclude during the implementation of the Next Five Strategic Plan. This protocol and review process was presented and agreed to by Commissioners, staff, and the public at the April 2006 Joint Planning Committee Meeting.

The sunsetting process involves two phases of review: (1) Compliance and (2) Alignment with Programmatic and Fiscal Policies. The compliance phase reviews the strategic partners’ compliance with First 5 LA’s financial and programmatic policies throughout the term of the contract, as determined by the budget, progress reports, site visit notes, evaluation, contract agreements, discussions and correspondence between CPC and First 5 LA. The second phase consists of a review to examine the extent that the initiative/strategic partner aligns with First 5 LA's November 2005 Revised Programmatic and Fiscal Policies that outline the guiding principles, priorities, and funding criteria that will guide the remainder of the Commission’s investments through 2009. Following the completion of the CPC sunsetting process, staff met with Commissioner Liaisons to mutually determine the recommendation to be made to the Board. The following are the CPC strategic partnership sunsetting review highlights:

(1) Compliance:
The major objectives of the CPC’s strategic partnership include:

- Engagement and support groups for parents, residents, and/or youth within neighborhoods to build community capacity;
- Development of Parent Action Networks, Community Knowing Circles, and Neighborhood Action Councils, including the CBI;
- Engagement and support of collaborative partnerships with school leaders and city leaders around First 5 LA and CPC's School Readiness Agenda;
- Building collaborations that improve and transform the systems that directly impact children and their families;
- Formation of the Joint Learning Project on community engagement (involving an empowerment evaluation model of CPC's community engagement activities).

Overall CPC is compliant in achieving many of its established objectives which support the three programmatic strategies. Through the strengthening of the SPA/AIC Councils, CPC has built Parent Action Networks, Community Knowing Circles, and Neighborhood Action Councils in each SPA/AIC Council. As noted above, the CBI has been beneficial in supplying parents with the necessary organizational tools to advocate on behalf of their children and families. Much of CPC's efforts on community mobilization have been focused on building the capacity of parents and residents. Parents and residents are able to interact and work with the prime stakeholders that influence their child and family well-being and create their own solutions on issues of interest in the SPA/AIC Councils (see Community Assets and Linkages for example).

Financial Compliance: CPC has been in financial compliance throughout the life of the contract and appear to have the financial resources readily available to meet its obligation, based on its FY 05-06 position. First 5 LA finance staff has carefully reviewed the audited financial statements for the fiscal years in this multi-year partnership for CPC, and calculated the liquidity ratios to determine the financial position for this agency. The following ratios have been calculated based on their most recent audit (FY 05-06). The liquidity ratio is approximately 4.01, which is higher than the private sector industry average which indicates that this agency has four (4) times more liquid assets than liabilities. In conclusion, based on the information provided and the interaction the finance department has had during the course of this contract, it appears that CPC has the financial capacity to finance and manage the financial requirements of the strategic partnership.

Programmatic Compliance: As of May 2007, CPC has submitted all semi-annual progress reports for this contract. Throughout the past five years, CPC has been timely in the submission of all required programmatic reports. Staff continues to work with CPC to determine the extent to which they will be able to complete all of the stated objectives and agreed upon work by the end of the contract period in September 2007. A significant number of the major components and deliverables of the SOW, including the Children's Score Card, the School Leaders Summit, the City Leaders Summit, the Joint Learning Project, and developing new twelve (12) month work plans outlining engagement/organizing and community building strategies have been completed as of May 2007. It is expected that by the end of the contract period in September 2007, CPC will have finalized all their required deliverables.

(2) Alignment:
Based on the Commission's sunsetting review process, it has been determined that CPC is in alignment with First 5 LA's goals and priorities, as detailed below:

Evidence-based Models: CPC's community change efforts have been grounded in research, evidence-based models, and their many years of experience in community engagement approaches. A prime model that CPC has been utilizing in communities is the Asset Building Community Development (ABCD) model which is based on the Social Capital Theory in addition to other tools such as strength based assessments and focus groups. Thus, a finding from the Joint Learning Project is that the SPA/AIC Councils have designed and implemented nine unique models of
community engagement based on the ABCD approach. Their strategies differ except that all SPA/AIC Councils engage in community building in neighborhood-based, parent, and youth groups.

**Sustainability:** As described in First 5 LA’s Revised Programmatic and Fiscal Policies, sustainability is not merely the continuation of programs, nor leveraging external financial resources, but as the process by which individuals and communities are strengthened and supported, systems are improved, best practices are established and utilized, and models are created to fill systems and service gaps. CPC has been strengthening and supporting individuals and communities and establishing best practices through the system of the SPA/AIC Councils. The SPA/AIC Councils have been effective in building social capital in communities, networking community residents and stakeholders, and in providing skills to parents and families to advocate for themselves and their children.

**Leveraging:** This criterion assesses if the funding provided is being used effectively and efficiently by all who are focused on the developmental needs of children and their families. CPC has leveraged the resources provided through this partnership to expand the network of SPA/AIC Councils. Through their engagement with school, city and community leaders, CPC has leveraged existing social capital to build up support and interest in children’s issues in the context of their communities. The Commission’s investment in CPC has helped local SPA/AIC Councils leverage local community assets. CPC has also leveraged funding from the LA County government system as well as private foundations such as the California Endowment, Annie E. Casey Foundation and Marguerite Casey Foundation. CPC has obtained in-kind resources from other entities to augment all their resources and services. For example, SPA Council 3 leveraged its stakeholders to organize a local Healthy Kids Campaign to insure more children in the California Health Insurance Program.

