

SUMMARY ACTION MINUTES

APPROVED: 01-10-13

FIRST 5 LA

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Special Commission Meeting
November 29, 2012

COMMISSIONERS PRESENT:

Commissioners:

Nancy Au
Helen Berberian (Alternate)
Jonathan Fielding (Vice Chair)
Sandra Figueroa-Villa
Neal Kaufman
Marv Southard
Sylvia Swilley (Alternate)
Zev Yaroslavsky (Chair)

Ex-Officio Commissioners:

Duane Dennis
Deanne Tilton

COMMISSIONERS PRESENT:

Commissioners:

Jane Boeckmann [Excused]
Philip Browning [Excused]
Antronette Yancey [Excused]

Ex-Officio Commissioners:

Patricia Curry [Excused]
Arturo Delgado [Excused]

STAFF PRESENT:

Kim Belshé, Executive Director
Antonio Gallardo, Chief Program Officer
Maria Romero, Executive Assistant
Craig Steele, Interim Chief Executive Officer

LEGAL COUNSEL:

Craig Steele, Legal Counsel

CALL TO ORDER / ROLL CALL:

1. Chair Yaroslavsky called the meeting to order at 1:38 pm. Quorum was present.

CONSENT CALENDAR: (Item 2)

2. Approve One New Agreement, One Amendment and Three Renewals and Authorize Staff to Complete Final Contract Execution Upon Approval from the Board

CAO Bosch reported the item before the Commission was a request for approval of the consent calendar which included one new contract agreement, one amendment and three renewals. The details for each of these approvals were provided in the meeting packet.

**M/S (Jonathan Fielding / Neal Kaufman)
WITH NO DISCUSSION OR OBJECTION,
THE ITEM WAS APPROVED**

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COMMISSION: (Items 3 – 10)

3. Announcements by the Commission Chair

- Chair Yaroslavsky recognized Craig Steele for his services as Interim CEO during the past year. He commended Mr. Steele for doing an outstanding job in shepherding the Commission through the last year. Good decisions were made where they needed to be made. Chair Yaroslavsky expressed that Mr. Steele was a healing force in the organization during his tenure and the tenor of his stewardship was exactly what the Commission needed. Although assuming the duties as the Interim CEO came at considerable sacrifices, Mr. Steele performed well.
- Chair Yaroslavsky welcomed Kim Belshé as the Executive Director of First 5 LA. He further stated Ms. Belshé was as fine a public administrator and policy thinker in the State of California as there could be, and the Commission was very lucky to have her as its new leader.

Executive Director Belshé acknowledged Mr. Steele's thoughtful, stable and remarkable leadership during a time of transition and uncertainty, which always can be unsettling and challenging. By all accounts, Mr. Steele lead this organization and the team comported itself with a tremendous amount of ability and professionalism while maintaining its focus on improving outcomes for young children in LA County and their families.

Executive Director Belshé commented she has been delighted by the reception received. She noted she comes to her new role with a focus on First 5 LA's mission; a commitment to evidence-based decision-making; a recognition that while First 5 LA has precious resources, it is really the partnerships that are going to determine how successful the Commission will be on behalf of children and their families; and an emphasis on accountability for results. These are the leadership principles that Executive Director Belshé holds dear in terms of her leadership; and, these are also her expectations for the organization.

Executive Director Belshé also commented she has been really pleased to see such a strong alignment in terms of her new colleagues and the priorities she brings to First 5 LA. Executive Director Belshé further commented that she looked forward to the opportunity of working together to achieve meaningful and measureable impacts in terms of the health, safety and school readiness of the remarkable community of LA County.

4. Approve the Creation of the Position of Chief Operating Officer for First 5 LA

Executive Director Belshé commented that one of the observations coming into the Executive Director position was her conclusion that First 5 LA had reached a point in its organizational development where the addition of a Chief Operating Officer was an important addition to the senior management team. By bringing a Chief Operating Officer, the organization will have additional senior management strength that is reflective of the complexity, the diversity, and the import of the work of First 5 LA.

Executive Director Belshé said she has worked with the CAO and CPO on organizational structure. The inclusion of the COO position reflects an investment in the organization,

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in the mission, and in ensuring that the Commission has the internal resources and capacity to execute. By bringing in a senior Chief Operating Officer to work with her, the Chiefs, and the broader staff, she is confident that there would be stronger internal capacity to ensure that internal systems, processes and structures are in place to achieve the organizational mission. This will also free up time for Executive Director Belshé to focus on priority internal issues and provide time for greater external engagement.

