In the Matter of:
FIRST 5

COMMISSIONERS' MEETING
February 14, 2013

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FIRST 5 COMMISSIONERS' MEETING

LOS ANGELES, CALIFORNIA
THURSDAY, FEBRUARY 14, 2013

REPORTED BY:
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CSR, No. 13646
MR. KAUFMAN: Good afternoon. Can you hear me back there? We're going to get started. We're going to get started in a few minutes.

Let's get started.

(Roll call was taken.)

MR. KAUFMAN: Welcome everyone. I hope everyone's having a great day. My great day is I'm about to leave early to go see my grandson.

So we can talk about that later if you like.

Let's start the first item of the agenda.

MS. BELSHE: Thank you, Mr. Vice Chair. I believe the first order on the agenda is approval of the commission minutes from our March -- January 10th, 2013, meeting; so you might want to ask for a motion.

MR. KAUFMAN: I'll ask for that motion.

(Motion was seconded.)

MR. KAUFMAN: So moved.

(Motion was moved.)

MR. KAUFMAN: Any additions, corrections?

MR. GALLARDO: I would just note that these are seconds, not minutes. It only takes as long to read them as it did to have the meeting. I think it's really good, because it increases our transparency, but it's a slog to go through.

MR. KAUFMAN: With that ethereal and
philosophical comment, any other questions and comments?

Hearing none, approved.

I, actually, am having trouble getting online.

MS. BELSHE: And if I may, in just a quick comment on the -- the minutes as --

MS. AU: I think we all are having some issues with our technology. I can't get online either. Is there another way we could use our internal system or something?

MS. BELSHE: So a quick comment in terms of the minutes while our director of IT endeavors to fix whatever problems we are having with our commissioners accessing our board packets.

Thank you.

Las Dr. Fielding noted, we have the transcription included; so it's a very detailed and transparent approach to capturing what transpires in our board meetings. And you'll also note there was a secondary, very detailed minutes by Maria, our secretary.

We are going to be looking at options, in light of the transcript, what is the most effective way to provide a summary of the activity that occurred during the board meeting. And so bear with us as we learn and experiment. And you'll probably see a different approach at our next board meeting.

Item 4, which is -- excuse me -- which is -- Item
3, which is approval of the monthly financial statements.

MR. KAUFMAN: I have the old-fashioned hard copy delivered to me by Pony Express.

MR. ORTEGA: Thank you. Good afternoon, Commissioners. Before requesting board approval of the monthly financials, I would like to take a minute to provide you with an update of our efforts to streamline the presentation of our organization's financials, the changes implemented in today's presentation, and the opportunity and steps to continue to pursue in order to provide statements to monitor the financial activities of the commission.

The first step that was taken was the discontinuation of the check register as part of the commission packet. Staff has reviewed and determined that the inclusion of this information was difficult to analyze and assess, and, in addition, reflected a time period between commission meetings and did not reflect the actual monthly financial activities that were being presented.

Though the information will be discontinued in the actual packet, in the spirit of transparency and saving trees, we will continue to have it available via the First Five LA Web site.

Staff is also reaching out to other First Five commissions and other like organizations to explore how
they report on a monthly basis and identify best practices.

In addition, staff is engaging with the budget and finance committee to define the essential information needed for the commission to fulfill its fiduciary duty and to discuss opportunities, lesson learned and Listening, Learning, and Leading process -- also known as the L-3 -- as well as through our outreach efforts with similar organizations.

At this time, I request approval of the December 31, 2012, monthly financials, these statements before you are considered a soft closed and are unaudited.

Thank you.

MR. KAUFMAN: Thank you.

(Motion moved.)

(Motion seconded.)

MR. KAUFMAN: Any discussion? Comments? Concerns?

Hearing no concerns, it will be unanimously approved.

Next item is Antonio. Approval of two amendments to authorize staff to complete final contract execution.

MR. GALLARDO: Good afternoon, commissioners and Public.

The calendar item for this month includes
amendments to increase the contract amounts for two of our providers.

One of them is Mr. Gary Resnick, who is going to be helping us to increase the activity on the accountability and learning report, to support our activities on the Listening, Learning, and Leading project.

Secondly is an increase in the contract with UCLA for the implementation of the pilot project on the early development instrument.

We have foreseen -- we are experiencing, actually, a higher than expected rate of teachers are willing to try this instrument, and the increased amount would allow us to train the teachers and build the data that we're trying to get over three years to determine whether this instrument will help us in our efforts to collect data about race assessments and the situations of the community throughout the county.

MR. KAUFMAN: Anyone so moved?

(Motion moved.)

MR. KAUFMAN: Seconded?

(Motion seconded.)

MR. KAUFMAN: Any comments? Questions?

My only comment is why these two -- why are we hearing about them? Not because they're good or bad.
Did we reach a threshold? Is there something that happened that made us have to come back for a contract amendment in the new way that we do things? Is that why this is coming as a full action item for these two under-$25,000 amendments?

MR. GALLARDO: I think in the -- in the case of the first one, it's because the amendment will cross over the threshold of 25,000 -- to get us over the $25,000, and we need to bring it to the commission for approval.

And the second one is because it's an increase. The -- again, the total goes over the 25,000 authority of the ED.

MR. KAUFMAN: So -- so this to me is something that goes back to the budget and finance committee. Unless there's disagreement, I think we'll have to approve it.

The question is, how does this get handled in the future? Do they just come in in other ways? I don't think we need to hear about every one of these in this sort of a fashion. Today's fine.

Anyone having problem with the proposed amendments?

(Motion moved.)

(Motion seconded.)

MR. KAUFMAN: Moved and seconded. No public
comment. So ordered.

The next item is remarks from the supervisor.

We'll come back to that in a few moments, and go to Kim, your director's report.

MS. BELSHE: Thank you, Mr. Vice Chair. And my comments will be brief.

There are a couple of things I want to talk about with -- in terms of agenda. And, of course, some of the activity in the past year.

I see our chair has joined. So, do you want me to go forward? I will press ahead.

Couple things about the agenda. As board members and staff, certainly, and as the public as well will note, it is a very full and substantive agenda, and it reflects a couple of things.

Number 1, it reflects the framework that we talked about at our last month's board meeting in terms of using a little bit of time each board meeting -- and in case of today a lot of time -- shining a light on implementation activity associated with our strategic plan. Give the board a sense of progress, moving forward, key issues, and a pathway for solving those issues.

Secondly, to use some time to provide a status report on our implementation of the various recommendations put forward in 2011 -- under the 2010-2011
for the Rose Audit report.

Third is to highlight critical public policy and advocacy issues that have emerged over the course of the past month.

And, finally, to provide commissioners with an update on our Listening, Learning, and Leading exploration.

In addition to the agenda reflecting this framework, it also reflects our intention to bring to the board items as information items before they come to the board as an action item.

So this will give the board an opportunity both to hear and learn about an issue, to receive public input, and then to inform by the feedback we receive from the board, from members of the public, for staff to then come back at the subsequent meeting with some specific recommendations.

We think this is an approach that promotes transparency, public input, and ultimately better more informed decision-making by the board.

Second, in the spirit of listening and learning and experimenting, our commissioners and others who review our board material will see that the executive director's monthly written report looks a little different.

I'm endeavoring to organize it in a way that on
the one hand provides some information regarding things I
have been doing external to the organization over the
course of the previous month with some of the key stake
holders and organizations and partners with which we work
or aspire to work.

And, second, to organize the very extensive
organization-wide activity that has occurred over the
space of four weeks in a way that -- that perhaps brings a
bit more framing and focus.

So you'll see that that organization-wide
activity has been organized around the topical clusters
that were used for last year's accountability and learning
report. And I welcome feedback on that presentation.

A couple quick comments. In terms of my external
engagement activity, my report calls out four principle
groups of folks with whom I have been meeting on my own
and with staff.

Number 1, elected leadership. And we are
beginning to reach out to and sit down with new members of
our state legislature who are from the LA area and who
have the potential of serving for 12 years. So those are
very important relationships for us to be building with
our state elected officials.

Secondly with funders. Both those who are very
engaged with early child development issues as well as
those who perhaps work around the edges but could be more robust partners in our work going forward, and perhaps some of our key grantees and stake holders -- grantees and contractors, I should say, I've been reaching out to and meeting.

And, finally, collaborative partners. There is a rich array of organizations that come together around various issues, whether they relate to home visitation, early childhood education, child care. I had an opportunity to -- yesterday, at Dwayne's invitation -- to meet with the policy roundtable for childcare, but these have all been terrific opportunities to get to better know the community of interest with whom we work.

And as we've discussed, as the commission has discussed, and as I have discussed with the board, while we are very blessed to have prop 10 revenues to invest, in many respects it's really not our investments that are going to guarantee the success of children. It's the partnerships that we are able to forge with others who share our aspirations for young children.

On the policy and advocacy front, I think we all know that early childhood education received a big boost when the president of the United States saw fit to give voice to his support for and call for universal pre-school. His statement really affirms much of what we
know and what the research tells us when he said the
sooner a child begins learning the better he or she does
down the road. And this organization agrees with that
fully and understands greater the payoffs we will see to
society and our economy; so it's a wonderful recognition
of the value of quality early childhood education.

It gives us important wind to our sails, if you
will. Certainly there are a lot of outstanding questions
and issues, not the least of which is how to finance and
what model to pursue. But it does really provide a policy
maker focus at the federal and ultimately state level that
I think is important and that we will be a part of as
well.

Final comment on policy and advocacy. I just
want board members to know that we are finalizing a
solicitation process for a Sacramento advocate. And this
is the first time we will have partnered with some
capacity in Sacramento. And we're really looking to this
team to work with us to design to develop and execute an
agenda -- a state policy agenda around our key priorities
principally as they relate to early childhood education,
but secondly as it relates to newborn screening and home
visitation which we will be talking about later in the
agenda.

Final ministerial comment. Board committee
meetings have been in the process of being scheduled. Maria, tomorrow, will be sending out dates that have been set for programming and planning and budget and finance committees, and we're close to finalizing the executive committee schedule.

Also in anticipation of the presentation and suggested next steps around Best Start there may need to be some additional meetings of either the programming and planning committee or perhaps a special board committee structure to bring a bit more focused and sustained attention to that particular priority.

And at the end of the agenda I'll be returning to provide some very brief comments on where we are with the Listening and Learning and Leading initiative, and I appreciate your attention and invite any comments or questions.

MR. RIDLEY-THOMAS: Thank you very much.

Any questions for the executive director?

MS. SWILLEY: I did have one question regarding the advocacy position you were talking about for Sacramento.

Is this just -- are we partnering with other First Five groups? Or is this something specific for LA Five?

MS. BELSHE: This is an advocate that First Five
LA will be hiring. But given the work that we undertake and the alignment with other First Fives, as well as other stake holders, principally around early childhood education and home visitation, we will be looking for opportunities to collaborate with -- with other First Fives, the county commission, as well as others. But this is an organization that would be working specifically for us, but certainly with others who share our policy interests.

Is that responsive?

MS. SWILLEY: Yes.

MR. RIDLEY-THOMAS: All right. Any other questions at this point?

MS. TILTON: Do the other commissions have their advocates? Or are we the only county commission that will have an advocate and then we'll be collectively working with issues on them when necessary? Or are there other advocates that form a central group of --

MS. BELSHE: My understanding is that in the past the First Five commissions have had policy advocates. I'm not sure who has them on board now. Frankly, this is an issue I really want to be pressing in the context of First Five LAs involvement with all of the county commissions. We have so many common interests, and I think there's such an opportunity to really develop and frame and move
forward with a common policy agenda.

