

**In the Matter of:**

**FIRST 5**

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**COMMISSIONERS' MEETING**

*February 14, 2013*

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FIRST 5 COMMISSIONERS' MEETING

LOS ANGELES, CALIFORNIA

THURSDAY, FEBRUARY 14, 2013

REPORTED BY:

HEATHERLYNN GONZALEZ

CSR, nO. 13646

1 MR. KAUFMAN: Good afternoon. Can you hear me  
2 back there? We're going to get started. We're going to  
3 get started in a few minutes.

4 Let's get started.

5 (Roll call was taken.)

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

9 So we can talk about that later if you like.

10 Let's start the first item of the agenda.

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

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

16 (Motion was seconded.)

17 MR. KAUFMAN: So moved.

18 (Motion was moved.)

19 MR. KAUFMAN: Any additions, corrections?

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

25 MR. KAUFMAN: With that ethereal and

1 philosophical comment, any other questions and comments?

2 Hearing none, approved.

3 I, actually, am having trouble getting online.

4 MS. BELSHE: And if I may, in just a quick

5 comment on the -- the minutes as --

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

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

13 Thank you.

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

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

25 Item 4, which is -- excuse me -- which is -- Item

1 3, which is approval of the monthly financial statements.

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

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

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

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

24 Staff is also reaching out to other First Five  
25 commissions and other like organizations to explore how

1 they report on a monthly basis and identify best  
2 practices.

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

10 At this time, I request approval of the December  
11 31, 2012, monthly financials, these statements before you  
12 are considered a soft closed and are unaudited.

13 Thank you.

14 MR. KAUFMAN: Thank you.

15 (Motion moved.)

16 (Motion seconded.)

17 MR. KAUFMAN: Any discussion? Comments?  
18 Concerns?

19 Hearing no concerns, it will be unanimously  
20 approved.

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

23 MR. GALLARDO: Good afternoon, commissioners and  
24 Public.

25 The calendar item for this month includes

1 amendments to increase the contract amounts for two of our  
2 providers.

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

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

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

19 MR. KAUFMAN: Anyone so moved?

20 (Motion moved.)

21 MR. KAUFMAN: Seconded?

22 (Motion seconded.)

23 MR. KAUFMAN: Any comments? Questions?

24 My only comment is why these two -- why are we  
25 hearing about them? Not because they're good or bad.

1           Did we reach a threshold? Is there something  
2 that happened that made us have to come back for a  
3 contract amendment in the new way that we do things? Is  
4 that why this is coming as a full action item for these  
5 two under-\$25,000 amendments?

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

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

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

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

21           Anyone having problem with the proposed  
22 amendments?

23                       (Motion moved.)

24                       (Motion seconded.)

25           MR. KAUFMAN: Moved and seconded. No public



1 comment. So ordered.

2 The next item is remarks from the supervisor.  
3 We'll come back to that in a few moments, and go to Kim,  
4 your director's report.

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

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

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

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

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

23 Secondly, to use some time to provide a status  
24 report on our implementation of the various  
25 recommendations put forward in 2011 -- under the 2010-2011

1 for the Rose Audit report.

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

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

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

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

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

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

25 I'm endeavoring to organize it in a way that on

1 the one hand provides some information regarding things I  
2 have been doing external to the organization over the  
3 course of the previous month with some of the key stake  
4 holders and organizations and partners with which we work  
5 or aspire to work.

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

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

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

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

24 Secondly with funders. Both those who are very  
25 engaged with early child development issues as well as

1 those who perhaps work around the edges but could be more  
2 robust partners in our work going forward, and perhaps  
3 some of our key grantees and stake holders -- grantees and  
4 contractors, I should say, I've been reaching out to and  
5 meeting.

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

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

21 On the policy and advocacy front, I think we all  
22 know that early childhood education received a big boost  
23 when the president of the United States saw fit to give  
24 voice to his support for and call for universal  
25 pre-school. His statement really affirms much of what we

1 know and what the research tells us when he said the  
2 sooner a child begins learning the better he or she does  
3 down the road. And this organization agrees with that  
4 fully and understands greater the payoffs we will see to  
5 society and our economy; so it's a wonderful recognition  
6 of the value of quality early childhood education.

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

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

25           Final ministerial comment. Board committee

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

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

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

17 MR. RIDLEY-THOMAS: Thank you very much.

18 Any questions for the executive director?

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

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

25 MS. BELSHE: This is an advocate that First Five

1 LA will be hiring. But given the work that we undertake  
2 and the alignment with other First Fives, as well as other  
3 stake holders, principally around early childhood  
4 education and home visitation, we will be looking for  
5 opportunities to collaborate with -- with other First  
6 Fives, the county commission, as well as others. But this  
7 is an organization that would be working specifically for  
8 us, but certainly with others who share our policy  
9 interests.

10 Is that responsive?

11 MS. SWILLEY: Yes.

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

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

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

1 forward with a common policy agenda.

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

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

11 Any other questions from members of the  
12 commission?

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

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

23 MS. AU: Absolutely. So thank you.

24 MR. RIDLEY-THOMAS: All right. Any other  
25 questions for the executive director on any part of the



1 report from commissioners?