**Linkages:** CPC is a very active member of the Interagency Operations Group (IOG) of the Los Angeles County, and CPC is linking county agencies to interact with communities through the SPA/AIC Council network. CPC’s involvement with IOG has also helped them craft IOG’s Community Building Strategies of the Shared Community-County Outcomes, Indicators, and Strategies. Simultaneously, CPC has been creating linkages with many of First 5 LA investments. For example, First 5 LA grantees interact with the SPA/AIC Councils with regard to the delivery of services for children and families. Similarly, the SPA/AIC Councils have connected families and children to many of the grantees funded by the Commission.

**Community Assets:** The SPA/AIC Councils are the means for CPC to identify community needs and assets. The Councils act as facilitators that bring together neighborhood groups to address the community needs by building upon community strengths. Together, SPA Councils and neighborhood groups develop the appropriate steps to address community issues. For example, SPA Council 2 mobilized Marson Park Project area residents to send a letter to the LA City Mayor’s Office expressing their concerns regarding delays in the park’s construction. The Mayor’s office responded to the residents of this area to ensure the construction of the park. By using the tools learned in many of CPC’s community engagement and empowerment activities, SPA Council 2 residents generated the solutions to address their needs, and the Mayor’s office built a recreational space in response to their advocacy.

**Outcomes Accountability:** The Joint Learning Project describes the unique models of community engagement found in the SPA/AIC Councils and presents a balanced view of how the Councils have adapted to the shift that CPC made from a service-orientation philosophy to one that is premised on community engagement. In this partnership, direct services were not delivered to children zero through five years of age. Therefore, it was not appropriate to collect outcome data.
Adherence to First 5 LA Principles: CPC has been able to comply with eight (8) of the nine (9) of the objectives (Appendix 2). CPC has conducted all of their activities in First 5 LA targeted communities. Every SPA/AIC Council covers priority areas of interest to First 5 LA such as nutrition, parenting classes, and school readiness among other subjects.

CONCLUSION:
Based on the sunsetting review process, staff and the Commissioner Liaisons are recommending that the CPC Strategic Partnership be renewed. The Commissioners Liaisons and staff have established that the following agreements be included in the renewal of the CPC Strategic Partnership.

- Continuation of the CPC’s SPA/AIC Council infrastructure development to further expand the community organizing and engagement efforts throughout the Councils
- Participation of diverse ethnic communities including parent and resident involvement in each of the SPA/AIC Councils to reflect the demographics of Los Angeles County
- Integration of new technologies in the SPA/AIC Councils to further enhance data collection to facilitate improved policy decisions impacting children and families
- Implementation of Community Building Institute (CBI) to increase parent leadership in SPA/AIC Councils

Furthermore, it was determined by Commissioner Liaisons that following discussion of the renewal of the CPC Strategic Partnership, with Commission direction, staff will present a funding recommendation at the July 2007 Board meeting to continue our partnership with CPC.
Los Angeles County
Children's Planning Council

Strategic Plan: 2007-2009

A vision for social change for children by the year 2020
CPC Strategic Plan

Improve Outcomes for Kids

Responsive Institutions
- Funding flexibility allows CBOs to support and strengthen families
- Strong and effective partnerships between government and CBOs
- Shared governance between partners and institutions
- Communication and key partners help frame and shape policy agendas
- CPC influences local, state, and federal policies

Bold Policies
- Strong relationships between CPCs and policymakers
- Local community decision makers respond to policy changes, advocated by coalitions, parents, and youth networks
- Communities and data drive CPC policy agendas
- Community data and ScoreCard data drive local action
- Leadership among parents, residents, & youth
- Neighborhood driven change efforts
- Relationship-building & advocacy at a local level
- Strong local focus on building and nurturing strong families
- Parents engage as equal partners

Empowered Communities

Children’s Planning Council
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>1</td>
</tr>
<tr>
<td>Vision/Mission/Values</td>
<td>4</td>
</tr>
<tr>
<td>Program Goals &amp; Objectives</td>
<td>5</td>
</tr>
<tr>
<td>Management Goals &amp; Objectives</td>
<td>12</td>
</tr>
<tr>
<td>Tracking Our Progress</td>
<td>14</td>
</tr>
</tbody>
</table>
INTRODUCTION

"Los Angeles County children should reach adulthood having experienced a safe, healthy, and nurturing childhood which prepares them to become responsible and contributing members of the community."

—Vision Statement adopted by the Los Angeles County Board of Supervisors, 1992

Charting Our Future Course

Los Angeles County is home to more children than any other county in the United States. The work done here on behalf of children has the potential to reverberate throughout the nation. Through our efforts, we can show what can be accomplished when a group of people—those who live and raise families in our neighborhoods, work in the halls of government, or work to improve the lives of children through public and private organizations—joins together in common cause to bring about social change on behalf of kids and families.