We are big. We maybe have a few more resources
to bring someone on board that really bring some
expertise. But it's important we not work in isolation.
I would love to have other First Fives also be investing
resources in advocacy. But, fundamentally, we need much
more, in my judgment, aligned, coordinated policy agenda.
Not just with our own, but with the other First Fives.

MR. RIDLEY-THOMAS: All right. Thank you very
much.

Any other questions from members of the
commission?

MS. AU: Not to belabor this, but I just want to
make certain that -- there is an association, I believe,
of other county commissions -- First Five commissions, and
I believe that is still a viable entity. I'm just --

MS. BELSHE: Yes. They exist. And they also
have someone who, at least -- if not on a pay basis, on a
volunteer basis -- does help with policy advocacy in
Sacramento. And that's the organization that I think
really provides a really important umbrella to coordinate
and integrate these advocacy efforts.

MS. AU: Absolutely. So thank you.

MR. RIDLEY-THOMAS: All right. Any other
questions for the executive director on any part of the
report from commissioners?

Thank you.

Very briefly then, I want to direct everyone's attention to the fact that this is a special day for a lot of people for a lot of reasons. But may I lift up for your consideration the fact that this is the season for nonviolence, marked by 64 calendar days between the anniversary assassinations of Dr. Martin Luther King, Jr., on April the 4th on one end and then that of Mohandas K. Ghandi on January the 30th. I really respect the websites as I look up the season for nonviolence. I think it has purpose and meaning that will be useful to all of us.

We think about our agenda for the day, Item 7 and Item 12. But when you think about Item 7, consideration of Best Start communities, I think it's well within the consciousness of many of the members of the board of the commission and staff as well as those who are paying close attention that the concepts that inform Best Start deal with children who are born healthy, children who will then maintain a healthy weight, children who have been safe from abuse and neglect.

It is at that point that we think about the issue of the season for nonviolence. And so the fundamental question that this commission must always consider is how
do we continue to make a substantive impact on the population we serve. Moreover, what is the strategic direction of our investments. And in my view, I think it's a compelling argument that can be made for Place Based approaches to strengthen families and thus our learnings for today.

I think it's fair to say that First Five LA has embarked on a rather ambitious agenda to creates it's own Place Based initiative, and we know it as Best Start communities. And there are just a few questions that I think we are -- are obliged to consider.

What impact do we seek. And what outcomes would be achieved through our current Best Start strategy? How do we measure our progress? What is the time line associated with meeting our goals? And what funding requirements are there to attain those goals?

So I'm hoping that in our conversation today we will begin what I think is both deliberative and iterative discussion on these questions.

Second presentation is that of sustainability of First Five LAs family strengthening strategies. That's item number 12. again.

This will be a probative opportunity for all of us as commissioners to begin a constructive conversation around the question of sustainability. We acknowledge the
skill set of the executive director and her leadership and moving us in that direction.

In the final analysis, accountability is the order of the day, and we wish to be as transparent as well as creative in that pursuit.

Well, there are a few housekeeping issues, Dr. Huffman. The stenographer has requested that commissioners and speakers not speak too quickly. She wants you to speak at the pace that I speak. Slow walking; slow talking. That's the pace that we need.

And then the other point that the stenographer has requested is that commissioners and speakers not speak too close to the microphone. In other words, not to speak as I speak.

And once we get deeply enough into the agenda, we're going to take a little break for a little stretch. I think we ought to honor the impact and the import of Dr. Andrew Yancy, and we will do that soon after we've completed Item Number 7 or thereabouts.

If there are no questions or comments, let's then turn to the next item on our agenda, which is Item Number 7.

MS. BELSHE: Thank you, Mr. Chair. I will aspire to not speak as fast as I normally do, and to not get too close. You are a good role model on the first.
Okay. Here we go.

So I am going to kick off this before turning it over to my colleagues. And two things. Number 1, I want people to get comfortable, because this is about a 25 to 30 minute presentation. We're going cover a lot of ground.

MR. RIDLEY-THOMAS: A quick question. Do you want the commissioners -- I want to say this so that the executive director doesn't have to say it.

We wish for you to hold your questions until the staff presentation has been completed. I know that's a tall order. Nonetheless, the imposition of discipline is upon us.

MS. BELSHE: Thank you, Mr. Chair.

And so today's Best Start briefing is the second in a series of monthly presentations about where we are with implementation of our strategic plan. And you'll recall last month we heard about -- in a fair amount of detail -- where our implementation of the family strengthening strategy, which is a core component of our work place based work in Best Start.

And today we're going to focus on community capacity building. And next month my expectation is we'll bring at least pieces of the county-wide strategies which are so critical to helping inform and advance our work on
county wide projects.

For today's briefing, that's our context.

Today's briefing -- to be clear about our goals as the chair just indicated -- we are beginning to embark on a deliberative and iterative process.

Today's briefing is not intended, nor will it be the one and only time we talk about Best Start. So our goals are really to set our plate, if you will, for what's going to be a series of important conversations as a board with staff and with the broader communities.

So, Number 1, to provide an overview of the context of Best Start in terms of how we got to this place as our preferred approach as an organization.

Number 2, to provide an update on where we are with implementation of the community capacity building within Best Start.

Number 3, to share some of our initial learning in some of the key issues with which we the staff and the board of commissioners need to be grappling.

And, finally, to present a pathway forward for how to both lift up and resolve those issues in a timely thoughtful manner.

This is the framework for the presentation Antonio is going to provide. A little bit of history in terms of why Best Start and the specifics in terms of
goals and strategies.

Second, we're going to hear from Marsha Ellis, who is our assistant director for Best Start, about where we are now in terms of implementations of key milestones.

And then I'm going to close with some observations around learning and next step support.

MR. GALLARDO: Thank you, Kim.

Good afternoon to the commission and the public.

Going back in time, let us remind ourselves in preparation for the 2009-2015 strategic plan the commissioners and staff engage in its use gathering to collect information and perform assessment along with environmental scan. Allow us to learn a few things about the way we were doing business.

One of them was the realization that direct services was not sufficient and that there was an opportunity, actually, to move beyond the direct services to a more comprehensive approach of investment to promote changes both at a systemic and community level. Changes that can be sustainable overtime.

Secondly, we learned that despite the fact that we have invested a tremendous amount of dollars -- close to $1 billion -- there was still a limited reach to our dollars and our investments, and this didn't allow us -- will allow us to address the broader environmental
factors. That could support the healthy development
children and their families.

We also realized that in several communities,
despite the fact that we might have multiple investments,
that we're actually serving them to serve children and
families at the very best these investments were not
integrated.

That, for sure, made it very difficult for us to
measure impact and moreover challenge us in our ability to
tell a concise and compelling story.

So informed by our experience, the commission
carried out -- concluded that the place based approach was a
more effective way to advance First Five LA goals and the
theory behind place based efforts suggests that these Best
Start efforts could support First Five LA in increasing
its effectiveness by focusing on very specific target
areas. And strengthening and leveraging the resources
within those areas and integrating the county wide and
policy systems as an entire approach on how to promote
change that are sustainable.

Through Best Start we saw an opportunity to
impact the lives of close to 20 percent of the 0-5
children in the county and this is in contrast to the less
than 5 percent of children that we were serving before
through our initiative based investment approach.
We've also realized that we couldn't do this work alone, and that relationships were critical in supporting children and families dealing with issues like social isolation, parental knowledge, residency, and other zero to five issues, including meeting basic needs.

Those are the elements of the strengthening family protective framework that we are using as a framework for investments. We also saw an opportunity to shift the locus of the decision making at a community level from service providers to communities and residents.

At the time of the development of the strategic plan in 2009-2015 strategic plan, we realized that the philanthropic environment was changing too, and informed by more than 30 years of emerging evidence and a growing body of research that tell us that the place based approaches and play space itself was important for us to be able to understand that where children grow up matters.

We realized that we were not alone in this effort and we build upon the experience in what was happening in place based efforts internationally, nationally and locally. For efforts that were prioritizing funding to specific direct and geographic region and that helped to inform our work.

So what is Best Start for the First Five LA.

Informed by this growing body of the research and our on
the ground experience and anchored on the commissions
desire to increase impact our First Five LA 2009, 2015
strategic plan focuses more intentionally on children and
families in selected communities and that's what we call
place based approach.

Our place based approach that we call Best Start
encompasses two principal strategies in the 14 communities
that we're working on.

First is the strategy called family strengthening
and as we discussed in the last board meeting this
strategy includes Welcome Baby and home visitation as a
way to support strong families and in insure that the
families of the newborns have the information and support
that they need. Information and support that is based
upon their needs and the risks that are being assessed.

The second strategy which will be the focus of
our presentation today is a capacity building strategy.

By implementing the effort the focus are intended
to connect and strengthening and leveraging the resources
that exist within this communities. Beyond that we
believe that we could build stronger communities by
creating stronger relationships and making all the stake
holders in the communities working together on behalf of
the children at zero to five families.

We believe that stronger communities will allow
us to give more support for these families and create healthier and safe environments for these children to grow up.

Our place based work is anchored in the four major priority goals established by this commission. And these are the goals that we aspire to advance for all the children in LA county. And this is that children are born healthy that remain healthy that are ready to go to school and are protected from abuse and neglect. Related to and concurring with our best place effort we have engaged in county wide activities these seven county wide activities we see at the roots of the tree are the roots as underpinning for place based approach include efforts to promote policy change. To increase equality of the workforce that support the children, to help families access services and make sure that every children in the county have access to health coverage.

Why we know that our place efforts focus in providing support to families and organizations within the communities our county wide efforts are intended to make sure that there is a large change happening county wide on the system that support this efforts. And we believe that it's working at both levels. At The place based level and the county wide same time that we will be able to make meaningful long lasting change in the lives of the
children and the families through the county.

The intent is that our place based efforts would put pressure on our systems and as those systems improve they'll be able to provide benefit for all the children throughout the county.

After understanding the rationale for place based, and how the strategies are intended to work together we are going to specifically turn our attention to our Best Start community capacity building strategy. Las it has been shared with the board in the past and during the joint efforts to ask to co-create our current strategic plan.

First Five LA made a decision to partner more intentionally and strategically with the communities the idea was to connect leverage and make sure that the assets within these communities are stronger. Also the intent to was to make sure that we are able to promote change in a way that help people. The caregivers, the providers and the committee members think feel and behave related to their children.

We intend to accomplish that by focusing on four core capacities. One of them is supporting relationship building and partnership among across families and other community members and that's with what we call community engagement. Also by identifying supporting and developing
leadership within the community to support our efforts. And that's what we call community leadership and by strengthening connecting and mobilizing local community based resources therefore having an impact on the infrastructure and finally by mobilizing connected external resources that could therefore be invested in this community.

So it's important to understand that our capacity strategy includes those four capacities. In our community capacity building framework we have identified milestones that remind all of us about the type of progress that we can expect. The theory suggests that these capacity building efforts when they are integrated with county wide strategies would yield outcomes that in the long run could support us in accomplishing the child level outcomes that the commission is intending to achieve.

It is important to note that our 14 communities are still in the earliest stages of implementation and other capacity building efforts. And Marsha will be speaking next about the milestones accomplished during this phase of implementation. In metro LA, where we have been working for over three years, we are already observing early signs in how these relationships built between families providers and residents are resulting in tangible
outcomes.