2 Thank you.

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

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

23 It is at that point that we think about the issue  
24 of the season for nonviolence. And so the fundamental  
25 question that this commission must always consider is how

1 do we continue to make a substantive impact on the  
2 population we serve. Moreover, what is the strategic  
3 direction of our investments. And in my view, I think  
4 it's a compelling argument that can be made for Place  
5 Based approaches to strengthen families and thus our  
6 learnings for today.

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

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

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

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

23 This will be a probative opportunity for all of  
24 us as commissioners to begin a constructive conversation  
25 around the question of sustainability. We acknowledge the

1 skill set of the executive director and her leadership and  
2 moving us in that direction.

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

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

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

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

20 If there are no questions or comments, let's then  
21 turn to the next item on our agenda, which is Item Number  
22 7.

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

1           Okay. Here we go.

2           So I am going to kick off this before turning it  
3 over to my colleagues. And two things. Number 1, I want  
4 people to get comfortable, because this is about a 25 to  
5 30 minute presentation. We're going cover a lot of  
6 ground.

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

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

14           MS. BELSHE: Thank you, Mr. Chair.

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

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

1 county wide projects.

2 For today's briefing, that's our context.  
3 Today's briefing -- to be clear about our goals as the  
4 chair just indicated -- we are beginning to embark on a  
5 deliberative and iterative process.

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

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

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

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

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

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

1 goals and strategies.

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

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

7 MR. GALLARDO: Thank you, Kim.

8 Good afternoon to the commission and the public.

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

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

21 Secondly, we learned that despite the fact that  
22 we have invested a tremendous amount of dollars -- close  
23 to \$1 billion -- there was still a limited reach to our  
24 dollars and our investments, and this didn't allow us --  
25 will allow us to address the broader environmental

1 factors. That could support the healthy development  
2 children and their families.

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

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

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

21 Through Best Start we saw an opportunity to  
22 impact the lives of close to 20 percent of the 0-5  
23 children in the county and this is in contrast to the less  
24 than 5 percent of children that we were serving before  
25 through our initiative based investment approach.

1           We've also realized that we couldn't do this work  
2 alone, and that relationships were critical in supporting  
3 children and families dealing with issues like social  
4 isolation, parental knowledge, residency, and other zero  
5 to five issues, including meeting basic needs.

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

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

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

24           So what is Best Start for the First Five LA.  
25 Informed by this growing body of the research and our on



1 the ground experience and anchored on the commissions  
2 desire to increase impact our First Five LA 2009, 2015  
3 strategic plan focuses more intentionally on children and  
4 families in selected communities and that's what we call  
5 place based approach.

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

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

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

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

25 We believe that stronger communities will allow

1 us to give more support for these families and create  
2 healthier and safe environments for these children to grow  
3 up.

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

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

1 children and the families through the county.

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

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

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

21           We intend to accomplish that by focusing on four  
22 core capacities. One of them is supporting relationship  
23 building and partnership among across families and other  
24 community members and that's with what we call community  
25 engagement. Also by identifying supporting and developing

1 leadership within the community to support our efforts.  
2 And that's what we call community leadership and by  
3 strengthening connecting and mobilizing local community  
4 based resources therefore having an impact on the  
5 infrastructure and finally by mobilizing connected  
6 external resources that could therefore be invested in  
7 this community.

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

17           It is important to note that our 14 communities  
18 are still in the earliest stages of implementation and  
19 other capacity building efforts.

20           And Marsha will be speaking next about the  
21 milestones accomplished during this phase of  
22 implementation. In metro LA, where we have been working  
23 for over three years, we are already observing early signs  
24 in how these relationships built between families  
25 providers and residents are resulting in tangible

1 outcomes.

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

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

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

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

25 After identifying their needs they brought it

1 back to the community guidance party and together they  
2 started thinking about approaches on how to address the  
3 child care needs of the children to the community.

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

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

10 Marsha.

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

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

21 We started with approval of the communities in  
22 2010 which is was one month prior to the roll out of Best  
23 Start. The criteria to select the communities was were  
24 developed in concert with the board and reflect that all  
25 communities are high need. Represent varying capacities

1 in terms of parent engagement. Existing leadership,  
2 existing infrastructure, and existing investments.

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

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

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

21 These partnerships are critical to create and  
22 sustain a community change. Each partnership has a  
23 governing structure in place that determines how the  
24 partnership makes it's decisions through an agreed upon  
25 decision making process community members have a

1 transparent way of making sure the voices of parents and  
2 residents are lifted heard and valued.

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

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

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

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



1 and conflict resolution.

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

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

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

22           Through these assessments we learn where people  
23 get their information where some of the gate keepers are  
24 and where nontraditional stake holders are located. In  
25 order to capture and document what is being learned as a

1 part of Best Start implementation First Five LA is  
2 conducting a an implementation evaluation or I Eval the  
3 findings from I Eval are intended to inform decisions and  
4 provide real time learning and then the last key milestone  
5 has to do with the community plans that were submitted in  
6 June of 2012.

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

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

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

21 MS. BELSHE: Great, thank you, Marsha.

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

1 activity has been occurring concurrently.