Executive Director Belshé requested approval for the creation of the Chief Operating Officer position as part of the Executive Office.

**M/S (Jonathan Fielding / Nancy Au)
WITH NO DISCUSSION OR OBJECTION,
THE ITEM WAS APPROVED**

5. Approval of Funding Recommendations Not-to-Exceed \$22,650,000 to 12 Applicants Selected Through the Notice of Funding Availability Competitive Process for the Permanent Supportive Housing Countywide Initiative
 - A. A total of \$14,600,000 will be allocated to five Capital Development projects.
 - B. A total of \$7,564,390 will be allocated to seven Rental Assistance Fund projects.
 - C. A total of \$485,610 from the allocation will be reserved for award to a high performing agency(s) for additional rental assistance after six months or more of successful program operations.

Chair Yaroslavsky thanked Craig Steele, Commission staff, the CDC partners, and the consultants who have taken a huge task, have done it well, and met the deadlines that had been set to get the NOFA done. Although it was not perfect from everybody's point of view, it was largely perfect and could not have gone any better. Chair Yaroslavsky stated he appreciated all the efforts everybody made and the hard work that took place to get this project done on this date, which was set many months ago.

Legal Counsel Steele reported that when the Commission approved this allocation in July, it was, in large part, a challenge to Commission staff to meet a problem that had been identified through research the Commission brought about; and to do it in an efficient and quick way because of the ongoing nature of the problem. In July, the Commission challenged its staff to get this money awarded and into contract by the end of the year. Today, the very important step of approving the grantees was taking place. More importantly, this was a reaffirmation that this could be done in a quick and efficient period of time, and provided a model for going forward regarding the timing and efficiencies of these processes. Legal Counsel Steele commented the work done by Commission staff, the Community Development Commission (CDC), and Third District staff was deeply appreciated.

A presentation was made by CDC staff (Corde Carrillo, Sean Rogen, Pansy Yee). Key highlights of the presentation included the following components.

- Notice of Funding Availability Process
- Capital Development Selection Criteria
- Synopsis of Recommended Capital Development Applications

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- Rental Assistance and Service Fund Criteria
- Summary of Recommended Rental Assistance & Service Applications
- Recommendations

The NOFA was made public on September 14 and the Bidders Conference was held on September 25, with 184 attendees representing 117 different organizations. The attendees were divided into three separate groups: 74 attendees were interested in capital development fund money, 44 attendees in gap financing, and 102 attendees for rental assistance and services fund. On October 5, addenda were issued that included responses to 87 emails and 25 questions raised at the Bidders Conference. On October 19, applications ultimately received consisted of six seeking capital development, one requesting gap financing, and 12 applying for rental assistance and services.

The Capital Development Selection Criteria included having completed one housing project of type and scale proposed; demonstrated capacity of own and operation; having no record of violating regulatory agreements or discrimination; and, providing a minimum of 35% of units in a building for the target population. Initial threshold requirements included the applicant being an organization in good standing; the project having local support; planning approvals being in place or being obtained within 270 days; evidence of site control; applicant use of the correct rent schedule; avoiding relocation or submitting a relocation plan; and, providing supportive services.

Once the applicant has passed the threshold requirements, the applicant is then scored on major criteria including development feasibility (readiness, financial feasibility, entitlements in place); development of team capacity (development, long-term ownership, property management and architectural experience); supportive service plan and budget (provider capacity, plan, budget, family involvement and property management plan); provision of services in high need SPAs; proximity to child care and health clinics; and negative points (design items and missing items). The scoring thresholds are achievement of 70% of the points for development feasibility, 70% of the points for supportive services, and 70% points overall.

As a result of the scoring, five capital development projects are being recommended for funding. Two projects are not being recommended for funding. The five capital development projects recommended for funding are Beverly Commonwealth, Cedar Ridge Apartments, Vermont Manzanita, Whittier Supportive Housing, and Mar Vista Union. These projects will provide a combined total of 86 First 5 LA housing units out of 232 total units. The 86 units are well beyond the initial target of 45 units. The projects are located in SPAs 1, 3, 4 and 7.

The Rental Assistance and Service Fund Criteria included threshold requirements of evidence of the organization's good standing; local support; and evidence of financial capacity. The scoring criteria included various areas like lead service provider experience with homeless or at-risk families, families involved in child welfare system, transition age youth exiting foster care, housing location, working with landlords, and rental assistance or master leasing; performance in housing placement and housing retention; supportive service plan that addresses coordination of services, assessing families' needs, rental assistance operations, staff interaction with families, assistance with housing search, proposed outcome measures, transition plan for when assistance ends and accessibility of services; services budget suitability and plan for filling funding gap; family involvement in service delivery; and provision of services in high need SPAs.