Since its creation more than 15 years ago, the Los Angeles County Children’s Planning Council has played a major role in improving the lives of the nearly 2.8 million children who live here. As a public/private collaborative, CPC is the nation’s largest partnership network of its kind, linking representatives from communities, government, nonprofit organizations, and the private sector.

Although we have much more to do, our efforts are telling us that we’re moving in the right direction. More and more, the voices of Los Angeles’ diverse communities are being heard in decision-making around children’s issues. The recognition that bureaucracies must become more responsive to the needs of children and their families is stimulating a change in culture and attitude throughout child-serving County departments and agencies. Greater collaboration between communities, government, and the private sector is leading to more effective planning and a smarter use of resources.

Despite our progress, thousands of children and families in L.A. County face enormous challenges. Indeed, since 2004, extreme poverty has increased by 16% and the majority of families today are low-income, meaning that they are struggling to meet their most basic needs—a roof over their heads, adequate food, and medical care. Most of these very families are working hard, sometimes two or three jobs in order to earn a decent wage; living in communities with high crime rates and gang violence; and lacking access to quality schools for their children.

This reality cannot be addressed by just another service or program. It requires a coordinated, determined effort that is driven both at the top and from the grass-roots level. The work is incremental, each victory modest. But we know the cumulative results will be profound and far-reaching.

This strategic plan charts a course over the next three years that advances the work begun 15 years ago. It calls for true social change—change that revolutionizes how our institutions serve us, mobilizes communities as equal partners in determining their futures, and leads to bold policies that will help us create a Los Angeles County that puts its children and families first.
Although this plan details goals and objectives to be pursued through 2009, our ultimate destination is the year 2020, where we hope to have achieved the following outcomes:

**A Change in Institutions**—Institutions that serve L.A. County's children and families—such as schools, county and city agencies, community- and faith-based organizations, child care centers, parks, libraries, clinics, private foundations, and others—work in ways that support and strengthen families, value parents as equal partners in the care of their children, and encourage community-building efforts.

**A Change in Communities**—Parents, residents, youth, and institutional partners throughout L.A. County are part of a countywide community-building movement working to bring about social change that improves the lives of children.

**A Change in Policies**—Local, state, and federal policies facilitate L.A. County's progress in strengthening families, building community, and improving the lives of children across all areas of child well-being; and local decision-makers respond to policy changes advocated by organized parent and youth networks.

Accordingly, the plan revolves around three broad initiatives, each encompassing a set of specific objectives and strategies. These initiatives are:

- **Promote Responsive Family-Strengthening Institutions.**

- **Mobilize Empowered Communities for Kids.**

- **Pursue Bold Policies to Improve Children's Lives.**

We believe that, in pursuing these three courses of action, we will see the kind of social change that lays the foundation for our children's future success.

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"High-achieving organizations find that, to remain vibrant, they have to periodically reinvent themselves ... continually reflect on their history of achievement and build on the lessons they have learned along the way."

—Building Bridges, Charting Change: Achievements & Challenges for the Children’s Planning Council

**Building on Our Past**

This strategic plan builds on our work over the last four years. In 2000, CPC focused its efforts on three “arenas of action” — all grounded in our data work—which would lead to better outcomes for children:

1. Strengthening the capacities of communities to act on their own behalf
2. Transforming systems that impact children
3. Building a countywide commitment to the five outcome areas of child well-being

In the area of strengthening community capacity, CPC deepened its investment in a system of eight regional Service Planning Area Councils and a countywide American Indian Children’s Council. Composed of public, private, and community stakeholders drawn from the geographic areas they serve, these councils were created to begin changing the power dynamic in communities, and each has adopted an asset-based community development organizing
framework to shape its community-strengthening efforts. This approach mobilizes parents, residents, and youth by helping them to build relationships with one another, investing in their leadership and advocacy development, and then supporting them as they work in their neighborhoods and work with government to create change on behalf of children, youth, and families. Today there are close to 50 networks engaged in community change efforts aimed at improving children’s lives.

To help transform the systems that impact children, CPC worked with County health and human services leaders and with the County Board of Supervisors to continue culture change efforts. Although our work continues, today’s County government is more collaborative, doing a better job of integrating services across departments, more deeply focused on outcomes, increasingly more effective at collecting and sharing data, and—perhaps most importantly—investing in our community-building efforts while learning how to be a better partner to the community it serves.

Finally, to build a countywide commitment to the five outcomes of child well-being, CPC focused specifically on the area of school readiness to communicate the importance of the five outcomes: good health, safety and survival, economic well-being, social and emotional well-being, and education and workforce readiness. Among the many entities that committed to adopting and making meaningful contributions toward improving the outcomes were First 5 LA, the City of Los Angeles, Los Angeles Unified School District, Rosemead School District, Healthy Start Collaborative, Center for Child and Family Services, and the Vivian Weinstein Fellowship Program.

Informed, in part, by a recent evaluation that noted that CPC is on the right track, we believe that this strategic plan represents a continued refinement and evolution of our approach to achieving our mission.

From the evaluation:

“CPC stands at the crossroads of a number of important ideas and concepts, including some which may at first appear competing—grassroots versus top down; human services versus community organizing; centralized versus decentralized; countywide versus neighborhood based; comprehensive versus targeted; process versus product; staff versus volunteer. Adherents of one point of view or another frequently set up a false dichotomy and then ask CPC to choose.

