

SUMMARY ACTION MINUTES

APPROVED: 10-11-12

FIRST 5 LA

SUMMARY ACTION MINUTES  
Special Meeting of the Los Angeles County Children and Families First  
Proposition 10 Commission – First 5 LA  
August 29, 2012

**COMMISSIONERS PRESENT:**

**Commissioners:**

Nancy Au  
Jonathan Fielding (Vice Chair)  
Neal Kaufman  
Christopher Thompson (Alternate)  
Zev Yaroslavsky (Chair)

**Ex-Officio Commissioners:**

Patricia Curry  
Deanne Tilton

**COMMISSIONERS PRESENT:**

**Commissioners:**

Jane Boeckmann [Excused]  
Philip Browning [Excused]  
Sandra Figueroa-Villa [Excused]  
Marv Southard [Excused]  
Antronette Yancey [Excused]

**Ex-Officio Commissioners:**

Arturo Delgado [Excused]  
Duane Dennis [Excused]

**STAFF PRESENT:**

Craig Steele, Interim Chief Executive Officer  
Yolanda Bosch, Chief Administrative Officer  
Armando Jimenez, Director of Research & Evaluation  
Maria Romero, Executive Assistant

**LEGAL COUNSEL:**

None

**CALL TO ORDER / ROLL CALL:**

1. Chair Yaroslavsky called the meeting to order at 9:07 am. Quorum was present.
2. Public Comment for Items on the Agenda

Severyn Ashkenazy, Ashkenazy Development Corporation  
Scott Chamberlain, San Gabriel Valley Consortium on Homelessness  
Antoinette Felice, Volunteers of America-Los Angeles  
Christina Mirasy-Glasco, Beyond Shelter  
Louisa Ollague, Office of Supervisor Gloria Molina  
Booker Pearson, Department of Social Services  
Ruth Schwartz, Shelter Partnership  
Beth Stokes, Los Angeles Homeless Services Authority

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### 3. Baby-Friendly Hospital Evaluation

Director Jimenez reported that in response to the Harvey M. Rose audit where it was recommended that the Commission be more informed about evaluation activities of funded programs, staff was going to be providing an overview of the proposed Baby-Friendly Hospital Evaluation.

The Baby-Friendly Hospital evaluation will be a point-in-time evaluation of the achievements and challenges First 5 LA-funded hospitals have experienced during their process to become Baby-Friendly hospitals. The evaluation will consist of interviews with maternity department staff and former patients, as well as a quantitative analysis of hospital data to track changes in practices.

Key research questions include:

- a) What have been the most effective strategies for implementing the BFH program?
- b) What have been the major challenges in implementing the BFH program, and how have the hospitals overcome (or plan to overcome) them?
- c) What major milestones have the hospitals accomplished toward attaining the BFH designation?
- d) What have been the maternity department staff reactions to the changes in practice?
- e) For those patients who delivered at the hospitals, what were their reactions to the new baby-friendly practices?
- f) What changes in hospital practice have been made?

The evaluation will produce a report that will accomplish the following:

- a) Describe challenges the hospitals currently face or have overcome.
- b) Describe best practices the hospitals have developed.
- c) Highlight the hospitals' major accomplishments.
- d) Describe the staff reactions to the changes.
- e) Describe how patients feel about the baby-friendly care they have experienced.
- f) Illustrate changes in the hospitals' practices through quantitative data.

The final report will help the Commission understand the hospitals' progress toward becoming Baby-Friendly, enable the hospitals, especially the ones earlier in the process, to learn about each other's best practices, and contribute to the body of Baby-Friendly Hospital literature.

The proposed cost of the evaluation is \$130,000 with a contract period spanning from September 2012 through June 2013. Key milestones include the following:

- December 2012: Hospital staff and patient interview protocols created and approved.
- March 2013: Interviews completed, quantitative data analyzed.
- June 2013: Report, research brief and presentation materials completed.