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The scoring thresholds were to achieve 70% of the points for the supportive services plan and 70% of the points overall.

As a result of the scoring, seven projects are being recommended for funding. Five projects are not being recommended for funding. The families to be provided services between the seven projects range from 341 to 351 families per year for a total cost of \$7,564,390. This amount included funding for rental assistance and services. The seven projects recommended for funding are Los Angeles House of Ruth, Beyond Shelter, Upward Bound House, YWCA of San Gabriel Valley, Special Service for Groups, Harbor Interfaith Services, Inc., St. Joseph Center. The projects are located in SPAs 3, 4, 5, 6, 7 and 8.

Commissioner Au asked what were some of the areas where the non-funded applicants had deficits. CDC staff responded that on the capital development side, studio units were proposed when it was clearly specified in the NOFA that studio units were not acceptable and other technical requirements of failing to provide evidence of site control and appropriate time extensions. On the rental assistance side, there are program requirements that were not submitted and overall scoring not attaining 70% of total points.

Legal Counsel Steele commented that all seven of the applicants that were declined had the opportunity to appeal. Only one appeal was received and it was ultimately declined.

Commissioner Au asked how the rental assistance projects were going to work in concert with Section 8 applicants. She said that she did not want First 5 LA to be used for rental assistance when the family may be eligible for Section 8 housing. In response, CDC staff stated that these projects would not be a duplication of Section 8 housing. There were very limited amounts of funding available for homeless families through the Section 8 housing program. The idea on the rental assistance projects was rapid re-housing and the ability to move much quicker than waiting for a Section 8 housing voucher.

Commissioner Dennis asked if there was a sustainability plan for rental assistance because housing is a long-term endeavor. CDC staff responded that when the children age-out (turn six years old), there is to be no dislocation of families. Developers have agreed to let families stay where they are and the next available unit would then become the restricted First 5 LA unit. Regarding rental assistance, the Commission was providing an operating subsidy that would carry families until a long-term rental assistance subsidy could be obtained. Developers have already stated they would be applying to HACLA and City and County Housing Authority to get the long-term project-based Section 8 vouchers so all the units will be covered by Section 8 and no families will be dislocated.

Commissioner Dennis asked for consistent reporting on this issue because the Commission did not intend for family dislocation. Chair Yaroslavsky asked that the Commission be maintained informed on how these types of issues (both successes and challenges) were handled.

Legal Counsel Steele commented that on the rental assistance side, the supportive services component of the grant was, in large part, intended to help those families who are receiving rental assistance to move into some other, more stable, permanent

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alternative before the rental assistance ran out. The service plan submitted by the applicants delineated how the families would get to a level of self-sufficiency in a short period of time.

Commissioner Figueroa-Villa asked how funding for supportive services was determined and of the projects funded, was funding at the requested level. CDC staff responded that projects were granted the amounts requested. The supportive services amount (\$200,000) was the maximum that could be obtained. The intent was to supplement funding that already existed among the agencies.

Commissioner Swilley asked why one of the non-funded applicants was disqualified although it provided services in high need areas, which was one of the specific criteria. Commissioner Swilley was referring to Gramercy Park Apartments. CDC staff responded this applicant failed because they did not meet the program requirements, specifically for First 5 LA families to be targeted to an income of 30 percent of the area median income, which is very low. This applicant targeted its units to 45 percent of the area median income, creating a situation that was not realistic and against the NOFA's rules. If these higher median income units were removed from the project, the remaining units did not comprise the 35 percent of the units that needed to be set aside for First 5 LA families.

Commissioner Kaufman asked if there was and should there be any branding opportunity of any kind for First 5 LA.

Executive Director Belshé said that Commissioner Kaufman was raising a larger issue and one which staff was already beginning some work with our communications contactor on the First 5 brand—what does it stand for and how does that tie to the overarching vision for children and families as well as, the specific strategies. First 5 LA is a work in progress and it is not clear what the brand is. Executive Director Belshé stated that as an evidence-based organization, this research is important to inform staff and Board thinking. This was a question that staff needed to bring greater clarity and specificity to and to think about how to ensure activity supported by First 5 LA contributes to getting the word out, not just about the Commission but about the investment in young kids and families.

CDC staff commented that on construction projects, the CDC logo and the County logo are displayed on construction signs. With the Commission's permission, the First 5 LA logo can be added to signage. Regarding rental assistance projects, recognition of where the funding was coming from could be put into the contact.