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

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

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

23           First, we're learning that Best Start has just  
24 done a terrific job at really galvanizing community  
25 residents and partners and providing a platform for them

1 to come together and explore ways to come together to  
2 strengthen their communities. It's been very exciting to  
3 see. It reflects the eagerness that the community  
4 residents have to participate in strengthening their  
5 communities to being a part of the effort to identify and  
6 advance better outcomes not only for their own children  
7 but for the neighbor's children and to really own the  
8 activities that affect the quality of their lives and the  
9 lives of their children.

10 I got a chance to begin to see this by  
11 participating in a Best Start events one Saturday in  
12 December in Panorama City. I had an opportunity to sit in  
13 on a lengthy meeting with our colleagues from metro.

14 And it's been really exciting to see the passion  
15 and the commitment and the eagerness to be a part of  
16 community based sustainable solutions.

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

21 Secondly, we have learned that community  
22 partnerships recognize the value of there being a very  
23 diverse set of stakeholders at the table and that is that  
24 diversity that is so critical to -- to developing and  
25 leading community based responses to improve the community

1 environment. We know that engagement of stake holders and  
2 the relationship building is very time intensive work.  
3 But we also know that it's really critical to making the  
4 social connections and networks the building of parental  
5 knowledge the development of greater resiliency that  
6 Antonio spoke to.

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

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

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

19           One very important learning and it may go without  
20 saying but I think we need to say it. It's really  
21 essential that there's a common understanding among board  
22 among staff among community partners regarding Best Starts  
23 intended outcomes strategies milestones and the means by  
24 which we are able to measure progress towards First Five  
25 goals so one question is are we sufficiently clear amongst

1 ourselves and with others about what we intend the  
2 achieve. The contribution of place based strategies to  
3 those goals and indicators that's we're going to use to  
4 assess our progress.

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

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

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

25 But my observation is that implementation

1 suffered somewhat in the initial absence of leadership of  
2 the Best Start program early in it's tenure and then by a  
3 decision to effectively dismantle what had been a unit of  
4 capacity infrastructure around capacity building to train  
5 staff to work with staff to really have more competency  
6 and capability in this very important strand of activity  
7 for Best Start.

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

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

24           Final implementation learning I'd call out is the  
25 relationship between our place based work and our county

1 wide more systems oriented strategy. Antonio noted the  
2 intent of our place based work to really inform and  
3 influence broader systems and policy level change that  
4 will benefit all children in LA county. But in practice  
5 that has been slower going to work with and develop our  
6 community partnerships and lift up some the key policy and  
7 part because of the need to be a bit more intentional in  
8 our county wide strategies appropriate their link to and  
9 informed by our place based learning.

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

22 For many of our staff in the space of a few days  
23 or weeks, they were transitioned from a role of being a  
24 grant maker to a very different role. That involved  
25 community organizing and community outreach meeting



1 facilitation and event planning when some of the original  
2 expectations didn't come to bear in terms of some of our  
3 contractors. Work that some of our colleagues had done  
4 before and it required time it required training it  
5 required learning by I think was frankly unevenly provided  
6 and I frankly want to acknowledge how proud I am of our  
7 staff who over the course of the past couple of years into  
8 very new and very challenging roles I have been very proud  
9 of what I have seen in terms of their dedication to their  
10 respect for and partnership with the diversity of our 14  
11 Best Start communities and the many partners associated  
12 therewith.

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

18 Finally. Final note here is certainly strategic  
19 plans and implementation plans are not set in stone. We  
20 are a learning organization and we need to be nimble and  
21 flexible and informed by experience and information. But  
22 when we make changes when we move in different directions.  
23 It's important for staff to be disciplined and accountable  
24 to our board of commissioners in terms of communicating  
25 and keeping boards apprised of those changes.

1           Two final learnings that I'll touch on more  
2 quickly. One really relates to scale and scope. The size  
3 of our places our Best Start communities are very large  
4 much larger than a neighborhood or a census track. So  
5 we're -- we're talking with large geographic areas and  
6 large populations and so that we are learning introduces  
7 complexity in a number of areas particularly as it relates  
8 to outreach and engagement.

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

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

24           I want to close with a set of observations about  
25 overarching questions. And then a suggested path way

1 forward. Here I've endeavored to capture what are at a  
2 very high level and they're high level but they are  
3 incredibly important and that we need to bring clarity to  
4 move this initiative forward successfully and effectively  
5 clarity around specifically what is the impact we seek to  
6 have for kids in the impact of our place based work.

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

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

15           Fourth, what are the financial and time resources  
16 that's are going to require to advance both intermediate  
17 and long term goals and finally what is our role and  
18 capacity aligned with what we're trying to do in the near  
19 term and over the longer term. These are very important  
20 and timely issues and my recommendation to the board is  
21 that we use the draft logic model that was developed last  
22 fall led by our team at research and evaluation and  
23 informed by input from a number of boards of commissioners  
24 that we used as a framework for discussion and decision  
25 making.

1           The purpose of a draft logic model is, I think,  
2 has been discussed before is really to provide an overview  
3 of what do we know what do we know from research what do  
4 we know from experience around place based approaches.  
5 It's intended to give us a sense of the outcomes that can  
6 reasonably be expected from a place based effort along the  
7 lines that we have developed but informed by the research  
8 informed by experience.

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

12           These are just some of the over arching  
13 questions. That we would believe need to be grappled with  
14 certainly there's many more.

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

1 more theoretical in nature.