For example, the California health medical center through a program called dignity health included the parents in the program design to improve the quality of the services provided.

We believe that this is -- is a completely different way of doing business for these organizations and was thanks to the relationship with the parents of themselves that we're able to promote that change.

Also we learned that the Koreatown youth and community center have decided to explicitly include the community voices the voices of the parents in the strategic planning process, because they realized that informing the planning and the design of the services they said it would be better tailored for these communities members.

We also learned in Metro, for example, that community members are using data to inform decision making and take action. Parents -- parents conducted an extensive two years community action research project. And what they did, they walked through the community every street they conducted community forums. They did focus groups and interviews to do determine the childcare community resources needed by these community members.

After identifying their needs they brought it
back to the community guidance party and together they
started thinking about approaches on how to address the
child care needs of the children to the community.

And this is a project that they're still working
on.

Now, I'm going to turn to Marsha Ellis, assistant
Director of the Best Start Department to provide a
snapshot of key milestones in our implementation efforts
in the capacity building activities.

Marsha.

MS. ELLIS: Thank you, Antonio. Good afternoon.
Commissioners staff and community members and happy
Valentine's Day.

Over the past two years, a tremendous amount of
work has been done by our staff to help communities reach
important milestones the eight milestones that will be
highlighted today represent the volume and scope
undertaken by the communities. Many of the activities
that led to these milestones occurred simultaneously and
in a relatively short period of time.

We started with approval of the communities in
2010 which is was one month prior to the roll out of Best
Start. The criteria to select the communities was were
developed in concert with the board and reflect that all
communities are high need. Represent varying capacities
in terms of parent engagement. Existing leadership, existing infrastructure, and existing investments.

In addition, these selected communities represent a diversity of racial and ethnic groups and include various community geographic regions of the county. With at least two communities in each of the supervisorial districts.

After the communities were selected First Five began conducting initial outreach in the 14 communities that was designed to increase awareness in First Five la's work. To educate the communities on the commissions for goal areas and how we intended to work with them to implement Best Start.

To date, over 5,000 community members have been reached and many of those have remained actively engaged in Best Start activities. To inform and drive Best Start community partnerships were created that include parents residents community based organizations including some of our current and former grantees and nontraditional partners such as faith based groups and businesses.

These partnerships are critical to create and sustain a community change. Each partnership has a governing structure in place that determines how the partnership makes it's decisions through an agreed upon decision making process community members have a
transparent way of making sure the voices of parents and residents are lifted heard and valued.

Las a result of participation in Best Start, community members have increased their awareness about early childhood development are becoming champions for the zero to five population and will be able to help promote First Five LA's county wide agenda for children.

Our commission staff played various roles in helping the communities establish their partnerships including conducting outreach establishing relationships and securing resources particularly around logistical support. Community partnerships were offered learning opportunities in the forms of trainings and workshops based on needs identified by each community.

These learning opportunities help the partnership members coalesce as a group develop it's leaders and engage in effective decision making. The center for the study of social policy, or CSSP was selected by First Five LA through a competitive process to provide technical assistance to the partnership.

CSSP has national and international experience providing technical assistance to place based and large community efforts. Examples of the some of the trainings and workshops that have occurred in the communities are parent engagement leadership development power dynamics
and conflict resolution.

With regard to the community boundaries the initial boundaries selected by First Five LA were in part based on high school attendance areas. We knew that enrolling in Best Start we would have to work with the communities to determine if the boundaries were indeed reflective of how community members view their community.

In all 11 communities have proposed changes to their boundaries the proposed boundaries were submitted to First Five LA and an interdepartmental team of First Five LA staff members reviewed the boundaries to insure that they were in alignment with the commissions initial community criteria. For example, we wanted to make sure that the communities maintained particular ethnic representation.

The proposed boundaries are also included in the community plans. Each partnership also conducted an assessment to identify needs and resources and challenges in order to help deepen their collective knowledge about the communities. And make informed decisions regarding the partnerships visions and priorities.

Through these assessments we learn where people get their information where some of the gate keepers are and where nontraditional stake holders are located. In order to capture and document what is being learned as a
part of Best Start implementation First Five LA is conducting a an implementation evaluation or I Eval the findings from I Eval are intended to inform decisions and provide real time learning and then the last key milestone has to do with the community plans that were submitted in June of 2012.

The components of the community plan include the communities decision making structures. Vision and priorities one and five year objectives proposed activities associated with the four core capacities Antonio mentioned earlier and proposed budgets for one year.

Since submitting their plans in June of 2012 community partnerships have continued to develop their capacities based on needs specifically identified in each community.

Again, these are just some of the highlights of key milestones that were reached over the past two years. And now Kim will continue with sharing some of her thoughts and observations about what we've learned.

MS. BELSHE: Great, thank you, Marsha.

And that was the whirlwind overview or snapshot of what really has been an extraordinary -- exceptional amount of work that is not just noticeable in volume but also in complexity, as well as the fact that a lot of this
activity has been occurring concurrently.

So thank you for that -- that -- that quick overview.

And Marsha's comments kind of lead us to the submission of the plans and the continued work that has occurred and had just to remind ourselves that I think it was last summer when the board concluded that maybe a little bit more time was required for further work on the community plans in terms of further refinement and development. And a bit more time was important for the commission and the staff to spend a bit more of a focus effort really further designing our priorities for Best Start and desired outcomes as well as the measurement tools for measuring progress.

Today, we're going to talk a little bit about some of the learning that has occurred over the course I'm going to talk briefly about some of the learning that's occurred over the course of Best Starts implementation but particularly with an eye towards calling what at least I see as some of the key questions that the commission and staff and really the broader community to be grappling with. So first what have we begun to learn.

First, we're learning that Best Start has just done a terrific job at really galvanizing community residents and partners and providing a platform for them
to come together and explore ways to come together to strengthen their communities. It's been very exciting to see. It reflects the eagerness that the community residents have to participate in strengthening their communities to being a part of the effort to identify and advance better outcomes not only for their own children but for the neighbor's children and to really own the activities that affect the quality of their lives and the lives of their children.

I got a chance to begin to see this by participating in a Best Start events one Saturday in December in Panorama City. I had an opportunity to sit in on a lengthy meeting with our colleagues from metro. And it's been really exciting to see the passion and the commitment and the eagerness to be a part of community based sustainable solutions.

I also heard a little bit from the community in terms of their anxieties or concerns in terms of being eager to see the past path forward for the Best Start initiative.

Secondly, we have learned that community partnerships recognize the value of there being a very diverse set of stakeholders at the table and that is that diversity that is so critical to -- to developing and leading community based responses to improve the community
environment. We know that engagement of stakeholders and
the relationship building is very time intensive work.
But we also know that it's really critical to making the
social connections and networks the building of parental
knowledge the development of greater resiliency that
Antonio spoke to.

What we sometimes characterize as the family
strengthening protective factors that really are very,
very important to achieving sustainable individual family
and community level change.

Beyond what we're learning from the community,
we're learning a lot about ourselves. Because at the same
time you know. We're transitioning from this concept of
Best Start to a community based implementation of Best
Start.

So moving from theory to practice and that
implementation effort has identified or lifted up some key
issues and considerations.

One very important learning and it may go without
saying but I think we need to say it. It's really
essential that there's a common understanding among board
among staff among community partners regarding Best Starts
intended outcomes strategies milestones and the means by
which we are able to measure progress towards First Five
goals so one question is are we sufficiently clear amongst
ourselves and with others about what we intend the achieve. The contribution of place based strategies to those goals and indicators that's we're going to use to assess our progress.

Secondly, around relationship building trust building in an authentic meaningful sustainable way. It is incredibly important and it is incredibly time intensive. The original time lines that were laid out in the implementation plan were ambitious at best. And I think we just need to acknowledge that this is hard time intensive work to do well.

So as we learn from our experiences. We learn from the experience of other place based efforts. I think it's important that we be clear about the time required to achieve the kind of intermediate milestones Antonio spoke to associated with community capacity building activity. And be clear about the relationship to our longer term child level goals.

The third observation around implementation is around plan or the approach for community capacity building. There was a framework that was developed I think the board had at least one if not more presentation about community capacity building. And it was grounded in as Antonio noted before four capacities.

But my observation is that implementation
suffered somewhat in the initial absence of leadership of the Best Start program early in its tenure and then by a decision to effectively dismantle what had been a unit of capacity infrastructure around capacity building to train staff to work with staff to really have more competency and capability in this very important strand of activity for Best Start.

Fourth observation about implementation is around evidence and information. You know, I think we aspire to be an evidence based or at least at a data and information informed organization. And we recognize that the place based activities that we are undertaking to varying degrees are evidence based or informed by best practices or perhaps are more theoretical in nature and I think some of the questions to grapple with as we move forward is really what level of evidence is needed to inform our investment of both time and resources in community capacity building.

And related is we need to think about is our contribution to developing those four core community capacities is that an acceptable goal in and of itself or only if it is on a path way towards the child level goals that we've established.

Final implementation learning I'd call out is the relationship between our place based work and our county
wide more systems oriented strategy. Antonio noted the intent of our place based work to really inform and influence broader systems and policy level change that will benefit all children in LA county. But in practice that has been slower going to work with and develop our community partnerships and lift up some the key policy and part because of the need to be a bit more intentional in our county wide strategies appropriate their link to and informed by our place based learning.

A third area of the learning relates to our role and our capacity when the strategic plan shifted to a place based grant making approach that required a shift internally as well. That required a series of organizational changes to align our organizational structure our systems our processes our personnel to support and advance a very different way of doing business. It required our staff to play a very substantial role as Antonio noted in carrying forward a vision of Best Start a vision and approach to community capacity building and supporting their development of both their plans and these four core capacities.

For many of our staff in the space of a few days or weeks, they were transitioned from a role of being a grant maker to a very different role. That involved community organizing and community outreach meeting
facilitation and event planning when some of the original expectations didn't come to bear in terms of some of our contractors. Work that some of our colleagues had done before and it required time it required training it required learning by I think was frankly unevenly provided and I frankly want to acknowledge how proud I am of our staff who over the course of the past couple of years into very new and very challenging roles I have been very proud of what I have seen in terms of their dedication to their respect for and partnership with the diversity of our 14 Best Start communities and the many partners associated therewith.

But I also acknowledge there's been a lot of turn over. And that's contributed to stability within our own organization. As well as stability and continuity in our relationships that are so important with our Best Start partners.

Finally. Final note here is certainly strategic plans and implementation plans are not set in stone. We are a learning organization and we need to be nimble and flexible and informed by experience and information. But when we make changes when we move in different directions. It's important for staff to be disciplined and accountable to our board of commissioners in terms of communicating and keeping boards apprised of those changes.
Two final learnings that I'll touch on more quickly. One really relates to scale and scope. The size of our places our Best Start communities are very large much larger than a neighborhood or a census track. So we're -- we're talking with large geographic areas and large populations and so that we are learning introduces complexity in a number of areas particularly as it relates to outreach and engagement.

But also as it relates to thinking through different models and approaches for community capacity building. The number of sites when Best Start was being developed I understand there was some discussion that there be five sites one in each of the of board of supervisors districts that number grew to 14.

So rather than beginning with five and learning and experimenting and then perhaps scaling in some respects we're scaling at the same time that we're learning and that has been a challenge and finally board engagement. It is important to say. It is necessary valued and my observation along with the staff is it has been insufficient and it's really important that we support together agree upon some very important transparent regular and ongoing communications strategies.