“CPC’s important role is and has been to bring balance to these discussions. To recognize that these ‘choices’ are not mutually exclusive and that the holders of these varying views need not be continually at odds. CPC should not rely solely on reformed human services, or reject the value of human services entirely—the services are a necessary but not sufficient contributor to child well-being. CPC needs to continue to recognize the legitimate and important interests and responsibilities of county government, as well as the needs, desires, and views of the recipients of services and families in general.”

Further, it emphasized CPC’s uniqueness and value:

“CPC’s existence keeps the disparate views at the table, it helps to find positions that accommodate multiple interests and it assures that individuals, organizations, sectors—who share common goals—work to find common solutions. Were CPC to become excessively doctrinaire, for it to become too much the holder of one or another point of view, would threaten the coalition so carefully built and render CPC ineffective.”
VISION/MISSION/VALUES

Vision Statement
Los Angeles County children should reach adulthood having experienced a safe, healthy, and nurturing childhood which prepares them to become responsible and contributing members of the community.

Mission Statement
We bring together communities, government, nonprofits, and the private sector in a strategic collaborative effort to improve children’s lives through a social change agenda.

Values
First and foremost, we believe in **always putting the interests of children first**. The following additional values guide our conduct and behavior:

- **Collaboration**: All perspectives and contributions have value.
- **Inclusiveness**: Diversity in thinking, experiences, and backgrounds among those we work with leads to better results.
- **Creativity**: Approaches that depart from the conventional open up new possibilities and opportunities for success.
- **Learning**: Success requires us to continually adapt and improve how we pursue our mission.
- **Transparency**: Openness, clarity, and accountability are required in both our decision-making and information-sharing.
- **Compromise**: Everyone must give up a little in order for children to gain a lot.
PROGRAM GOALS & OBJECTIVES

The transformation of L.A. County into a place that truly puts its children and families first is an audacious vision that will require the steady, persistent efforts of a wide range of stakeholders—community members, elected officials, County departments and agencies, nonprofit organizations, and the private sector. All have important roles to play in the process.

To be effective, we must continue to build strong relationships and work together collaboratively across communities and institutions. Both internal and external communication—between CPC and the SPA/AIC Councils, CPC and its partners, SPA/AIC Councils and the communities they represent, etc.—must be strengthened. And the data we use to inform our work must be drawn from the thoughts and experiences of communities as well as from the best available research.

Each of the strategies outlined in this plan depends upon this commitment to relationship-building, communication, and the use of quantitative and qualitative data to inform our actions.

GOAL 1: PROMOTE RESPONSIVE FAMILY-STRENGTHENING INSTITUTIONS.

Introduction
Our experience is that most institutions that serve children and families—whether they are local government agencies, clinics, social service organizations, or schools—do so in ways that often do not assist the family in reaching a healthy level of independence and self-sufficiency, or help the child succeed in the context of his family or her community. This is because most institutions do not see themselves as “community builders” or in the business of real social change. They operate to provide a service and do so without the benefit of engaging the family and the community. And most do not know how to share power. They typically see only the deficits of these families and are not inclusive of the family in their decision-making. Those that fund local agencies restrict the use of funds to only those services that can be measured, even if they are not the right measures. And most agencies—due to federal and state restrictions—only provide services to those kids and families that are experiencing significant problems. In other words, they intervene but they don’t prevent problems from occurring in the first place. Good examples of this are our child welfare and delinquency systems.

We believe that the culture of most of these institutions must change—that they be more responsive to what families and children need from a strength-based approach and from a place of power-sharing. The strategies and objectives we have outlined below provide a starting point for CPC to begin this long-term work that, at its heart, is about changing the beliefs and practices of the institutions that serve our children and families.

Desired Outcome
Key child-serving institutions—including schools, community-based agencies, early childhood centers, cities, funders, County health and human service departments, and others—have a culture in place that supports and strengthens families with children, values parents as equal partners in the care of their children, and encourages community-building.

Objectives
- Relationships are in place and CPC is working with decision-makers of key institutions to assist them in developing policies and programs that support and strengthen families.
- At least 20 training and technical assistance sessions are provided through the Community Building Institute for key institu-
tions committed to developing family-strengthening policies, practices, and programs.

- A best practices guide, Web site, and ongoing communication materials that promote effective relationships between families and institutions are developed.
- Advocacy tools to create opportunities for parents to be engaged in the decisions that affect their lives and the lives of their children are developed and shared with CPC’s community-building networks.
- Organizations that employ family-strengthening approaches in their service delivery system are recognized and profiled.