Vice Chair Fielding commented that it would be useful to engage the Breastfeeding Taskforce in the development of the evaluation. He also commented that in the

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materials presented, there was no reference to LAMB Survey as a source of data. Vice Chair Fielding also suggested that hospital administrators be included in the interview process as they, oftentimes, have a good sense of issues and priorities within their institution.

Commissioner Kaufman asked that issues of sustainability, costs of setup, and ongoing costs such as training, once a hospital becomes Baby-Friendly, would be critical for analysis of the Commission's return on investment. Regarding the issues of sustainability, Commissioner Kaufman was interested in knowing how the program would become institutionalized and whether there was evidence of the program becoming a permanent fixture within the organization, rather than it going away once the funding ended. In addition, Commissioner Kaufman was interested in knowing if the use of technology would facilitate the automation of training and support for patients.

Commissioner Au said that it was important for the Commission to connect the dots. With Baby-Friendly Hospitals, there is a logical connection with the Welcome Baby! component that the Commission is wanting to implement within Best Start. Regarding the community capacity piece, mothers would be engaged. Commissioner Au asked if there was a mechanism that would highlight how that engagement would be connected to the placed-based efforts.

Director Jimenez commented that part of evaluation will be to look at clusters of programs with a focus on maternal and child health, and development issues, such as safe sleeping and child abuse prevention, to measure impact and track changes at the County-wide and community-wide levels.

### **WITHOUT OBJECTION, THE ITEM WAS RECEIVED AND FILED**

#### 4. Discussion and Study Session Regarding First 5 LA's NOFA for Permanent Supportive Housing

Interim CEO Steele reported that in accordance with the motion approved by the Commission to provide permanent supportive housing, a panel of experts has been convened to help provide the expertise necessary to get the project under way. The panel of experts included representatives from the County's Community Development Commission (Pansy Yee, Blair Babcock, Sean Rogen), the Department of Mental Health (Maria Funk), a long-time expert (Paul Silvern) on housing and homeless issues, and staff from Supervisor Yaroslavsky's office specializing in homeless and housing issues.

The aim of the discussion is to give the Commission an idea of the proposed structure of the project, types of activities that are being proposed for funding, and how those activities will help solve or move toward addressing the problem of homelessness of families with children ages 0-5. An overview of the proposed recommendations and implementation schedule will also be presented as part of the discussion.

Commissioner Kaufman commented that the Commission approved an allocation of \$25 million at the meeting in July. Following the approval, staff was directed to develop a mechanism to obtain proposals. The Commission will not need to provide any additional approvals on the project until contracts are ready to be executed. Given that this is a special Commission meeting, if there was any confusion or controversy, the Commission

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could take a vote on any issue that arises. The intent of the study session was to hear from experts, staff and the community.

A presentation was made on the NOFA which included an overview of the initiative, housing issues for at-risk children and families, range of supportive housing options, overview of NOFA recommendations, recommended funding allocations, and implementation schedule.

Key concepts in the motion and conditions included the following:

- \$25 million spending allocation;
- Efforts to provide permanent supportive housing;
- Target population being children prenatal to five years old and their parents and families who are homeless or at risk of homelessness and had or have some connection with the Department of Child & Family Services;
- Prompt action to award funds by the end of the calendar year (December 2012);
- Consideration of geographic need and coordination with Family Solution Centers; and,
- The convening of an independent panel of experts to advise on funding parameters, eligible projects and grantees.

There are approximately 3,000 children prenatal to five years old who are homeless in Los Angeles County. Research shows that number has been rising in recent years. There are thousands more at risk of homelessness. Most of these children and their families have had contact with DCFS, with the highest concentration of need in SPA 6 (South Los Angeles). The primary need is for housing stability, which is defined as safe, affordable and permanent housing.

A range of comprehensive support services are needed to help with the transition to permanent supportive housing. Many of the services are currently being funded by the Commission through its various programs. These support services include parenting skills, referrals to community resources, substance abuse services, mental health services, physical health, and childcare and early education.