I want to close with a set of observations about overarching questions. And then a suggested path way
forward. Here I've endeavored to capture what are at a very high level and they're high level but they are incredibly important and that we need to bring clarity to move this initiative forward successfully and effectively clarity around specifically what is the impact we seek to have for kids in the impact of our place based work.

Secondly, do the outcomes we aspire to advance can they reasonably be expected from our place based and county wide work our implementation plans our timeline and associated allocations.

Third, what are some of the intermediate indicators that we can concretely measure and report on to report on to the board and the broader community and give us a sense of the progress we're making towards our goal.

Fourth, what are the financial and time resources that's are going to require to advance both intermediate and long term goals and finally what is our role and capacity aligned with what we're trying to do in the near term and over the longer term. These are very important and timely issues and my recommendation to the board is that we use the draft logic model that was developed last fall led by our team at research and evaluation and informed by input from a number of boards of commissioners that we used as a framework for discussion and decision making.
The purpose of a draft logic model is, I think, has been discussed before is really to provide an overview of what do we know what do we know from research what do we know from experience around place based approaches. It's intended to give us a sense of the outcomes that can reasonably be expected from a place based effort along the lines that we have developed but informed by the research informed by experience.

So it's a tool. It's a tool that can frame discussion. It's a tool that can be used by the board of commissioners for decision making.

These are just some of the overarching questions. That we would believe need to be grappled with certainly there's many more.

Among the additional ones I would just quickly call out is so what are some of the strategies that offer us the most promise in advancing the place based work the most promise I should say for our investments in advancing of the goals we've established. For the commission to grapple with what is the evidence of the relationship between supported strategies and the intermediate and longer term outcomes we aspire to achieve is the commission willing to invest in strategies where which are only strategies where there's a proven body of evidence. Those where there's promising practices those that are
more theoretical in nature.

And a final question I would call out in addition to these overarching ones is how intentional are we how intentional are you as a board of commissioners prepared to be with our community partners in terms of the -- their activities their strategies in terms of the relationship between what our communities are supporting and the specific First Five LA goals that we seek so to achieve both in the longer temporary and in the intermediate term. as you see at front end here we view a logic model really a very important anchor for focusing an outcome oriented dialogue instead of decisions by our commissioners.

We do not anticipate this to be a single meeting but rather a interpretative meeting through the spring with report backs to the full board. We recognize that the same time though it's not just about the board and the committee structure it's also about our outreach and engagement of our Best Start community partners something we have begun through our regular outreach and communications as well as through the specific sit down meeting that we are going to be developing throughout many of if not all of our Best Start community partners over the course of the next couple of months.

We are also over the course of next month going to be developing some interim options for consideration by
the board in March because we need to remind ourselves that board support for the authority to spend resources for community capacity building communications outreach evaluation that expires at the end of March. So we want to come back to you in early March with a ray of options for consideration and decision making.

    I note in closing to affirm the comments that the chair made as well as my colleagues and Marsha and Antonio.

    The work of Best Start is very important. It is new. It is different. It is ambitious. It has a lot of different moving pieces community capacity building is not on an island existing unto itself but rather is very much conceived to be closely interrelated with our family strengthening as well as our county wide initiatives. It requires us to do our work differently it also requires the community to do work differently.

    I really want to acknowledge our staff and our community partners for what has been a tremendous amount of time effort and energy that has been invested in this effort to date I think good progress qualitatively is being made but I think now is the time for us to really roll up our sleeves and working together I'm confident we can clearly define our priorities for Best Start we can clearly define our desired outcomes and we can clearly
insure that we have the tools and the measures to give us a sense of confidence that progress is being made along a reasonable time line and most fundamentally progress towards the goals we seek to achieve for young children. So let us stop there and invite comments and questions and begin what's as you say supervisor a deliberative and iterative process.

MR. RIDLEY-THOMAS: Thank you very much, Kim. And to Antonio and Marsha, we thank for your presentations as well.

Members of the commission, it's our time to propose questions. Might I simply just suggest that you needn't be exhaustive in our questions at in this point in time as I will propose a set item that is focused of needing on Best Starts for us to come together. We're going to look for leadership from those who have been working on Best Starts and the board liaisons and the like; so let's just get some of the questions teed up perhaps today and we'll have a couple of hours we'll set aside between now and the next regularly scheduled board meeting.

MR. KAUFMAN: Yes, I apologize. I have to leave soon and I've enjoyed the presentation. It really is a fabulous walk down memory lane. It really highlighted a lot of the great things that's we didn't hear about and
hope everyone does have I chance to hear about it for the 
first time or you remind me what I did before.

    Mine is more a philosophic comment because I 
think the details we need to talk about. I've been 
sitting here trying to figure out. We talk about Best 
Start. We certainly have family strengthening and let's 
not talk about that today I assume what we're talking 
about more is the community capacity building. And we 
talked about family strengthening as a strategy of last 
time.

    So then I say well what makes a strong community 
for families and young children. And I actually distilled 
it down to four elements. The ability to have a feel a 
sense of place. The ability to connect to other people. 
The ability to get healthy food. And the ability to be 
active.

    Now, are those all the thing that's people need 
to be healthy and do well and thrive. No. But it 
actually ripples in a lot of ways. The idea of a place 
being important to you. Lot of evidence shows that people 
who feel connected to a place who feel that that 
neighborhood is supporting them are healthier are doing 
better.

    The ability to connect is clearly essential. 
Social support is the wonder drug of the 21st century.
What's killing most of us is lack of connections to others whether it's from child abuse neglect whether it's from depression and all the rest of the things. So the ability to connect with people who you want to connect with in an easy way and to make meaningful relationships.

Since I think about public health and as a pediatrician healthy food and healthy physical activity are the core behaviors that lead to many others. So I'd always ask ourselves as we're building capacity are we making those four things better in that community us not making it that implies we're doing it.

Are we facilitating and allowing that to happen and I don't know if had he we are. There are strategies we have used such as family resource centers is one of the terms of art that people have used and lots of different definitions where families of young kids know they can go to meet other people and they can feel like they're part of a community and they can get access to the services and supports that they need.

But I don't think we should be funding those services and supports. I think we should be funding that community and their ability to provide those four elements.

Las I said, it's more philosophic than practical. The only practical question I have and I really think we
need to challenge ourselves in the spirit of both
transparency and the spirit of fairness to really look at
grantees who are working in Best Start areas in one way or
the other? Some of whom theoretically pull sunset in
March, some sunset in June, that's the term when grants
should be over. That's what sunset means in this category
and I know you're going to bring some of us back to us
were a really short window. We vote on it the second --
what? -- Thursday of March. And their contracts
theoretically end in June.

So it's not so bad. But I want to make sure that
all of the ones we have including the knacks including
other entities that are doing activities that are
supporting Best Start that we hear about it in a logical
framework that we make a decision in enough time and
people know what's going on.

So I think that's a practical recommendation and
I do apologize that I can't be here but I'll read the
minutes carefully.

MR. RIDLEY-THOMAS: Duly noted, Dr. Kauffman. We
take your four points and perhaps they will find their way
back into the more lengthy discussion. We assume the
earlier remark to the walk down memory lane was in honor
of Valentine's Day.

You are now excused. Thank you so much.
Any other members?

Dr. Southard?

MR. SOUTHARD: I have two comments for things we might consider as potential opportunities. The first of those is built on our chairman's remarks on nonviolence.

I've heard a number of presentations recently about viewing violence particularly gun violence as a communicable disease that it's contagious and it focuses in communities and you can track and limit depending on what you do.

So it seems to me that that's a concept that we could enter into these communities and make sure that a part of our strategy apart from anything else is to limit the damage that violence does in those communities.

So that's one thing. The other thing is that in the implementation of health reform one of the things that that's happening to make health reform workable is that we're developing a concept called health neighborhoods and it's a way of both focusing health mental health substance abuse and public health services in an area where it's not just a collocation of service but that they become the focal point for nodes of activity that reach out to faith communities to clubs to schools and other entities so it becomes the focus of a network and it seems to me that implementation of those kinds of health neighborhoods
would strongly tie into our Best Start communities so insofar as there turns out to be opportunities to build in the health neighborhoods with the Best Start it would be really powerful strategy to pursue.

MR. RIDLEY-THOMAS: Excellent, Dr. Southard.

Any other comments?

Commissioner Au.

MS. AU: Thank you. You -- we're talking about going down memory lane. I'm probably one of the dinosaurs. I'm looking at Johnathan. And we probably went through. it's a wonderful place.

MR. FIELDING: I don't think I am one quite yet.

MS. AU: It's not a bad place. I consider myself a dinosaur.

You know, I -- I guess the presentation and because of the time limitation you really didn't get to truly get the feel of the environment and what we were operating under during that two year period of time of conversation, Johnathan, remember. And that all of the commissioners truly wanted to take their responsibility very very seriously.

And -- and I think that we considered ourselves true stewards of public dollars and really wanting to make those right decisions and the conversations around the table was really quite exciting. I think and also very
deep. It wasn't cursory at all.

And so hopefully, supervisor, your suggestion
that we have follow-up more in depth conversation around
Best Start will be able to capture some of that. It is
also maybe as a -- as an assignment, I guess, in
preparation for this conversation.

I think that one of the wealth of conversation or
the excitement of the conversation was that it was an
informed conversation. Because the staff was really
charged with bringing in the most current updated
information in terms of -- not only in terms of what First
Five LA had done up to that point in time but also what
was happening internationally as well as nationally.

And -- and it was not only evidence based but
best practices as well as some very philosophical and
theoretical thinking.

But I think the other part of it was that there
were also reports coming in from community and I consider
myself truly wanting to the spokesperson for community.
That they were experiencing something really different on
the ground, and I'm going to mention a few of those
initiatives.

PFF. Partnership for families. We had a bumpy
start but there was something very exciting that was
happening with PFF, and out of PFF, in fact, out in the
Lancaster/Palmdale area, those folks who were historically under served in terms of resourcing they came together on their own and they created a Welcome Baby and home visitation utilizing their PFF funding. Because we allow them to do that.

That was the beauty of working with First Five LA and I really wanted us to not to lose that.

But there's another point to this is that none of the decisions about going place based or the focus on family strengthening or community capacity building was done in a vacuum. That it was an informed conclusion that we reached. Because of our not only other people's experiences but ours as well.

So embedded in the whole notion of implementing Best Start not only in terms of the place based approach was the county wide perspective that we were about making true change and that we were going to build upon the lessons and the infrastructure we had already invested in.

And unfortunately, in reflecting back in what's transpired, a lot of this has not happened. So I hope that in our March conversation, we will be able to revisit some of this.

I would like the staff to come back and say to give us again a snapshot of what we accomplished -- what we invested in the context of home visitation, family
strengthening, systems change, because we've -- we've done
some of that work and come back, because we can't always
-- when we start a new thrust -- start from the beginning
again because it wastes so much resources.

MR. RIDLEY-THOMAS: Agreed.

MS. LAU: So we want to take a look at that.
The other is that again another assignment,
please is that we would have some criticism about the
amount of dollars First Five LA has spent on consultants.

I would like to see a comparison between the --
of the relationship based organizing work that we have
invested in for about ten years now and we're seeing
remarkable results and the amount of dollars we spend in
contracting with the center for socials policy for a
period of I think up to two years.

And I just need to get that number, because I
don't think I -- it's probably embedded in our financials,
but I'd like to see that. Because the other thing we have
to keep in mind is costs benefit consideration.