Critical Success Factors

- Defining “family-strengthening institutions”
- Making the case that this kind of culture change will lead to improved outcomes
- Documenting the link between culture change and improved outcomes
- CPC members modeling the change we seek in their own organizations
- Launch of the Community Building Institute
- Hire of a new chief administrative officer who continues to supports the work

Barriers to Success

- Resistance to culture change within target organizations
- Inability to establish working relationships with target organizations
- Varying quality of relationships with CBOs, County departments, etc., from SPA to SPA

Strategies

1. **Encourage partner institutions to develop programs, strategies, services, and engagement efforts that support and strengthen families and provide them the environments and opportunities that allow them to care optimally for their children.**

   “... the CPC effort has been vision-driven from the beginning, built on the belief that the service system could be transformed and that transforming the system would result in better lives for the children of L.A. County.” — Building Bridges, Charting Change

Work will be phased in over the three-year period, utilizing knowledge and best practices drawn from both within and outside CPC. Use of the “community forum” process results will be expanded to include community action research. We will:

- Convene a “family strengthening” ad-hoc workgroup, composed of CPC and SCCC members, chief program officer, community planning and engagement manager, and SPA/AIC Council staff members.
- Define “family-strengthening institutions” and develop an appropriate engagement strategy.
- Make current relationship-building efforts more intentional and focus on areas of greatest impact.
- Partner with key County agencies to carry out Goal 5 of the County Strategic Plan.
- Partner with key County agencies, using community input to influence County budget priority processes and prevention efforts.
2. Promote funding flexibility in government service contracts to community-based providers to allow services/resources to support and strengthen families, build their leadership capacity, and promote relationship-building in the community and in the place of service. 

CPC’s role in this strategy is one of linking community perspectives to County contracting, helping to raise awareness among agency heads of the value of participatory program development, and seizing the opportunity to re-engage the prevention discussion with County departments. We will:

► Convene a “funding flexibility” workgroup, composed of CPC and SCCC members, chief program officer, chief operating officer, community planning and engagement manager, and SPA/AIC Council staff members.

► Identify contracts to target and examples of successful contract flexibility.

► Develop recommendations to County departments and the Board of Supervisors on how to make greater use of family support values in County contracting documents.

► Encourage community-County dialogue on how to better or more effectively involve communities in program development.

► Help community-based organizations submit proposals that include family-strengthening elements.

3. Strengthen the leadership capacity of parents and youth to hold institutions accountable.

Implementation will require a combination of training, facilitation, technical assistance, and brokering functions so that parents are trained to act as their own advocates. It also assumes that staff at CPC’s institutional partners are open to a shift in their institutional cultures. We will:

► Sustain the current SPA/AIC Council neighborhood networks and continue systems training.

► Develop training modules for the Community Building Institute that help parents navigate public systems.

► Broker relationships between parents and institutions through SPA/AIC Council networks.

GOAL 2: MOBILIZE EMPOWERED COMMUNITIES FOR KIDS.

Introduction
At the heart of any social change agenda is the community itself. We believe that government alone cannot—and should not—drive any effort to improve the well-being of families and communities. It must be a partnership, with communities leading the way. Our experience is that people in the neighborhood are more effective social change agents and that they have the answers to what is needed to live in healthy and thriving communities. And we believe that people in government or social service agencies—as public servants—should work collaboratively and in partnership with community members to develop solutions to difficult problems.

Based on the work of the SPA/AIC Councils over the last four years, we know that parents, residents, and young people throughout Los Angeles County have the interest, passion, and commitment to be leaders in their neighborhoods, and want to partner with government and others to shape their own destinies. Many, however, do not have the supports in their communities to come together, build relationships, and learn how to be strong advocates and effective leaders. This is work that CPC—in partnership with the County of Los Angeles—has begun and intends to deepen over the next three years. Below are the strategies and objectives that will build on our work.

Desired Outcome
Parents, residents, youth, and institutional partners throughout L.A. County are engaged in a
countywide community-building movement to bring about social change that improves the five outcome areas of child well-being.

Objectives

- Training curricula and tools are developed and provided through the Community Building Institute for SPA/AIC parent and youth networks and other community partners.
- The SPA/AIC Council parent and youth networks are assisted to influence at least one key area of child well-being in each of their SPA regions and for the American Indian Children’s Council.
- Mini-grants are made available to support SPA/AIC-led community-building efforts.
- CPC works in partnership with others, such as Healthy City, to help develop the skills of parents, residents, and youth to conduct community action research, including mapping relationships, community networks, assets, and strengths in their communities.
- CPC holds a countywide CPC Community Building Conference in 2009 to deepen understanding of community-building strategies and celebrate accomplishments.

Critical Success Factors

- CPC’s effectiveness in creating change agents within the community and institutional structures
- Ability to partner with community members and institutions
- Ability to extend beyond current networks
- A well-defined partnership strategy

Barriers to Success

- Building relationships without building capacity for action
- Resistance to tying network activities to the five outcome areas
- Inability to measure organizing results
- Lack of a data infrastructure that enables CPC to track and measure impact
- Cuts in financial support for SPA/AIC Council community-building networks.

Strategies

1. Support and sustain the 50 existing SPA/AIC Council community-building networks comprised of parent, youth, and resident leaders working to make change in their neighborhoods on behalf of children and families.

Implementation will include all established networks whether or not they have institutional support. This work should impact relationships, local and countywide issues, and raise awareness in the broader community about issues impacting children and their families. We will:

- Develop a clear methodology for community building, define “support and sustain,” and profile existing networks.
- Implement the mini-grants program.
- Create a master calendar of program activities to help align our work.
- Explore opportunities to link shared interests.
- Share best practices across networks.

2. Launch the Community Building Institute to develop and strengthen the leadership skills of parents and youth to impact indicators of child well-being in their neighborhoods.