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

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

24           We are also over the course of next month going  
25 to be developing some interim options for consideration by

1 the board in March because we need to remind ourselves  
2 that board support for the authority to spend resources  
3 for community capacity building communications outreach  
4 evaluation that expires at the end of March. So we want  
5 to come back to you in early March with a ray of options  
6 for consideration and decision making.

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

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

18 I really want to acknowledge our staff and our  
19 community partners for what has been a tremendous amount  
20 of time effort and energy that has been invested in this  
21 effort to date I think good progress qualitatively is  
22 being made but I think now is the time for us to really  
23 roll up our sleeves and working together I'm confident we  
24 can clearly define our priorities for Best Start we can  
25 clearly define our desired outcomes and we can clearly

1 insure that we have the tools and the measures to give us  
2 a sense of confidence that progress is being made along a  
3 reasonable time line and most fundamentally progress  
4 towards the goals we seek to achieve for young children.  
5 So let us stop there and invite comments and questions and  
6 begin what's as you say supervisor a deliberative and  
7 iterative process.

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

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

22 MR. KAUFMAN: Yes, I apologize. I have to leave  
23 soon and I've enjoyed the presentation. It really is a  
24 fabulous walk down memory lane. It really highlighted a  
25 lot of the great things that's we didn't hear about and

1 hope everyone does have I chance to hear about it for the  
2 first time or you remind me what I did before.

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

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

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

24 The ability to connect is clearly essential.  
25 Social support is the wonder drug of the 21st century.



1 What's killing most of us is lack of connections to others  
2 whether it's from child abuse neglect whether it's from  
3 depression and all the rest of the things. So the ability  
4 to connect with people who you want to connect with in an  
5 easy way and to make meaningful relationships.

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

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

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

24 Las I said, it's more philosophic than practical.  
25 The only practical question I have and I really think we

1 need to challenge ourselves in the spirit of both  
2 transparency and the spirit of fairness to really look at  
3 grantees who are working in Best Start areas in one way or  
4 the other? Some of whom theoretically pull sunset in  
5 March, some sunset in June, that's the term when grants  
6 should be over. That's what sunset means in this category  
7 and I know you're going to bring some of us back to us  
8 were a really short window. We vote on it the second --  
9 what? -- Thursday of March. And their contracts  
10 theoretically end in June.

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

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

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

25           You are now excused. Thank you so much.

1 Any other members?

2 Dr. Southard?

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

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

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

15 So that's one thing. The other thing is that in  
16 the implementation of health reform one of the things that  
17 that's happening to make health reform workable is that  
18 we're developing a concept called health neighborhoods and  
19 it's a way of both focusing health mental health substance  
20 abuse and public health services in an area where it's not  
21 just a collocation of service but that they become the  
22 focal point for nodes of activity that reach out to faith  
23 communities to clubs to schools and other entities so it  
24 becomes the focus of a network and it seems to me that  
25 implementation of those kinds of health neighborhoods

1 would strongly tie into our Best Start communities so  
2 insofar as there turns out to be opportunities to build in  
3 the health neighborhoods with the Best Start it would be  
4 really powerful strategy to pursue.

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

6 Any other comments?

7 Commissioner Au.

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

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

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

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

22 And -- and I think that we considered ourselves  
23 true stewards of public dollars and really wanting to make  
24 those right decisions and the conversations around the  
25 table was really quite exciting. I think and also very

1 deep. It wasn't cursory at all.

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

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

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

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

23 PFF. Partnership for families. We had a bumpy  
24 start but there was something very exciting that was  
25 happening with PFF, and out of PFF, in fact, out in the

1 Lancaster/Palmdale area, those folks who were historically  
2 under served in terms of resourcing they came together on  
3 their own and they created a Welcome Baby and home  
4 visitation utilizing their PFF funding. Because we allow  
5 them to do that.

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

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

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

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

23 I would like the staff to come back and say to  
24 give us again a snapshot of what we accomplished -- what  
25 we invested in the context of home visitation, family

1 strengthening, systems change, because we've -- we've done  
2 some of that work and come back, because we can't always  
3 -- when we start a new thrust -- start from the beginning  
4 again because it wastes so much resources.

5 MR. RIDLEY-THOMAS: Agreed.

6 MS. LAU: So we want to take a look at that.

7 The other is that again another assignment,  
8 please is that we would have some criticism about the  
9 amount of dollars First Five LA has spent on consultants.

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

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

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

24 MR. RIDLEY-THOMAS: All right.

25 MS. AU: Thank you very much, Commissioner.

1           MR. DENNIS: Two points. One of the things that  
2 would be helpful, you know, that when we completed -- when  
3 we adopted the strategic plan that spoke to Best Start,  
4 there were dollars amount with and time line.

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

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

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



1 some of those questions that we need the to answer as a  
2 commission.

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

5 MR. RIDLEY-THOMAS: Thank you very much.  
6 Commissioner Swilley.

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

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

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

19 And I did have a question about the community  
20 partnerships themselves are these groups that were started  
21 anew, you know, from us? Or did we approach existing  
22 organizations someone that was already embedded in the  
23 community and do they invite others to join them or is it  
24 a, you know, because, you know, it can be positive and  
25 negative for some groups who already have some ownership

1 of the community how easily can others come in and move up  
2 in leadership and so forth; so I would like to know a  
3 little bit about the actual community partnerships and  
4 actually what do they see as something to do.