I look at Johnathan, again, because Johnathan has
always been that voice that said what are we getting for
the amount of dollars we investing in something and the --
and the results.

MR. RIDLEY-THOMAS: All right.

MS. AU: Thank you very much, Commissioner.
MR. DENNIS: Two points. One of the things that would be helpful, you know, that when we completed -- when we adopted the strategic plan that spoke to Best Start, there were dollars amount with and time line.

So what would be helpful is where are we with regards to expenditure as -- as -- related to the time line that we had set forth at the time we adopted the strategic plan.

And then, you know, the second item is real quick. Kim, you spoke to engagement of the community stake holders, and I really want to emphasize how critical and important that is. That, you know, not only we need, you know, input from commission and input from staff, we really need to hear from the folks in those communities with regards to, you know, where do they feel how successes driven for those people who have been doing this work to in those communities since the inception.

How do they feel what's working, what's not working. The same questions that you've asked many entities what are communities saying. How can we as commission best serve and best deal with some of the issues that -- that they have. And have more or less you know, a quasi-data collection process which can come back to us to rule us give us some you know sense of where the communities are as far as their thoughts as relates to
some of those questions that we need the to answer as a
commision.

    I think we need to pose some of those same
questions to communities members as well.

    MR. RIDLEY-THOMAS: Thank you very much.

Commissioner Swilley.

    MS. SWILLEY: Las someone who's relatively new to
the commission, I really appreciate the staff presentation
tremendously because it really helped me; so it clarified
for me a lot about what has happened in the past. And
allows me to give a little bit more thought to where we're
going.

    One of the things that I notice as we talk about
a lot of good ideas that have come from here. But I still
really haven't heard what do the community -- these
individual communities, what do they think of our ideas?

    And I'm not sure if I know what they want to do
and so that would be something helpful for me.

    And I did have a question about the community
partnerships themselves are these groups that were started
anew, you know, from us? Or did we approach existing
organizations someone that was already embedded in the
community and do they invite others to join them or is it
a, you know, because, you know, it can be positive and
negative for some groups who already have some ownership
of the community how easily can others come in and move up in leadership and so forth; so I would like to know a little bit about the actual community partnerships and actually what do they see as something to do.

And I think the idea of commissioners being involved with individual Best Start programs would be good, because we can share what we think might be a good idea. But we really need to see how they respond to our idea.

MR. RIDLEY-THOMAS: Thank you very much. While these are noted. We are getting close to 3:00 at this point.

Commissioner Fielding.

MR. FIELDING: Just have a few items.

That was a really helpful background and oldies but goodies.

Anyway, a few things. Thank you all.

It would be helpful as part of this to understand what the intermediate outcomes are going to be. How do we know we're on the right path? And what are the data elements? Where are we going to get them from? How frequently are we going to get them; so we can say yep this is working well or in fact this needs more work?

Secondly, I think there's a balance which is never entirely comfortable between what communities would
do if left alone and what we're trying to get communities
to do.

I think it's really important to stay close to
our logic framework and to make sure that the things
communities want to do are consistent with the outcomes
that we're looking for based on best practice best
evidence promising practice whatever.

And I -- I think we need a lot of discussion of
that. We don't expect every community to be the same.
But if we have too much difference then we don't know
what's reproduce-able and some of what we found in our
department is sometimes giving a menu of options but not
giving everything as an option can be helpful.

The -- I think in terms of outcomes when we
talking about outcomes of pregnancy the evidence is clear
that we have to go back before the pregnancy starts. So
we should consider the intergenerational issues in
preconception health that we're trying to change the
outcomes of pregnancies that changing only by looking at
women from the time they become pregnant probably is going
to be insufficient.

In terms of the leverage, there is no group that
has more resources in this general area in each of the
communities than hospitals. Hospitals now have a
responsibility to not only do assessment of their
communities, but also to do some work to try and
ameliorate the disease and injury burdens but there's no
specific IRS requirement of how much they put into that
second part.

I think that's a real opportunity for leverage
and for partnership and for in some cases a little -- a
little pushing.

Finally, the two final things.

One is I don't think we should assume that each
one of these communities will be -- that all communities
will be doing things in parallel in terms of timing so
that some are better ready than others and I think it
would be I'm not saying we would want to but it would be
ill advised to push them all on the same time table. Or
necessarily give everyone the exact same level of
resources. I think we need to understand the diversity
and assets and readiness of communities and honor that in
what we fund and what we expect.

And finally the issue, I think, which is most
difficult at least for me is the question of
sustainability.

When you put amounts of money into communities
and then that money stops what happens and unfortunately
the evidence in most places isn't very good.

So we need to -- I always think we should really
ask ourselves, let's put in the fewest dollars necessary
to try and get the outcomes so it has the greatest chance
of sustainability.

And it doesn't mean under fund, but it does mean
look really hard at the value of what we're funding.

MR. RIDLEY-THOMAS: Thank you very much.

Well, I think there are many provocative
questions that have been proposed by commissioners. I
think I deem them to be excellent, and they can frame our
next conversation on this subject.

Seems to me that there is a need -- as I said
erlier -- for us to stretch out a bit with respect to the
time afforded us to take into consideration the
presentation by our staff and to have them do some work
with respect to the questions that have been posed by each
commissioner and take the discussion from there.

So let me recommend that we set a date for a
special meeting of the commission those who wish to
participate in this conversation focused exclusively on
Best Start. And a look to those on the commission and the
like who have made a contribution to this discussion in
collaboration with the our staff and the staff of the
chair's office and craft a very, very thorough going
conversation.

I am not dissuaded that we will conclude the work
that needs to be done in that setting but I am convinced
that it will take us further in the direction in which we
wish to go.

Today has been a good step in that direction and
we thank all those who contributed but let's then set a
date for this next conversation I'm going to turn to staff
to give us some assistance in that regard and we'll go
from there. And if there are no objection that will be
the order.

MR. DENNIS: Would that be in lieu of the program
plan because this was the next agenda item for program
planning; so --

MS. BELSHE: No. No. No. No. We've got so
many things set for the program planning meeting.

MR. RIDLEY-THOMAS: We're going to have to grind
a little harder than what may have been hoped. So this
will be on top of our regularly scheduled meetings.

Yvette Pineda wishes to be heard by way of public
comment.

If you would come forward.

MS. PINEDA: Thank you. Good afternoon. My name
is Yvette Pineda. I'm the executive director of North
Valley Caring Services. We are a First Five grantee of
both family literacy and FFN.

And I would just like to pose a question and
would like to know how Best Start is considering supporting current investments, if they're considering supporting First Five -- or current investments such as family literacy which has proven to be effective.

There's data that proves that and also we want to say that community partners have been part of the Best Start process since the beginning we've been very active in that and we've also are meeting some of the goals that the community plan has established and we could not only use the funding to sustain what we're currently doing but also expand our family literacy program currently has a 40 family waiting list.

Our hope is that eventually Best Start would help fund that and we would be able to expand services and provide more families critical training and critical services that they need so I just want to urge you to consider supporting you current investments that's are in the best place based community.

MR. RIDLEY-THOMAS: Thank you for your testimony. It's duly noted.

All right. Then we will set a date for a special commission meeting to discuss Best Start and I think we will find that to be well worth our time. In so doing, I'm going to ask, thank you. The staff to share with the entire commission a document prepared by policy link why
place matters building a movement for healthy communities
if we can get these out this is one of the many readings I
think we should find as a common point of reference the
executive director has other readings and materials or
other members of the board might have such documents you
think we can all benefit from.

Please feel free to submit them for our
collective consumption.

All right. Let's move to the next item, which is
Item Number 8.

But before doing so, everybody on your feet.

We're going to do a quick break.

(Break.)

MR. RIDLEY-THOMAS: Moving to Item Number 8. And
if we can proceed accordingly, that would be helpful.

Armando Jimenez.

MR. JIMENEZ: Thank you very much. After that I'm
ready to hit it out of the park.

Good afternoon Mr. Chair, commissioners, and
members of the public.

Before I begin, I'd like to extend a heart felt
thanks to Heather Slavin's brain and our research and
evaluation department and Dr. Emily Putnam-Morestein, and
Dr. Jacqueline McKrosky and our colleges at USC for all
their assistance in putting together the staff report.
Staff is seeking an approval of a strategic partnership with USC School of Social Welfare and authorization to enter into a contract in the amount of $73,542 to examine the cumulative risk of maltreatment of children zero to five in LA county.

The requested funds for the project are part of the commission approved allocation of five million for the data partnership with funders. Which is now called the LA children's data network. It was made in October of 2010.

These funds were also approved in 2012 - 2013 program budget.

First, I'd like to remind the board of conditions that allow for a strategic partnership. A strategic partner is defined as a governmental not for profit or for profit entity which is specific resources needed by the commission and which has the demonstrated resources ability or level of expertise to implement specific activities in cooperation with the commission that are consistent with the commission's strategic plan in a manner that is more cost effective and expeditious.

The strategic partnership allows the commission to enter into a contract without competitive bidding given the following conditions. There is a detailed internal review and approval that the strategic partner meets any one of the criteria outlined in the commission's adopted
policy on strategic partners selection.

These policies were approved in June of 2006, and amended in April of 2012. For the members of the public if you were to go to the commission First Five LA in the about us link you will find the commission policy on strategic partners.

The criteria that I mentioned are cost effectiveness, expediency, unique expertise, and unique opportunities to leverage.

In addition, any strategic partnership over the amount of $25,000 must be approved by the commission.

The project we're here to talk about is conducted by USC and led by Dr. Emily Putnam Morenstein that will allow the linkage of statewide CWS CMS records or child welfare data to vital statistics or birth record data to be able to look at a birth cohort from the year 2006 to 2012.

Using linked records, Dr. Putnam Morenstein will examine the cumulative prevalence of children and LA county who are reported for maltreatment substantiated as victims and enter foster care by age five.

It is currently known how many kids enter foster care but the issue is no study has estimated prospectively how many children will cumulatively experience these events by the age of five.
The project will begin in the middle of this month and end June 30th, 2013.

Through her affiliation -- actually, let me talk about the criteria. When I mentioned cost effectiveness, expediency, and unique expertise, these are the criteria in which this strategic partnership is being recommend.

In terms of expediency through her affiliation with the UC Berkeley California child welfare performance indicators project Dr. Putnam Morenstein is part of an MOU with the California department of social services that allows only a select few individuals access to these data to and to be able to utilize existing institutional review board approvals to do research with this sensitive information. For those of you who have done research with large data sets it's extremely difficult in many cases to get access to data not only for tech logical reasons but also for legal and practical.

This project will utilize already existing relationship created and established in an MOU with the State of California.

In terms of cost effectiveness in addition Dr. Putnam Morenstein leading this effort will result in considerable cost savings to the commission since the birth record data for this project has already been secured and purchased.
In addition the amount of time and resources to actually clean the data and make the data available for analysis has already been done.

Finally, this project builds upon investments by the Stuart Foundation, the Guggenheim Foundation, and the Conrad Hilton Foundation.

Finally, in terms of expertise and unique expertise, Dr. Putnam Morenstein has established a considerable level of expertise in linking child-level data from child welfare information to birth record data and this will provide an invaluable time savings to the commission.

Ultimately, the goal of our projects are to bring more cost-effective and efficient ways to bring research results into real world situations. Ultimately, the results will find an audience with us as First Five LA and our partners in our own development of initiatives moving forward. In addition there are will be other county departments extremely valuable and be able to utilize.