Plans for the Community Building Institute are currently being revised to clarify what training is to be provided and for whom. Implementation activities will seek out existing training modules CPC can adopt or adapt which are compatible with CPC’s philosophy and approach to community engagement while developing original curricula when necessary. We will:

- Revise the CBI plan and set training priorities.
- Complete a minimum of 20 training sessions annually for SPA/AIC Council staff, members, and neighborhood network members.
- Create a resource database of outside training/curricula appropriate for CPC use.
- Create a structure that links to other partners and experienced providers.
3. Create a vehicle for SPA/AIC Councils to influence CPC policies affecting children, youth, and families; strengthen parent networks to influence local policy and foster effective integration and participation of parents, residents, and youth in decision-making bodies.
A process must be developed that facilitates the identification and selection of issues arising from the SPA/AIC Councils and neighborhood networks. However, it is also assumed that each SPA/AIC Council will assist in identifying and influencing policy decisions at the local level. We will:
- Integrate policy issue identification into the Sustaining Community Capacity Committee’s agenda and strengthen its capacity to address said issues.
- Strengthen CPC’s capacity to conduct policy research and analysis in support of the SPA/AIC Councils.
- Link to the CBI training agenda

4. Link CPC efforts with other community-organizing groups.
While this kind of strategic partnering is already under way in some of the SPAs, more work needs to be done to define the value and benefits CPC brings to any such relationship. Identification of potential partners needs to be more thoughtful and intentional, and new tools and supports are needed to help volunteers and staff maintain and build these relationships. We will:
- Create a matrix of existing CPC organizing efforts.
- Develop a strategy for identifying potential partners, and determine how best to link CPC’s mobilization efforts to those of our partners.

GOAL 3: PURSUE BOLD POLICIES TO IMPROVE CHILDREN’S LIVES.

Introduction
If changing institutions and mobilizing empowered communities are at the heart of social change, impacting and influencing policies that affect children, families, and communities can serve as the catalyst.

Indeed, it is the policies that we have in place that systematically—and almost by design—create the challenging conditions facing so many children and families. That so many families are in persistent poverty, or homeless, or caught up in substance abuse or domestic violence, etc., tells us that we have, in our society, created conditions that make change extremely difficult. It is by changing these policies—whether they are policies adopted by government bureaucracies or ones that arise out of the legislative process—that we can change the realities for thousands of children and their families.

While impacting policies is not new to CPC, the Council has not been as proactive or as intentional as it could be in influencing change. This strategic plan provides us with the opportunity to connect our first two pieces of work to actual policy change—and allows us to model how policies must be driven by the community in collaboration with our government partners. Below are the ways in which we intend to begin this work, with a commitment to learn and adjust our processes as we move forward.

 Desired Outcome
Local, state, and federal policies (systemic and legislative) facilitate L.A. County’s progress in strengthening families, building community, and improving key indicators across the five outcomes areas of child/youth well-being; and local community decision-makers respond to policy changes advocated by organized parent and youth networks.
Objectives

- CPC establishes a process to develop its short- and long-term policy agenda and a process to obtain CPC approval for the policy agenda.
- The Children’s Score Card is published every two years, along with other data reports to inform and influence policy and planning efforts for the CPC policy agenda. CPC collects data on child well-being and makes it more accessible through its Web site, utilizing GIS to more powerfully convey the conditions for children, youth, and families in L.A. County.
- Needed supports and training are provided through the Community Building Institute to the SPA/AIC Councils to facilitate their ongoing participation in the development and implementation of the CPC policy agenda.
- Input from parents, residents, and youth involved in the SPA/AIC Councils is tracked to ensure that CPC’s policy agenda is community driven.

Critical Success Factors

- The hiring of a policy manager and policy analyst
- An early “bottom up” win that demonstrates the potential of CPC’s new policy agenda
- The ability to facilitate and balance local advocacy work and countywide efforts

Barriers to Success

- The nature and complexity of the legislative process
- Changes in economic conditions that result in greater resistance to change
- Changing national and state policy/budget priorities

Strategies

1. Forge and deepen relationships with key local, state, and federal legislators and decision-makers.

“While county government plays an enormously important role in service delivery in California, the county can only do so much. State and federal laws, regulations, reporting processes, and funding structures all play a role in either allowing or constraining county efforts to improve the effectiveness of services and outcomes that result. … Identifying barriers and suggesting legislative, administrative, and regulatory solutions is seen as a valuable contribution. A concerted effort, in tandem with the County’s existing policy advocacy efforts, and working through Los Angeles County’s elected representatives, might have a powerful impact on what can be done locally.” — Building Bridges, Charting Change

Successful implementation will require establishing and nurturing ongoing relationships with legislators and their field staff, as well as other key decision-makers. This will involve an organized strategic approach to reaching out to key players, in-
Introducing them to CPC and its work, information-sharing, and ongoing relationship-building. Focus of such efforts and who to target will be dictated by the policy initiatives CPC chooses to pursue. We will:

- Identify key legislators and decision-makers.
- Map existing relationships.
- Develop a plan for initiating new relationships and creating greater awareness of CPC among key legislators and decision-makers.