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

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

13 Commissioner Fielding.

14 MR. FIELDING: Just have a few items.

15 That was a really helpful background and oldies  
16 but goodies.

17 Anyway, a few things. Thank you all.

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

24 Secondly, I think there's a balance which is  
25 never entirely comfortable between what communities would

1 do if left alone and what we're trying to get communities  
2 to do.

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

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

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

22 In terms of the leverage, there is no group that  
23 has more resources in this general area in each of the  
24 communities than hospitals. Hospitals now have a  
25 responsibility to not only do assessment of their

1 communities, but also to do some work to try and  
2 ameliorate the disease and injury burdens but there's no  
3 specific IRS requirement of how much they put into that  
4 second part.

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

8 Finally, the two final things.

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

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

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

25 So we need to -- I always think we should really

1 ask ourselves, let's put in the fewest dollars necessary  
2 to try and get the outcomes so it has the greatest chance  
3 of sustainability.

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

6 MR. RIDLEY-THOMAS: Thank you very much.

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

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

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

25 I am not dissuaded that we will conclude the work

1 that needs to be done in that setting but I am convinced  
2 that it will take us further in the direction in which we  
3 wish to go.

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

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

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

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

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

20 If you would come forward.

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

25 And I would just like to pose a question and

1 would like to know how Best Start is considering  
2 supporting current investments, if they're considering  
3 supporting First Five -- or current investments such as  
4 family literacy which has proven to be effective.

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

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

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

21           All right. Then we will set a date for a special  
22 commission meeting to discuss Best Start and I think we  
23 will find that to be well worth our time. In so doing,  
24 I'm going to ask, thank you. The staff to share with the  
25 entire commission a document prepared by policy link why

1 place matters building a movement for healthy communities  
2 if we can get these out this is one of the many readings I  
3 think we should find as a common point of reference the  
4 executive director has other readings and materials or  
5 other members of the board might have such documents you  
6 think we can all benefit from.

7 Please feel free to submit them for our  
8 collective consumption.

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

11 But before doing so, everybody on your feet.  
12 We're going to do a quick break.

13 (Break.)

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

16 Armando Jimenez.

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

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

21 Before I begin, I'd like to extend a heart felt  
22 thanks to Heather Slavin's brain and our research and  
23 evaluation department and Dr. Emily Putnam-Morestein, and  
24 Dr. Jacqueline McKrosky and our colleges at USC for all  
25 their assistance in putting together the staff report.



1           Staff is seeking an approval of a strategic  
2 partnership with USC School of Social Welfare and  
3 authorization to enter into a contract in the amount of  
4 \$73,542 to examine the cumulative risk of maltreatment of  
5 children zero to five in LA county.

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

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

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

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

1 policy on strategic partners selection.

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

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

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

12           The project we're here to talk about is conducted  
13 by USC and led by Dr. Emily Putnam Morenstein that will  
14 allow the linkage of statewide CWS CMS records or child  
15 welfare data to vital statistics or birth record data to  
16 be able to look at a birth cohort from the year 2006 to  
17 2012.

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

22           It is currently known how many kids enter foster  
23 care but the issue is no study has estimated prospectively  
24 how many children will cumulatively experience these  
25 events by the age of five.

1           The project will begin in the middle of this  
2 month and end June 30th, 2013.

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

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

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

21           In terms of cost effectiveness in addition  
22 Dr. Putnam Morenstein leading this effort will result in  
23 considerable cost savings to the commission since the  
24 birth record data for this project has already been  
25 secured and purchased.

1           In addition the amount of time and resources to  
2 actually clean the data and make the data available for  
3 analysis has already been done.

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

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

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

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

24           One of the important uses of this information for  
25 us will be able to understand how we might better able to

1 use this information to plan and implement the upcoming  
2 intensive home visiting program including the universal  
3 assessment Welcome Baby and intensive home visitation in  
4 addition to other initiatives often times we find  
5 ourselves trying to link together initiatives by the  
6 populations that they serve as opposed to looking at a  
7 population and understanding how best to serve the needs  
8 of that particular population in this case foster kids.  
9 So if there are in specific questions about the actual  
10 project.

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

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

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

17 (Motion moved.)

18 (Motion seconded.)

19 MR. RIDLEY-THOMAS: Promptly moved and seconded.

20 Is there any discussion?

21 MS. TILTON: Thank you, Armando.

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

24 I just want to point out that for one  
25 consideration in completing this study. We need to assure

1 that we have accurate linkages between the data at the  
2 local level and the state level we have found gaps in  
3 vital statistics over and over again in terms of what the  
4 coroner may have and what ends up recorded in vital  
5 statistics.

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

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

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

24 MR. RIDLEY-THOMAS: All right. Thanks very much.  
25 It's been properly moved and seconded.

1           Is there any further discussions or questions  
2 that board members wish to propose at this time?

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

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

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

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

21           MS. SWILLEY: Does it address children who are  
22 actually victimized in foster care?

23           DR. PUTNAM MORENSTEIN: No. I don't -- I don't  
24 see how the data would be able to -- would be able to look  
25 at that question. Although it is a good one.