Aside from that this information will also be important for policy advocates and folks looking to highlight the issues around foster care and entry into the foster care system.

One of the important uses of this information for us will be able to understand how we might better able to
use this information to plan and implement the upcoming intensive home visiting program including the universal assessment Welcome Baby and intensive home visitation in addition to other initiatives often times we find ourselves trying to link together initiatives by the populations that they serve as opposed to looking at a population and understanding how best to serve the needs of that particular population in this case foster kids. So if there are in specific questions about the actual project.

I actually have Dr. Emily Putnam Morenstein here to answer. If there are any.

MR. RIDLEY-THOMAS: Thank you for your presentation.

Members of the commission, the matter is before us. Is there a motion for our consideration?

(Motion moved.)

(Motion seconded.)

MR. RIDLEY-THOMAS: Promptly moved and seconded.

Is there any discussion?

MS. TILTON: Thank you, Armando.

And Dr. Putnam Morenstein, it's very nice to see you here.

I just want to point out that for one consideration in completing this study. We need to assure
that we have accurate linkages between the data at the local level and the state level we have found gaps in vital statistics over and over again in terms of what the coroner may have and what ends up recorded in vital statistics.

I also wanted to point out that Dr. Putnam Morenstein from '99 to 2006 did a very impressive study where she determined that children who had been referred to the Department of Children and Family Services or child or for suspected child abuse and neglect were something like 5.9 percent more likely to die from intentional injury and twice as likely to die from unintentional injuries.

So that kind of information is so relatively unknown. And yet so profound if we can imagine that every time a child is reported for child abuse neglect they're twice as likely to die at some point in time from an unintentional injury and almost six times as likely to die from an intentional injury.

So I'm a big fan of Dr. Putnam Morenstein and you Armando and Jacqueline. So I'm thrilled with this. And it's not very much money frankly for what you're seeking to achieve.

MR. RIDLEY-THOMAS: All right. Thanks very much. It's been properly moved and seconded.
Is there any further discussions or questions that board members wish to propose at this time?

MS. SWILEY: I'm just curious. This information that will be gathered only on the children who will be entered into foster care.

Do we have the data on those that don't go into foster care but are still substantiated as victims?

DR. PUTNAM MORENSTEIN: It's a great question because a lot of subsets of children who experience foster care substantiation I think the value of this data is we can have this level view we can follow all children forward and we will be looking at the cumulative number of children who have been reported for abuse or neglect or substantiated as victims as well as the number of children who actually experience an out of home foster care placement.

And just one other thing I think it also lends itself to we will be able to look at all of the risk factors at birth and hopefully better kind of understand these populations within that broader context.

MS. SWILEY: Does it address children who are actually victimized in foster care?

DR. PUTNAM MORENSTEIN: No. I don't -- I don't see how the data would be able to -- would be able to look at that question. Although it is a good one.
MR. RIDLEY-THOMAS: All right. We're going to move forward.

Commissioner Au.

MS. AU: Just, again, in terms of these children that have been reported and you will be tracking, will you also be tracking whether they received any services? Whether it's through the agency, the department of children and family services or -- or through community based organizations they have been contracted?

DR. PUTNAM MORENSTEIN: It's another great question. What we will be able to do and will be doing is to look and see whether a case was opened by child protective services but we will not have information unfortunately as to whether or not any kind of community based services were offered so that is something that would be exciting to do if we had other data sources down the road.

MR. RIDLEY-THOMAS: All right.

We thank you commissioners for those questions. Are there any more? Going once? Going twice? All right.

Let me then say unless are there any objections please record a unanimous vote.

Let's move to the next item please which is hear from Yolanda Bosch on the budget update.

MS. BOSCH: Las has already been noted today, in
June of this year, a number of our investments are scheduled to end.

These contract and grants fall into three main categories: those that are one-time investments or time-limited developments, those attached to a sustainability plan that has been delayed, and those related or tied to Best Start.

I am bringing this to your attention as information only. Over the next few weeks, staff will work with both program and planning and budget and finance committees to discuss the framework and budget considerations that will be used to inform future funding decisions. Staff will then return to the commission in March or April with a recommendation for your consideration.

That concludes my report and I'm happy to answer any questions you may have.

MR. RIDLEY-THOMAS: Are there questions for Yolanda Bosch?

MR. DENNIS: In the past, when staff has come back to the commission, Yolanda, one of the things we've gotten is impact. So if we fund this, what type of impact will it have on the next budget and will that information be provided as well?

MS. BOSCH: Yes, it will. And when we come with
the framework, the framework will include basically is it
time limited, does it have a sustainability plan attached
to it, is it related to Best Start in any way. And then
what is the impact or evaluation that this -- this
initiative has had and that will be provided from your
department for your consideration as well; so it will be
filtered through a number of -- in this framework.

MR. RIDLEY-THOMAS: All right. We want to hear
from Dr. Fielding. And then we have a public comment
request from Dr. Catherine Rooter.

MR. FIELDING: Just -- I'd like to see data on
cost effective. Not -- not just what the effect is, but
what is the cost per family, per child, over what period
of time, because I think that's also important. Las Nancy
Au indicated earlier.

MS. BOSCH: Yes, that will be provided no
problem.

MS. BELSHE: Well, to be clear, it will be
provided to the extent we have that data; so it's a really
important question. And what we're trying to do, as
Yolanda noted, is develop a framework to provide some
guard rails around the board's consideration of what goes
forward versus what maybe the time has come to the an end.

And so while the factors of a relationship to a
sustainability plan the -- is it at one time in nature
relation with Best Start et cetera, we want to under gird it regardless with whatever data, whatever information we have of both as it relates to program effectiveness and cost. If we've got the data, we will be bringing the data forth. Really key.

MR. RIDLEY-THOMAS: I think it's important to make note of the requests -- reasonable requests. If there isn't the data, it needs to be explicitly stated as such. If it takes more time to put the data together in order to be responsive to the board, I think you should come back and test whether or not it's still the board's desire.

All right.

Ma'am the floor is yours.

DR. REUTER: I'm Dr. Katherine Reuter, and I'm here on behalf of the collaborative of the LA county's agencies to encourage the commission to continue to fund PFF until the DCFS sustainability plan can be put into place using title four E waiver moneys.

This seven-year in investment in partnership for families has prevented child abuse across the county and further First Five LA from the get go funded an evaluation component to this initiative.

The evaluation specifically measured details of family strengthening protective and risk factors and has
shown that this in fact program is very effective at 
preventing child abuse and out of home placements 
particularly with some addressing of the 
disproportionately question for African-Americans which is 
really important.

I just wanted to point out that PFF is not a set 
of disconnected strategies it's a full program with a 
number of strategies integrated into a whole and it has 
been that whole that has resulted in these excellent 
databased outcomes.

When -- and, actually, commissioner Tilley can 
speak to this -- when DCFS and First Five spent several 
years designing PFF, they took the best of many approaches 
and strategies and put them together to design PFF, and 
the goal of that program designed to put together the best 
of these strategies and is what has had the maximum 
impact.

The PFF Collaborative looks forward to working 
together with First Five LA and DCFS to continue to 
provide direct prevention and early intervention services 
to protect our children now and in the future.

Thank you.

MR. RIDLEY-THOMAS: We thank you for your 
testimony.

This is the report. It comes as information no
action is required. Therefore, we'll receive it as such and move to Item Number 10.

Raoul Ortega.

MR. ORTEGA: Good afternoon and thank you chair.

Before you, staff is requesting approval of resolution 2013-02. Which increases the overall fiscal year 2013 Program budget, the spending authority by $404,837.

On June 14 of 2012, the Board approved the fiscal year 2013 program budget, in which under contract authority, the research and evaluation department was given the authority to negotiate up to 1 million dollars for the family survey data collection project.

The contract has now been approved and negotiated with the national opinion research center known as NORG for $719,027.

Of the $719,027 the estimated dollar to spent through the end of this current fiscal year June 30th of 2013, is estimated and projected to $404,837.

The approval of this resolution will increase the program budget and reduce the First Five LA's uncommitted fund balance by 404,837.

And at this time, if there are no questions, I give it back to the chair and request approval.

MR. RIDLEY-THOMAS: Thank you very much.
The item is before us. Is there a motion to adopt the presentation by our interim finance director?

(Motion moved.)

MR. RIDLEY-THOMAS: Moved by Dr. Fielding.

Is there a second?

(Motion seconded.)

MR. RIDLEY-THOMAS: Seconded.

Is there any discussion? It has been properly moved and seconded.

Hearing none, we thank you for your presentation. And if there are no objections, please record a unanimous vote.

Let's move to Item Number 11.

We'll hear from, now, the chief operating officer. That is the honorable John Wagner.

That means your report is to be governed by brevity. Now you understand.

MR. WAGNER. Thank you, honorable chair. And good afternoon everyone.

I will be addressing Item Number 11, which is really an update on the Harvey Rose Audit in two specific areas.

Just for background and for members of the public the Rose Audit occurred back in 2011 and looked at a vast array of functions within First Five LA, making some
recommendations. And the majority of these recommendations have been implemented. I think the main recommendations that are outstanding or yet to be implemented fall in the human resource or HR area.

So this presentation is to provide an update on the status of some of those recommendations and where we are at in implementing them as well as spending a little bit more time on the compensation study which I will talk about in a few minutes. Specifically the compensation study is very timely.

Given the board's action last year to task the First Five LA with conducting a solicitation to bring on a consultant to conduct the compensation study and over the last couple of months we've been working very diligently on doing the solicitation which I will get into and outline in a minute

But I do want to recognize Maggie Martinez who is head of our HR unit at First Five LA and really put a lot of effort into this work.

The next couple of slides which have been provided to the board in the packet and have been posted online contain some of the recommendations from the Rose Audit that I mentioned that continued to be outstanding and you'll see on the left is the exact recommendation coming out of the Rose Audit on the right is a status
update and I for -- for sake of time and brevity as the chair requested, I will not go into an update on every one of these the status is provided in this chart and you'll see that a lot of these outstanding recommendations in human resources are being informed by the Listening, Learning, and Leading initiative that we've been talking about the last couple of meetings and also some other efforts internal to the organization that are in the process of being implemented.

Recommendation 5.1 which you'll see in -- on this next slide really has to do with some recommendations on creating some management tools for the commissions so that we can assess certain performance in human resources across the organization.

You'll see, again, similarly, in the chart on the right-hand side, some status of those recommendations regarding turn over analysis grievance performance evaluations et cetera.

The one item I will highlight here is item E under recommendation 5.1 which calls for an independent staff morale and satisfaction survey.

This is one of the recommendations of the Rose Audit that solicitation is in draft and we will keep the board informed of the status of that. The final part of this chart is recommendation 5.2 the compensation study
and recommendation 5.3 having to do with the development of a training curriculum which we are in the process of -- process of tracking participation of staff who are undertaking professional development initiatives, course works, seminars, conferences, things like that tracking has occurred.

We have not developed a curriculum for training and anticipate that some of the information through the staff surveys that we are conducting as part of health and others will be important information to inform that training curriculum.

So the rest of my few minutes I would like to focus on recommendation 5.2 which is the Rose Audit recommendation basically suggesting that the commission update its compensation policy and the suggestion was that our compensation study should be conducted every five years as a point of reference the last comprehensive approved compensation study for First Five occurred in 2001.