There are existing local precedents for programs to develop permanent supportive housing for families, though not targeting the prenatal to five age population, that can be used as resources such as the Los Angeles County Community Development Commission (CDC), County Housing Authority Programs, Los Angeles County Department of Mental Health, the Mental Health Services Act Housing Program, the City of Los Angeles Housing Department, and City Housing Authority Programs.

A particular definition of affordable housing must be considered in developing the particular strategy the Commission might want to implement. For purposes of this project, affordable to extremely low-income is defined as up to 30 percent of Los Angeles County area median income. Actual types of supportive housing opportunities may include new construction of apartment buildings, acquisition and rehabilitation of existing apartment buildings or scattered site housing (duplexes, condos, single-family homes), master leasing of existing apartments, condos, or single family homes, or short-term rental assistance in existing apartments, condos or single-family homes.

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New construction and acquisition/rehabilitation developments are typically developed by private, non-profit affordable housing developers. These developers use many different federal, state and local financing sources to pay for land, professional fees and permits, construction, financing costs, initial operating reserve and developer's fees. Rent subsidies and other funds are also typically required to pay for annual operating costs and supportive services. The buildings can devote 100 percent of units to families with young children or a portion of the units can be set aside for the target population within a building serving other types of tenants (i.e., seniors, other types of families). Opportunities for First 5 LA assistance can range from early pre-development funding to filling gaps in already-financed or under-construction projects (i.e., construction costs, operating subsidies, services).

Master leasing involves supportive housing providers leasing existing units at market rates and then subleasing to the target population at affordable rates, including services.

Short-term rental assistance consists of cash assistance directly to the target population for specified uses and term, including services.

In formulating the NOFA recommendations, general objectives were considered that helped to shape the specific recommendations. The objectives included:

- A response to the adopted motion and conditions;
- Consistency with First LA's strategic plan, policies and practices;
- A timely, measurable and positive impact on the existing problem;
- Demonstration of the value of the investment;
- Leveraging of other resources to help address the problem; and,
- The evaluation of results for possible future action.

Other considerations that help shape the recommendations included practical issues such as:

- Advice from an independent panel of experts;
- All applicable categories of funding (i.e., capital, operating subsidies, services);
- Timing needs for funds (i.e., one-time vs. continuing need);
- Form of funding (i.e., loans vs. grants);
- Applicable type of supportive housing opportunities;
- Timing in relation to other funding opportunities (i.e. Federal LIHTC Program, Industry Fund/other substitute sources; LAHD NOFA; MHSA Housing Program);
- First 5 LA project management capacity; and,
- Implications of the motion's NOFA implementation schedule.

Of the \$25 million allocation, funding recommendations were grouped into four areas:

1. **Capital Development Fund (\$11 million)** – for acquisition; acquisition-rehabilitation; new construction; and operating subsidy and/or services. The objective is three loans of up to \$3.7 million per loan to serve about 60 children.
2. **Gap Financing Fund (\$5 million)** – for in-process developments ready for occupancy in nine months. The objective is to provide two to eight loans of up to \$2.7 million per loan to serve 100 children over two years.

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3. **Rental Assistance & Services Fund (\$7 million)** – for rental assistance and/or services for up to two years. The objective is to issue five grants for rental assistance and five grants for services to serve 400 to 500 children over two years.
4. **Program Administration (\$2 million)** – for loan servicing; performance monitoring; evaluation and administration.

The NOFA implementation schedule summary is very aggressive. Key milestones include:

1. Draft and Finalize NOFA (August through mid-September)
  2. Release of NOFA and Proposal Submission (mid-September through October)
  3. Review and Scoring of proposals (Late October through November)
  4. First 5 LA Commission Approval of Awards (mid- to late December)
5. Review of Program & Planning Committee Meeting Notes – May 24, 2012

No changes were made to the meeting notes.

### **THE ITEM WAS RECEIVED AND FILED**

6. Adjournment

The meeting was adjourned at 11:37 am.

### **NEXT MEETING:**

The next regularly scheduled Program & Planning Committee meeting will take place on September 27, 2012 at 1:30 pm.

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

Meeting minutes were recorded by Maria Romero, Secretary to the Board of Commissioners.