1 MR. RIDLEY-THOMAS: All right. We're going to  
2 move forward.

3 Commissioner Au.

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

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

18 MR. RIDLEY-THOMAS: All right.

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

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

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

25 MS. BOSCH: Las has already been noted today, in



1 June of this year, a number of our investments are  
2 scheduled to end.

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

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

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

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

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

25           MS. BOSCH: Yes, it will. And when we come with

1 the framework, the framework will include basically is it  
2 time limited, does it have a sustainability plan attached  
3 to it, is it related to Best Start in any way. And then  
4 what is the impact or evaluation that this -- this  
5 initiative has had and that will be provided from your  
6 department for your consideration as well; so it will be  
7 filtered through a number of -- in this framework.

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

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

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

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

24 And so while the factors of a relationship to a  
25 sustainability plan the -- is it at one time in nature

1 relation with Best Start et cetera, we want to under gird  
2 it regardless with whatever data, whatever information we  
3 have of both as it relates to program effectiveness and  
4 cost. If we've got the data, we will be bringing the data  
5 forth. Really key.

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

13 All right.

14 Ma'am the floor is yours.

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

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

24 The evaluation specifically measured details of  
25 family strengthening protective and risk factors and has

1 shown that this in fact program is very effective at  
2 preventing child abuse and out of home placements  
3 particularly with some addressing of the  
4 disproportionately question for African-Americans which is  
5 really important.

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

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

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

22 Thank you.

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

25 This is the report. It comes as information no

1 action is required. Therefore, we'll receive it as such  
2 and move to Item Number 10.

3 Raoul Ortega.

4 MR. ORTEGA: Good afternoon and thank you chair.

5 Before you, staff is requesting approval of  
6 resolution 2013-02. Which increases the overall fiscal  
7 year 2013 Program budget, the spending authority by  
8 \$404,837.

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

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

17 Of the \$719,027 the estimated dollar to spent  
18 through the end of this current fiscal year June 30th of  
19 2013, is estimated and projected to \$404,837.

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

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

25 MR. RIDLEY-THOMAS: Thank you very much.

1           The item is before us. Is there a motion to  
2 adopt the presentation by our interim finance director?

3           (Motion moved.)

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

5           Is there a second?

6           (Motion seconded.)

7           MR. RIDLEY-THOMAS: Seconded.

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

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

13           Let's move to Item Number 11.

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

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

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

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

23           Just for background and for members of the public  
24 the Rose Audit occurred back in 2011 and looked at a vast  
25 array of functions within First Five LA, making some

1 recommendations. And the majority of these  
2 recommendations have been implemented. I think the main  
3 recommendations that are outstanding or yet to be  
4 implemented fall in the human resource or HR area.

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

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

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

20 The next couple of slides which have been  
21 provided to the board in the packet and have been posted  
22 online contain some of the recommendations from the Rose  
23 Audit that I mentioned that continued to be outstanding  
24 and you'll see on the left is the exact recommendation  
25 coming out of the Rose Audit on the right is a status

1 update and I for -- for sake of time and brevity as the  
2 chair requested, I will not go into an update on every one  
3 of these the status is provided in this chart and you'll  
4 see that a lot of these outstanding recommendations in  
5 human resources are being informed by the Listening,  
6 Learning, and Leading initiative that we've been talking  
7 about the last couple of meetings and also some other  
8 efforts internal to the organization that are in the  
9 process of being implemented.

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

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

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

22 This is one of the recommendations of the Rose  
23 Audit that solicitation is in draft and we will keep the  
24 board informed of the status of that. The final part of  
25 this chart is recommendation 5.2 the compensation study



1 and recommendation 5.3 having to do with the development  
2 of a training curriculum which we are in the process of --  
3 process of tracking participation of staff who are  
4 undertaking professional development initiatives, course  
5 works, seminars, conferences, things like that tracking  
6 has occurred.

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

12 So the rest of my few minutes I would like to  
13 focus on recommendation 5.2 which is the Rose Audit  
14 recommendation basically suggesting that the commission  
15 update its compensation policy and the suggestion was that  
16 our compensation study should be conducted every five  
17 years as a point of reference the last comprehensive  
18 approved compensation study for First Five occurred in  
19 2001.

20 And so what we have done is we have per the  
21 boards direction last -- of the vote of last year, we have  
22 worked on a solicitation and there are four key components  
23 of that solicitation that I would just like to highlight.  
24 First is that the solicitation is written in a way to  
25 provide consultation and recommendations and review on how

1 our wages and benefits internally are structured and  
2 aligned with different staff responsibilities and  
3 functions within the organization to make sure that  
4 alignment is appropriate and that it's appropriately  
5 classified.

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

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

21 The third is to look at the internal wages and  
22 benefits compared to external wages to get a sense of  
23 comparability for similar functions done in First Five LA  
24 compared to staff who do those similar jobs external to  
25 the organization.

1           And the final areas really to make  
2 recommendations and present options on all these four  
3 areas in the solicitation. So as far as the time frame  
4 goes the solicitation has been released this is an update  
5 to the board we anticipate that we will get responses by  
6 the end of February. And that we will if we get the  
7 responses and can do the analysis in time for the April  
8 meeting we will bring that back to the board for a  
9 recommendation and approval for selection of the  
10 contractor if not it will be May and roughly there will be  
11 four months of work after that board approval that needs  
12 to be occur and we will continue those options and  
13 recommendations back to the committees as well as the  
14 board.