And so what we have done is we have per the boards direction last -- of the vote of last year, we have worked on a solicitation and there are four key components of that solicitation that I would just like to highlight. First is that the solicitation is written in a way to provide consultation and recommendations and review on how
our wages and benefits internally are structured and
aligned with different staff responsibilities and
functions within the organization to make sure that
alignment is appropriate and that it's appropriately
classified.

Just for a point of reference we have about 57
job titles across 13 departments in the organization and
eight different classifications or pay grades below the
executive director. And this is become a very dated
classification system that is really needs to be looked at
and examined which is the point of the solicitation. The
second component of the solicitation is really to look at
the classification ranges we have themselves to see if
they're appropriate.

As I mentioned, we do have eight. There are --
there is at the right number. Are there too many? Is
there enough range within the classification systems to
allow upper mobility and promotion within the
organization? These are the kind of things that the
second component will call out.

The third is to look at the internal wages and
benefits compared to external wages to get a sense of
comparability for similar functions done in First Five LA
compared to staff who do those similar jobs external to
the organization.
And the final areas really to make recommendations and present options on all these four areas in the solicitation. So as far as the time frame goes the solicitation has been released this is an update to the board we anticipate that we will get responses by the end of February. And that we will if we get the responses and can do the analysis in time for the April meeting we will bring that back to the board for a recommendation and approval for selection of the contractor if not it will be May and roughly there will be four months of work after that board approval that needs to be occur and we will continue those options and recommendations back to the committees as well as the board.

And that's the update.

Are there any questions?

MR. RIDLEY-THOMAS: All right. Questions for -- Dr. Fielding.

MR. FIELDING: Just one question. This commission is a hybrid. You know, a kind of government but not government. We're kind of private but not private. And so it seems to me that one thing will be important as part of this compensation survey will be to look at both public and private organizations that look a bit like us to look at compensation rates. Because they're different both in
terms of benefits and in terms of direct compensation.

I think it would be helpful to have both those data points for you and for the board.

MR. RIDLEY-THOMAS: Very good and helpful.

Commissioner Au.

MS. AU: I'm just assuming that part of what is going to be presented or the product that you're going to be asking the consultant coming into to do this work is somehow or another going to be broad enough that my concern is if the commission should choose to move in a particular direction in terms of our strategic directions, would then the conversation around Best Start and we currently have what two more years in our current strategic plans yeah, roughly. That we sort of anticipate what potentially would be the impact and how we structure our organization. Similar to what had happened when we moved and started implementing our current strategic plans, the organization went through a dramatic change in restructuring and I'm not certain whether or not that was a really informed process.

So I'm just putting that out there. Because we're going to be expending again a lot of resources here to get where we need to get to here. Based on the Harvey Rose report.

But within two years, we may be doing something
differently again. And that's where my area of the
concern is.

So it's -- it's just something to keep in mind.

MR. RIDLEY-THOMAS: Yes. Good perspective on
that.

All right. Any other questions or comments?

We thank you for your report.

We'll move then to Item Number 12. Jessica
Kaczmarek. This comes as information only as well.

MS. KACZMAREK: Good afternoon, commissioners.

And today's presentation is in response to last month's
motion by our chair that staff return with a proposed
advocacy plan to sustain First Five LA's investment in
universal and more intensive home visitation programs for
at risk families.

During the board meeting the commission received
information about one out of key investments family
strengthening. Family strengthening is our home
visitation program. It includes Welcome Baby, the
universal assessment, and the select home visitation
programs.

These investments that will allow us our greatest
opportunity to achieve two of our four priority outcomes
children being saved from abuse and neglect and children
being ready for kindergarten.
In addition to the family strengthening update, the commission also received an overview of our long term financial projections given prior board approvals as was discussed in the January meeting should the board continue with our the scope and scale of family strengthening our program. Cost projections through fiscal year 19 and fiscal 2020 would be about $71,000,000, which represents 99 percent of the projected tobacco tax revenue. $71.6 million.

These discussions provide some compelling context to today's presentation regarding family strengthening sustainability.

Through this presentation we will contextualize for commissioners our approach and history regarding sustainability efforts for our investment. Our current sustainability framework and how that framework as translated into specific actions that staff is currently undertaking.

Also we will highlight for you some lessons we learned by pursuing these activities the next steps we are taking in terms of additional information that needs to be collected and finally some points of consideration for the board given what we're trying to accomplish and the current environment we're in.

So to begin, we reviewed with some perspective on
sustainability. Many philanthropic community and
organizational leaders agree that sustainability means the
continuation of something.

It is that something that is desired that can be
-- it can be as broad as results benefits or impact to
very narrow interpretations such as continued funding for
programs or programatic activities the focus of an
organization and how it sees itself in the broad ecosystem
is really what determines the what the organization
desires to sustain.

Las some context and history, First Five LA began
to define sustainability in the next five strategic plan.
And in that plan we defined sustainability around results.
To that end the commission par took in sustainability
activities around technical assistance building through
the T A institute.

Our community opportunities fund grants and our P
to three focus area building blocks which focus around
policy and advocacy and building a community
infrastructure through our investments such as baby
friendly hospitals and family placed libraries.

The learning from the prior strategic plan helped
to contextualize our definitions for this strategic plan.
And again the focus was on impact. And the commission
also made a more concerted effort to define strategies
around sustainability focusing on organizational capacity building community capacity building research mobilization and policy change.

The framework in the current strategic plan is how the rest of this presentation will be laid out for our family strengthening focus. So what you see here on this slide is how we are building sustainability into family strengthening around organizational and community capacity building.

For organizational capacity building, we are currently working on building a quality workforce that can undertake our home visitation activities. We're also in the process of funding a data system that will help tell the collect the pertinent data points around family strengthening activities and help us to tell our story in terms of evaluation.

We're also actively engaging and educating our Best Start community members about the goals and the purpose of family strengthening and incorporating their input into this selection of providers.

We are also involved in a resource mobilization and policy activities for example we are currently working towards leveraging Medicaid funding and have been active in assessing for Welcome Baby pilot in the metro area. The potential to access these Medicaid funds.
We've completed cost studies and have identified that the ability to leverage Medicaid funding is on a somewhat limited and not at the level that was originally anticipated. The studies show that we can potentially draw down about 4 percent of the Welcome Baby budget, which is little substantially less than what we had originally anticipated, which was about 50 percent.

Our policy activities have been focused around maintaining enhancing or institutionalizing home visitation programs and funding at the national state and local levels.

We are currently working to identify opportunities to leverage home visitation through the affordable care act and have been successful at working with our partners across the county, particularly in the department of public health to leverage federal funding for such programs as nurse family partnership and healthy family America.

First Five LA is also taking a lead at organizing partnerships and working in a collaborative way with partners public and private partners across the country and at the state and national level for example we're working with the LA county home visitation consortium, which represents at least 25 organizations across the county who are trying to improve the quality of home
visitation practices here as well as working on policy efforts to again institutionalize home visitation.

Our key partners have been also representatives of our board including department of public health department of mental health and DCFS.

We are also working on the national level and we currently have staff in DC who are participating on a national home visitation summit. That is going to be leading to a learning collaborative that we will again be active participants in.

Staff has also one of the key component of sustainability has been to engage with health insurance plans. And we have taken steps to begin a conversation with our health -- health care partners to identify data points and metrics of interest to them in ways that we can collaborate and we continue those conversations with scheduled meetings for March with LA care.

Our sustainability work around family strengthening has yielded a number of lessons learned which are highlighted here. I just like to call your attention to a few that are important. To -- to know.

For example, there's a changing policy environment at the federal and state level and it creates uncertainty but also opportunity. The sequestration and the debt ceiling conversations that are occurring mainly
to some changes in the -- in appropriations around home visitation.

There -- there's also plans for reauthorization in 2014. But given some exciting news that happened today we do see some opportunities for continued conversations with our federal partners President Obama just released his early education plan today and it includes proposals to expand home visitation evidence based home visitation funding.

Also, we would like to point out that philanthropic partners investment home visitation is also something that we need to examine closer because the scale of their investments in prenatal maternal and pediatric programs is not at the same level as First Five LA.

So as we've outlined here staff has taken a number of steps to support implementation and sustainability of family strengthening as this strategy rolls out across the county. However, it's important to know that there is a lot of work that remains and staff will continue to develop the comprehensive sustainability plan for this strategy as implementation of the programs continue and we continue to identify a new opportunities to mobilize resources and take advantage of the policy opportunities.

For example, here around resource mobilization.
We note that one of the areas we need to explore further is how to integrate other public funding streams into our work. Right now we tend to focus around Medicaid funding and the health opportunities that we would like to look further at ways we can leverage mental health juvenile justice funding streams and education.

Also, we -- as we continue to implement the program and learn about it's effectiveness and it's progress. We need to establish deep relationships with the health insurance providers to share those lessons and identify how they can use that information to make their own funding decisions.

In terms of policy, as I mentioned before, this continues to be an evolving environment that changes and we need to identify where those opportunities continue to present themselves and work with our partners to look for ways that we can advocate together and leverage each others learning to make a policy case for home visitation. That will also help us develop a more comprehensive campaign.

So we can conclude the presentation by identifying that there has been a lot of learning and but given the financial commitment that the family strengthening will require of the board as well as our financial picture going forward we do recommend that the
board look at and continue to deliberate around the scope and scale of family strengthening.

We will help to facilitate conversations that will focus around the cost options of different scenarios as well as what we would attain in terms of outcomes and the commission's role going forward for this learning through our program and planning committee meetings in February as well as the additional conversations at the March board meeting.

With that I conclude. And if there are any questions, I'd be happy to answer.

MR. RIDLEY-THOMAS: We take note of your recommendation.

And I guess the question is appropriately posed to the executive director in terms of follow up report in the near term. The frequency of such reports and the staff person going on point to do that would be.

MS. BELSHE: I'm sorry you're asking for my feedback to the recommendation to engage the program and planning committee?

MR. RIDLEY-THOMAS: No. I'm essentially saying the recommendation that was made in terms of the direction the we may need to go pursuant to staff suggestion.

I'm, in a sense, affirming recommendation and asking what the schedule might be for us to hear back from
staff as to progress being made in that direction.

MS. BELSHE: There are two piece that Jessica has
touched on in her closing comments about what's next.

Number 1 is the need for continued work and
development of a sustainability strategy for family
strengthening and that has two strands of activity around
research mobilization policy and advocacy.

Las I noted in my opening comments we are poised
in the next week or so to select a Sacramento advocate who
will represent us who will play an important role in
designing developing and executing a plan.

Number 2, we are meeting with the Southern
California First Five commissions tomorrow and this is
another agenda item that we put forward in terms of how we
can work together in a Southern California Commission
context and potentially state wide.

So that's an additional piece of information so
we have learning coming back from the national learning
collaboration. So the point is within the next month or
two we would have a clearer picture of what the principle
gaps are in the recommendations.

The second strand is more that Jessica's raising
at the end of her presentation is that as we think about
the trajectory of implementation of family strengthening
broadly defined the total cost absent other funders would
basically consume all of First Five's resources so what we wanted to bring to the board is we are sobered by what we have learned around sustainability but not daunted but it does raise some questions that we think merit board level consideration first at the committee level and then at the full board level, about how we ought to be thinking about the scale and scope of that initiative.

So we would recommend that a separate program related conversation occur in program and planning later this month.

MR. RIDLEY-THOMAS: Noted.

Commissioner Fielding?

MR. FIELDING: Yes. Thank you very much. A very good presentation. I think it really lays out the realities of where we are.