2. **Engage local institutional and community-based partners in the development of the CPC policy agenda.**

Implementation of CPC's policy agenda will require the participation of our partners (i.e., representatives of CPC member institutions and organizations). Work will be channeled through CPC, the Sustaining Community Capacity Committee, the SPA/AIC Councils, and current partners. We will:

- Convene policy ad-hoc workgroups around no more than three policy issues, composed of CPC and SCCC members, chief executive officer, chief program officer, policy manager, and policy analyst.
- Identify key/relevant institutions.
- Meet with institutional leaders to identify common interests.
- Secure partnership agreements.

3. **Develop a short- and long-term CPC strategic policy agenda that improves the lives of children and families and that is community- and data-driven. Consider current CPC efforts, including family economic success, juvenile justice issues, and the emerging prevention agenda.**

The breadth of CPC's mission suggests a wide range of potential issues for its new policy agenda. Determining the initial focus of CPC's efforts, which initiatives are short-term vs. longer open-ended work, how to integrate current policy-related efforts, and other questions must be answered before moving forward. We will:

- Create policy ad hoc committees.
- Conduct research on policy recommendations.
- Work with the SCCC and Executive Committee to prioritize work.

4. **Influence the legislative agenda of the County of Los Angeles and cities within L.A. County; and influence the policy agenda of local school districts.**

Successful implementation will require influencing County actions that may be either separate from or related to the CPC agenda, targeting specific cities and school districts, and training both staff and CPC/SPA Council members on the legal issues and restrictions on advocacy activities for nonprofit organizations. We will:

- Establish criteria for issues selection.
- Survey areas of influence and/or policy agendas of cities related to children and families.
- Clarify the role of local networks and SPA/AIC Council staff.
- Establish policy regarding use of staff time and resources for advocacy activities.
MANAGEMENT GOALS & OBJECTIVES

The work outlined in this strategic plan is ambitious in both its scope and depth. It will require an organized and disciplined team approach that brings all organizational resources to bear on the issues it seeks to address. This in turn requires a willingness on the part of the leadership to re-examine all aspects of the organization and make changes that will enable CPC to more effectively fulfill its mission. Among the areas which will require review:

Mission
Clarity of mission is the first requirement of a mission-focused organization. The mission, vision, and values statements earlier in this document are an attempt to address the question of CPC’s purpose in a clear, concise fashion. Communicating them to internal and external stakeholders is one step toward ensuring greater focus and alignment in our work; another is to be more thoughtful and purposeful in ensuring that everything we do is consistent with the concepts and direction dictated by these statements.

Organizational Structure
This strategic framework requires a review of how CPC’s resources are being used. Staffing structures, roles and responsibilities, personnel and fiscal policies, volunteer responsibilities, space needs, work environments, etc.—all will be reviewed with a goal of reconfiguring resources in order to create the most effective organizational structure for achieving the goals and objectives outlined in this plan.

As part of this work, the Executive Committee will review and revise (if necessary) CPC bylaws as well as composition, roles, and responsibilities of governing bodies; outline an orientation process for members; and develop a self-assessment process.

The Strengthening Community Capacity Committee will review and revise SPA bylaws; SPA/AIC Council composition; roles and responsibility of staff, conveners, Council members, and network members; staffing structure; and lines of authority and responsibility.

The Executive Committee and SCCC jointly will take up the issue of partnerships—definition of types, mapping of existing and potential partnerships, guidelines for entering into partnerships, etc.

Staff Development and Support
If people are among an organization’s most valuable assets, investing to maintain and increase the value of those assets is crucial. CPC will develop more effective orientation processes for both staff and volunteers, identify opportunities for professional development and advancement, ensure equity of staffing throughout the SPA/AIC Council structure, and provide stronger managerial support of field staff, among other measures.

Funding and Resource Development
How to sustain the work is a core operational concern. The CPC Foundation Board is charged with the responsibility of developing a strategic development plan that ensures the long-term sustainability of the organization, as well as with assisting the CEO in identifying and pursuing new fund-raising opportunities.

Planning
Current workloads exceed organizational capacity without adding new work contemplated in this plan. One way to ameliorate this situation is through more effective planning that establishes clear processes, prioritizes workload, and defines responsibilities and timelines. Deepening CPC’s planning processes and developing the infrastructure to move forward with the work outlined in this plan will be a priority through the end of 2007.
Alignment and Integration
Much of CPC’s existing work is already congruent with what is contained in this plan, but it needs to be more intentional and mission-focused. Part of the planning process described above will focus on how best to align and integrate existing work with new work outlined in this plan.

Data
Data plays an important role in the strategic initiatives outlined in this plan; however, the organization lacks the technological infrastructure to effectively identify, collect, analyze, and evaluate data. CPC’s research and evaluation needs must be clarified and a structure developed to address them.

The Data Partnership will develop recommendations regarding CPC’s data/research/evaluation role; make recommendations concerning staffing; assist in developing and maintaining data-related relationships; and advise on potential new data product development.

A technology workgroup will be formed to help map existing technological resources, identify organizational tech requirements, and develop a technology plan that addresses both operational and programmatic needs. This workgroup will be composed of the chief program officer, chief operations officer, chief communications officer, information technology coordinator, SPA/AIC Council staff members, and an outside technology consultant.