15           And that's the update.

16           Are there any questions?

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

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

1 terms of benefits and in terms of direct compensation.

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

4 MR. RIDLEY-THOMAS: Very good and helpful.

5 Commissioner Au.

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

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

25 But within two years, we may be doing something

1 differently again. And that's where my area of the  
2 concern is.

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

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

6 All right. Any other questions or comments?

7 We thank you for your report.

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

10 MS. KACZMAREK: Good afternoon, commissioners.  
11 And today's presentation is in response to last month's  
12 motion by our chair that staff return with a proposed  
13 advocacy plan to sustain First Five LA's investment in  
14 universal and more intensive home visitation programs for  
15 at risk families.

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

22 These investments that will allow us our greatest  
23 opportunity to achieve two of our four priority outcomes  
24 children being saved from abuse and neglect and children  
25 being ready for kindergarten.

1           In addition to the family strengthening update  
2 the commission also received an overview of our long term  
3 financial projections given prior board approvals as was  
4 discussed in the January meeting should the board continue  
5 with our the scope and scale of family strengthening our  
6 program cost projections through fiscal year 19 and fiscal  
7 2020 would be about \$71,000,000, which represents 99  
8 percent of the projected tobacco tax revenue. \$71.6  
9 million.

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

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

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

25           So to begin, we reviewed with some perspective on

1 sustainability. Many philanthropic community and  
2 organizational leaders agree that sustainability means the  
3 continuation of something.

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

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

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

22           The learning from the prior strategic plan helped  
23 to contextualize our definitions for this strategic plan.  
24 And again the focus was on impact. And the commission  
25 also made a more concerted effort to define strategies

1 around sustainability focusing on organizational capacity  
2 building community capacity building research mobilization  
3 and policy change.

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

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

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

21 We are also involved in a resource mobilization  
22 and policy activities for example we are currently working  
23 towards leveraging Medicaid funding and have been active  
24 in assessing for Welcome Baby pilot in the metro area.  
25 The potential to access these Medicaid funds.



1           We've completed cost studies and have identified  
2 that the ability to leverage Medicaid funding is on a  
3 somewhat limited and not at the level that was originally  
4 anticipated the studies show that we can potentially draw  
5 down about 4 percent of the Welcome Baby budget which is  
6 little substantially less than what we had originally  
7 anticipated which was about 50 percent.

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

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

19           First Five LA is also taking a lead at organizing  
20 partnerships and working in a collaborative way with  
21 partners public and private partners across the country  
22 and at the state and national level for example we're  
23 working with the LA county home visitation consortium  
24 which represents at least 25 organizations across the  
25 county who are trying to improve of the quality of home

1 visitation practices here as well as working on policy  
2 efforts to again institutionalize home visitation.

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

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

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

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

22 For example, there's a changing policy  
23 environment at the federal and state level and it creates  
24 uncertainty but also opportunity. The sequestration and  
25 the debt ceiling conversations that are occurring mainly

1 to some changes in the -- in appropriations around home  
2 visitation.

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

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

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

25           For example, here around resource mobilization.

1 We note that one of the areas we need to explore further  
2 is how to integrate other public funding streams into our  
3 work. Right now we tend to focus around Medicaid funding  
4 and the health opportunities that we would like to look  
5 further at ways we can leverage mental health juvenile  
6 justice funding streams and education.

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

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

21 So we can conclude the presentation by  
22 identifying that there has been a lot of learning and but  
23 given the financial commitment that the family  
24 strengthening will require of the board as well as our  
25 financial picture going forward we do recommend that the

1 board look at and continue to deliberate around the scope  
2 and scale of family strengthening.

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

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

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

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

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

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

24 I'm, in a sense, affirming recommendation and  
25 asking what the schedule might be for us to hear back from

1 staff as to progress being made in that direction.

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

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

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

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

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

22 The second strand is more that Jessica's raising  
23 at the end of her presentation is that as we think about  
24 the trajectory of implementation of family strengthening  
25 broadly defined the total cost absent other funders would

1 basically consume all of First Five's resources so what we  
2 wanted to bring to the board is we are sobered by what we  
3 have learned around sustainability but not daunted but it  
4 does raise some questions that we think merit board level  
5 consideration first at the committee level and then at the  
6 full board level, about how we ought to be thinking about  
7 the scale and scope of that initiative.

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

11           MR. RIDLEY-THOMAS: Noted.

12           Commissioner Fielding?

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

16           It's kind of ironic because in a sense we're  
17 going with the flow. The President has very clearly  
18 indicated this is very important. We have the Pew  
19 foundation which is the coordinating efforts and what --  
20 and even though we may not have sufficient data there are  
21 plenty of other place that's have data on the  
22 effectiveness and the ROI of this. Fully support the  
23 economic analysis and if you need consultants to do that.  
24 Which means you want people who are going to be very  
25 credible.