It's kind of ironic because in a sense we're going with the flow. The President has very clearly indicated this is very important. We have the Pew foundation which is the coordinating efforts and what -- and even though we may not have sufficient data there are plenty of other place that's have data on the effectiveness and the ROI of this. Fully support the economic analysis and if you need consultants to do that. Which means you want people who are going to be very credible.
It's -- it's interesting this might be another area although I don't know where federal reserve might weigh in as they have for early childhood and some other ways. So I'm -- I think it's wonderful that we have an executive director who is so policy savvy to look at those issues I would say this is one area where board members are willing to be helpful in talking to LA care or Kaiser and make sure other likely places would I personally volume tire but I'm sure others would be as well. And we do have other counties that have done this county wide.

So learning from those counties what they're doing is I think is extremely important And I've heard that other states are doing better with respect to reimbursement so it's interesting to me that the Medicaid programs are maybe disparate in how they think about this. I think this is maybe at this point a marketing campaign.

MS. BELSHE: It's --

MR. FIELDING: As well as a policy effort.

MS. BELSHE: Just on that point, because it's a really important point, some states have done fairly well in terms of accessing title 19 Medicaid funds but the models they are implementing are much more heavily grounded in a health care orientation service delivery provider model. So they've been able to align with targeted case management rules or administrative case
management rules you know all those acronyms that make up Medicaid and that may be a question for us in terms of if we were to modify the model what could potentially the implications be for Medicaid funding.

MR. FIELDING: And the then the other question is can we leverage this. I mean, a lot of this is going on in Hospitals so the question is what are the incentives within a hospital and is this one component of being family friendly or you know we already have baby friendly. Is there something? So I think we should not neglect even basically funding for hospitals it has an incremental value it seems to me that we should at least look at and see whether we can bring them along at least the leading edge of those as partners.

MR. RIDLEY-THOMAS: Right. Thanks very much.

We're going to move on as the hour draws to a close. I note that two commissioners do wish to be heard. If you would be mindful of the time constraints in which we are operating. I recognize Commissioner Tilton followed by Commissioner Au.

MS. TILTON: I'll be brief.

First of all, just to comment on how difficult it is to establish connections to hospitals. There are so many of them and the staff change so frequently and responsibilities are very fluid. We're working with them
on child abuse data collection and it's a full-time job
for one person in my office.

Secondly, I just have a question. And I have an
idea of the answer, but Dr. Fielding, what percentage of
newborns receive home visiting now?

MR. FIELDING: I'm sorry?

MS. TILTON: What percentage of newborns receive
a home visitor right now?

MR. FIELDING: I don't know the exact percentage.
Would be a relatively small percentage overall but some of
the programs focused on those at highest risk are first
time teenage single moms.

MS. TILTON: And even those it's still a low
percentage.

MR. FIELDING: Well, it depends on where you draw
the lines. I don't want to give you a number off the top
of my head, but I don't want to try and give you a number
because it might be wrong.

MS. TILTON: I think it's something that we need
to have as a starting point toward our target of
universal. So that would be great if we could do that.
Thank you.


MS. AU: And I -- along the lines -- home
visitation, again, is not something that is new and
multiple agencies have been doing it and looking at DCFS with their family preservation. They do home visitation. Not necessarily that the children zero to five, but at some point in time they do do home visitations. The number of the school readiness initiatives also have done home visitations and I'd said earlier with DCFS so I -- I -- I have even more fundamental question that the commission may have to grapple with which is what role do we ultimately play in doing family strengthening down the road.

Do we find ourselves really being the lead entity in providing this particular service? And I -- I think that when we talk about systems change.

Maybe we need to take a look at the existing systems in place to look at them as potentials for housing family strengthening in terms of home visitation. I'm looking at Johnathan. And I think it would fit real well with public health. And I'm looking at Southard in terms of his whole prevention recovery model. There's a home visitation component in there as well.

I mean, there are multiple agencies where we need to begin in conversation as well. I don't see it as resting here with First Five LA.

MR. RIDLEY-THOMAS: Well stated. And perhaps in the follow up presentation there will be an eye toward a
collaborative that would include the entities that Commissioner Au mentioned.

All right. Jessica, we thank you for your presentation.

Well done.

Let's move to the next item on the agenda where we listen, we learn, and we lead.

Professor Belshe.

MS. BELSHE: Thank you, Mr. Chair.

All right. I wanted to take a few minutes as I hope to do in each of our meetings over the course of the next couple of months to provide a quick update on our Listening, Learning, and Leading initiative which is a review and assessment of First Five LA's strategic plan.

I remind the board here of the goals of this L-3 exploration Number 1 to advance a common understanding board commissioner broader community about where we are with implementation of our current strategic plan as modified.

Secondly to use what we hear what we learn to identify key implementation issues that could potentially lift up to the level of board for their consideration and ultimately decision making. What we might characterize as mid-course corrections third is to identify opportunities to strengthen our internal capacity. How we do our work...
as an organization as well as expand our external relationships to advance our goals.

And finally to present the board with a road map, if you will, for calling out opportunities to further clarify our strategic direction identify those mid course corrections all anchored in our shared goal of maximizing impact for the populations about which we exist young children and their families as we shared before this is intended to be a very focused collaborative and time bound undertaking over the course of the next couple of months there are three principal strands of inquiry one related to our review of our strategic plan and progress towards our goal.

Secondly, looking into -- internally in terms of our systems and processes, the extent to which we are aligned to achieve those programatic objectives, and finally to consider the external environment within which we do our work both as it relates to other partners funders as well as the broader social political economic trends and factors that influence young children and families.

Since we last met we made some important progress on the project design in terms of identifying preliminarily key stake holders opinion leaders others who would be participating in the external part of our L-3
exploration. We've been developing methodologies for how
to maximize input with staff as well as external
communities. We have project going on within the
organization to see how to maximize staff participation
and our staff survey and the leading idea is that john
Wagner and I will cook a breakfast pancakes for breakfast
for the entire staff.

I haven't told John that yet. But you should
know that since I don't cook. That's important piece of
information.

MR. RIDLEY-THOMAS: It's obvious as you could
hardly spit it out.

MS. BELSHE: I'm just so flummoxed at the idea of
having to cook for 110 people. But I am willing to fall
on my cooking sword to achieve the goal of a hundred
percent participation.

So we're trying to be creative both in terms of
how we solicit input from our own staff, as well as our
external contractors, grantees, and others.

And finally we're finalizing this week and next
the protocols we're going to use for the electronic
surveys the interviews and so forth.

So I want to spend a couple of minutes just
giving our commissioners and the public the clearer sense
of the sequencing of our Listening, Learning, and Leading
exploration. Las we said before, we can lead. We need to listen. We need to synthesize what we hear in order to learn. And then that will be used to inform issues that we bring forward to the boards consideration.

Beginning next week and then continuing through the balance of this month, we're focusing initially on engaging our internal stake holders. And that's members of the board. That's our own staff. That's also the deputies -- children's deputies for the board of supervisors that internal assessment and review will build upon some of the work that our public affairs team has been undertaking as you may know with our consultant partner Edelman.

But that really is focused very narrowly on awareness and perception of First Five early child development our brand. The all staff E survey which will be going out next week really has three strands of activity.

Number 1, how are we doing with implementation of our plan.

Number 2, the assessment of some of our internal strengths and areas for improvement.

And finally to get board -- staff input on opportunities they see in terms of how we can increase our impact on the county wide conditions that affect young
children and families we'll be asking for some time of
each of the board members as well as deputies for
one-on-one interviews with our consultant team.

And finally informed by that feedback with our
consultant team will synthesize those findings and use
them to help inform our external outreach effort which we
will begin in April.

And here again we want to coordinate our
protocols and outreach with our public affairs survey
process that has been undertaken or is in the process of
being undertaken with Edelman, we intend to reach out to
every single one of our grantees and contractors and
there's basically three lines of inquiry with our
contractors.

Number 1 we want to get feedback on their
interactions with First Five in terms of their work their
communications with us at the program staff level as well
as the organizational level.

Secondly, we want to get their feedback on our
business practices our processes. How does the manner
with which we do our work help or hinder our contractors
in the important work that we're supporting them to do.

And finally, we want to engage them in terms of
where we are with program implementation around the
strategic plan.
Las I noted we will also have some select interviews and focus groups.

And then, finally, two particular communities we want to focus on.

Number 1 is Best Start; so we intend to undertake some Best Start community specific outreach. Not only are we informing communities of our exploration around Best Start, but also have an opportunity to hear from those 14 communities.

And, finally, we have a terrific group of research super smarty pants that serve as our advisory committee, and we want to make sure we include them as well. Informed by what we listen and learn from internal staff and from external colleagues and stake holders, we also want to look at the external environment in terms of data trends as well as the zero to five landscape.

And moving quickly to not just listening and learning but really Listening, Learning, and Leading, the end game here is to translate what we hear what we learn into insights to help them form concrete action.

There will be a number of deliverables we will be bringing forward to the board and to the broader community.

One related to a specifically the review and assessment with an eye towards specific recommendations as
it relates to potential mid course corrections with the
goal of sharpening our focus and accelerating our impact
in those four goal areas the environmental scan to provide
a broader context for our work and our learning the
accountability and learning report we are looking to
broaden; so it's not just a review of the past year but
really a review of where we are with implementation of the
strategic plan over the course of the past three years.

And then finally John, in his role as our new
chief operating officer, is leading a series of activities
under the broad heading of the organizational development
which speaks to our recognition that it's not just what we
do but it's how we do it.

And I think taken together, come June, we'll have
some very tangible and concrete evidence of action as well
as ideas and recommendations that we will be bringing
forwards to the board.

And I want to thank the board in advance for,
again, their willingness to give us some time to
participate in these one-on-one interviews.

You all are obviously an incredibly important
partner with us in this learning and you're time and
counsel and guidance is -- is very welcome and very needed
so I will leave it there.

Thank you, Mr. Chair.
MR. RIDLEY-THOMAS: Thank you very much for an excellent overview of our path that we are pursuing. Let's then move to the final item on the agenda which is action item. And let's proceed accordingly.

MR. ORTEGA: Good afternoon. Thank you, Mr. Chair.

Historically after the first half of the fiscal year, staff analyzes actual expenditures against the approved budgeted line item for each of the departments as well as we analyze anticipated expenditures through June 30th of 2013.

The Executive Director has authority to approve budget adjustments to the operating budget line items up to an amount not to exceed $25,000.

In an effort that all adjustments are transparent staff has included a summary at the aggregate level of all movements between the line items including adjustments that are under $25,000 cap.

Though some of the adjustments may have a zero a net zero effect in the summary staff in the discussion section of the memo identifies areas of significant savings such as personal services and consultant services and in addition highlights some of the key adjustments.

At this time I turn to you, Mr. Chair, for approval of the budget adjustments for fiscal year 12-13.
for the operating budget.

MR. RIDLEY-THOMAS: Thank you.

Is there a motion to approve that which has been submitted by staff?

(Motion moved.)

(Motion seconded.)

MR. RIDLEY-THOMAS: It's been moved and seconded. Is there any discussion? Seeing none. If there are no objections, please record a unanimous vote of the item before us.

Thank you very much. We have moved through our agenda. We have no one wishing to be heard, but we have public comment.

With that, we wish you a happy Valentine's Day for those who celebrate it.

And for those who don't, we have adjourned.

(At 4:17 p.m. the meeting was adjourned.)