Communication
As with data, effective communication cuts across all of CPC’s strategic initiatives. A communications plan will be developed that effectively advances CPC’s mission, explains its value, and promotes its accomplishments to external audiences, while establishing internal communication systems that promote more effective collaboration, knowledge-sharing, and learning throughout the staff and volunteer structures. A communications workgroup will be established to provide feedback and advice on CPC’s communications efforts. Membership will include CPC and SCCC members, chief communications officer, and hall and SPA/AIC Council staff members.
For CPC, evaluation is a developmental process—not an event or a report card—promoted by leadership who value feedback as a way to assess progress and enhance effectiveness. As such, we will use an approach that will enable us to periodically assess our progress, while capturing relevant organizational learning. To be sure, we will want our learning evaluation to ask good questions, gather information to answer them, and allow decisions to be made based on those answers, while providing a way for CPC to assess its progress and adjust in ways that lead to the greater achievement of our mission.

The following are some of the initial goals for the monitoring plan:

- Create and use practical tools for monitoring on a regular basis, focused on a selected set of key activities from the three goal areas in the plan.
- Elicit information on a periodic basis, generating feedback for decision making.
- Capture the learning that arises from our new strategies.
- Create a vehicle for communication and sharing across the organization.
- Identify model efforts, with the potential for replication.

Given these goals and our overall approach, measures will be derived not simply from what can be quantified but what will give us meaningful information. They will be framed based on the outputs we expect from specific plan activities and will be both quantitative (numerically based) and qualitative (based on narrative reports). Above all, we will ensure that monitoring contributes to CPC’s learning and development, and provide focus to the plan’s implementation efforts.

Further, our monitoring plan will be based on a limited set of key activities to allow tracking that is deep but also minimizes the burden of data collection. Key activities will be selected from the three goal areas (family-strengthening institutions, mobilized communities, and policies) with special emphasis on activities that cut across all three areas. For example, we will want a tracking process and approach that will capture learning from the SPA/AIC Councils and community networks as they support the development of community capacity. Annual SPA/AIC Council-specific outcomes will be central for understanding how goals and objectives are directly translated into increased capacities for communities to support children and their families.

It will be critical to know whether the processes for implementing the key activities are meeting our own agreed-upon standards (or benchmarks). For example, with the Community Building Institute, were we inclusive in the planning and design of our program? Did we address the priorities of participants and other stakeholders? Meeting benchmarks that are meaningful can help serve a valuable purpose for assuring the immediate result—CBI’s successful launch.

Many of our activities—building relationships with community-based organizations and other institutions, for example—may not lend themselves to the kind of quantitative measurement found in more service-oriented organizations. The longer-term nature of these activities can seem even less tangible and therefore more difficult to measure. Our approach will include the development of a set of guiding questions to elicit regular information and observations accordingly. We believe that this approach will promote greater intentional-ity in our strategies over the intermediate term,
and by extension, lead to improved results over the long term.

A key step in this process is to explore the resources and tools available to us to inform the development of the guiding questions. We will also work collaboratively with county and community stakeholders to set methodologies for evaluating desired results—and possibly even “coaching” local teams to participate.

Finally, we will apply the County’s Performance Counts! framework. Below is an example of the framework and how we may apply it to our work.

### Performance Counts Description of Program Indicators and Operational Measures

**Program Result.** This is a statement of the intended consequence from the specific services or interventions provided for the specific population served. This statement answers the question:

"What change/condition should occur in the clients served from the services/intervention provided?"

**Example**
Low-income youth ages 14–21 successfully transition into the workforce.

**Program Indicator.** This is a measure for which data is available that reflects achievement of an Outcome or Program Result. A Program Indicator answers the question:

"What did we achieve? How do we know that the change or result we wanted occurred?"

**Example**
Percentage of youth exiting the Workforce Investment Act program that are employed, in military, or enrolled in post-secondary education nine months after exiting the program.

**Operational Measure.** Measures of how well a program, agency, or services system is working, e.g., input (resources used), workload/output, efficiency, and/or quality. An Operational Measure answers the question:

"How well was the service provided?"

**Example**
Number of youths served (workload); cost per youth served (cost efficiency); percent of youths satisfied with the service provided (quality).

Performance measurement information is useful in context of trends, comparison with standards of other benchmarks. Data will become more useful in triggering programmatic and operational improvements as managers and staff become familiar with analyzing and using the results. Departments should look at the initial efforts as building a baseline data set which will be continuously improved over time.
Los Angeles County
Children's Planning Council
(CPC)

Funding Recommendation
for Partnership Renewal

Overview

- Background
- The Four Agreements
- Progressive Match Requirement
- Funding Recommendation
Background

- Previous memo presented in June
- CPC's Sunsetting Review
  - Program and Financial Compliance
  - Alignment with First 5 LA Strategic Plan
- CCA and CPC's Strategic Plan

The Four Agreements

- Continue Development of the SPA/AIC Council Infrastructure
- Ethnic Diversity
- New Technologies
- The Community Building Institute (CBI)
Progressive Match Requirement

- Sustainability Beyond First 5 LA Funding
- 10% Match Each Year After First Year

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Funding Recommendation

- Renewal of CPC Strategic Partnership for $4.25 Million Over Four Years Across the Four Agreements
- Approve the Progressive Match Requirement
- Authorize Staff to Negotiate SOW, Budget and Contract
Item 10

Public Comment