1           It's -- it's interesting this might be another  
2 area although I don't know where federal reserve might  
3 weigh in as they have for early childhood and some other  
4 ways. So I'm -- I think it's wonderful that we have an  
5 executive director who is so policy savvy to look at those  
6 issues I would say this is one area where board members  
7 are willing to be helpful in talking to LA care or Kaiser  
8 and make sure other likely places would I personally  
9 volume tire but I'm sure others would be as well. And we  
10 do have other counties that have done this county wide.

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

17           MS. BELSHE: It's --

18           MR. FIELDING: As well as a policy effort.

19           MS. BELSHE: Just on that point, because it's a  
20 really important point, some states have done fairly well  
21 in terms of accessing title 19 Medicaid funds but the  
22 models they are implementing are much more heavily  
23 grounded in a health care orientation service delivery  
24 provider model. So they've been able to align with  
25 targeted case management rules or administrative case



1 management rules you know all those acronyms that make up  
2 Medicaid and that may be a question for us in terms of if  
3 we were to modify the model what could potentially the  
4 implications be for Medicaid funding.

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

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

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

21 MS. TILTON: I'll be brief.

22 First of all, just to comment on how difficult it  
23 is to establish connections to hospitals. There are so  
24 many of them and the staff change so frequently and  
25 responsibilities are very fluid. We're working with them

1 on child abuse data collection and it's a full-time job  
2 for one person in my office.

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

6 MR. FIELDING: I'm sorry?

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

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

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

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

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

23 MR. RIDLEY-THOMAS: Noted. Commissioner Au.

24 MS. AU: And I -- along the lines -- home  
25 visitation, again, is not something that is new and

1 multiple agencies have been doing it and looking at DCFS  
2 with their family preservation. They do home visitation.  
3 Not necessarily that the children zero to five, but at  
4 some point in time they do do home visitations. The  
5 number of the school readiness initiatives also have done  
6 home visitations and I'd said earlier with DCFS so I -- I  
7 -- I -- I have even more fundamental question that the  
8 commission may have to grapple with which is what role do  
9 we ultimately play in doing family strengthening down the  
10 road.

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

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

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

24 MR. RIDLEY-THOMAS: Well stated. And perhaps in  
25 the follow up presentation there will be an eye toward a

1 collaborative that would include the entities that  
2 Commissioner Au mentioned.

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

5 Well done.

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

8 Professor Belshe.

9 MS. BELSHE: Thank you, Mr. Chair.

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

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

20 Secondly to use what we hear what we learn to  
21 identify key implementation issues that could potentially  
22 lift up to the level of board for their consideration and  
23 ultimately decision making. What we might characterize as  
24 mid-course corrections third is to identify opportunities  
25 to strengthen our internal capacity. How we do our work

1 as an organization as well as expand our external  
2 relationships to advance our goals.

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

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

22           Since we last met we made some important progress  
23 on the project design in terms of identifying  
24 preliminarily key stake holders opinion leaders others who  
25 would be participating in the external part of our L-3

1 exploration. We've been developing methodologies for how  
2 to maximize input with staff as well as external  
3 communities. We have project going on within the  
4 organization to see how to maximize staff participation  
5 and our staff survey and the leading idea is that John  
6 Wagner and I will cook a breakfast pancakes for breakfast  
7 for the entire staff.

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

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

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

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

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

23 So I want to spend a couple of minutes just  
24 giving our commissioners and the public the clearer sense  
25 of the sequencing of our Listening, Learning, and Leading

1 exploration. As we said before, we can lead. We need to  
2 listen. We need to synthesize what we hear in order to  
3 learn. And then that will be used to inform issues that  
4 we bring forward to the boards consideration.

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

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

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

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

23 And finally to get board -- staff input on  
24 opportunities they see in terms of how we can increase our  
25 impact on the county wide conditions that affect young

1 children and families we'll be asking for some time of  
2 each of the board members as well as deputies for  
3 one-on-one interviews with our consultant team.

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

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

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

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

23 And finally, we want to engage them in terms of  
24 where we are with program implementation around the  
25 strategic plan.



1           Las I noted we will also have some select  
2 interviews and focus groups.

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

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

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

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

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

24           One related to a specifically the review and  
25 assessment with an eye towards specific recommendations as

1 it relates to potential mid course corrections with the  
2 goal of sharpening our focus and accelerating our impact  
3 in those four goal areas the environmental scan to provide  
4 a broader context for our work and our learning the  
5 accountability and learning report we are looking to  
6 broaden; so it's not just a review of the past year but  
7 really a review of where we are with implementation of the  
8 strategic plan over the course of the past three years.

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

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

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

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

25           Thank you, Mr. Chair.

1 MR. RIDLEY-THOMAS: Thank you very much for an  
2 excellent overview of our path that we are pursuing.

3 Let's then move to the final item on the agenda  
4 which is action item. And let's proceed accordingly.

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

7 Historically after the first half of the fiscal  
8 year, staff analyzes actual expenditures against the  
9 approved budgeted line item for each of the departments as  
10 well as we analyze anticipated expenditures through June  
11 30th of 2013.

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

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

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

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

1 for the operating budget.

2 MR. RIDLEY-THOMAS: Thank you.

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

5 (Motion moved.)

6 (Motion seconded.)

7 MR. RIDLEY-THOMAS: It's been moved and seconded.

8 Is there any discussion? Seeing none. If there  
9 are no objections, please record a unanimous vote of the  
10 item before us.

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

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

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

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

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