Commissioner Southard commented that the key branding opportunity was having First 5 LA recognized as a reliable partner in the development of these types of projects, not so much logo, as ongoing partnerships.

Referring to the recommendations, Commissioner Kaufman asked that rather than consulting with the Executive Director, approval should be required. The CDC staff was amenable to this suggestion.

Commissioner Au if there were any applicants for gap funding. There was one applicant and that applicant failed to meet the threshold requirements. Commissioner Au asked what would happen to those funds. CDC staff reported that the \$5 million in funding

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had been divided between the capital development projects and the rental assistance projects in order to fund all projects that qualified.

**M/S (Jonathan Fielding / Neal Kaufman)
WITH NO DISCUSSION OR OBJECTION,
THE ITEM WAS APPROVED**

After the vote was taken, Chair Yaroslavsky acknowledged the CDC staff, Ben Saltsman and Lisa Mandel for all of their work on this project.

6. Modify Income Eligibility for Healthy Kids to Children Living at or Below 400% of the Federal Poverty Level (FPL) from Current Income Eligibility which Includes Children Living at or Below 300% FPL

Staff highlighted key points mentioned in the staff report.

- **Aligning this expansion with the ACA or Health Care Reform** - The children hoping to be enrolled in Healthy Kids, as a result of the expansion, may also soon become eligible for coverage under ACA in 2014. In addition, these children's parents, who are also likely uninsured, may also be eligible for coverage under the ACA. It is the focus on these families that staff feels this program could serve as a bridge to health reform coverage. By enrolling these children in the expanded Healthy Kids Program now, the parents will become familiar with an insurance structure and will be reachable and better prepared to enroll themselves and their children in Covered California (the state's health exchange) later.

Staff anticipates coming back to the Commission sometime next year, once there is a better sense of the broader implications of the ACA and its impact on the population currently served by Healthy Kids (undocumented, legal immigrants and citizens). At that time, staff expects to have a better understanding of what the Healthy Kids program will look like in 2014, with full implementation of ACA, and who are the groups of children that the Commission may still need to direct resources toward as these children will remain uninsured even with health reform in place.

- **Number of additional children that will be covered by the expansion to 400%FPL** - LA Care's intention is to both stabilize current enrollment numbers (October = 1,385) and to also grow enrollment. Determining the total number of new children that this expansion will cover has been challenging. The UCLA California Health Interview Survey (CHIS) shows that of the total number of LA County children ages 0 through 5 between 250% and 400% FPL, 99.8% or 123,000 children are insured while less than 500 are not insured. CHIS also shows that there are 18,000 uninsured children in LA County ages 0 through 5; however, this is for children with incomes between 0% and 400% FPL. Many of those children will qualify for Medi-Cal; however, because the numbers are so small, staff was not able to pull a stable sample from the direct estimates.

While it is difficult to determine the number of new children this eligibility expansion will cover, it is certain the funding already approved for Healthy Kids is sufficient to cover the children currently enrolled and allow for program growth.

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To further address numbers and enrollment, Healthy Kids includes two parts: (1) the insurance product administered by LA Care Health Plan, and (2) the outreach, enrollment, retention and utilization efforts overseen by our partnership with LA County DPH. This partnership is a key component to ensuring new enrollment and to capture the families that will be newly eligible.

Earlier this year, the Commission inquired about the declining numbers and, in response, First 5 LA contracted with Special Services for Groups (SSG) to conduct an evaluation of the Healthy Kids program focusing on the recruitment and enrollment strategies; specifically, why the Healthy Kids program was experiencing declining enrollment. SSG conducted a series of interviews with key informants, but the final report is not expected until early 2013. However, in the staff report included in the meeting packet, some preliminary findings were provided including not just Healthy Kids, but other low-cost children's health insurance programs such as Kaiser and California Kids who were experiencing declining enrollment as well. There is also less immigration overall, both documented and undocumented.

Considering all of this, LA County DPH is looking at new and more creative ways to recruit and enroll children. Examples include working more closely with new partners—DPSS, EDD, small business, chambers of commerce, and adult schools—to focus enrollment efforts toward children and families that may be easily overlooked by using more traditional outreach and enrollment approaches. For example, monitoring labor union activities to stay abreast of what workers are attempting to gain contracts; but, thus far, do not have employer-sponsored health coverage and to also follow what workers have recently lost their job-based health insurance coverage. A recent example is the 400 LAX workers protesting over the Thanksgiving holiday. That protest was related to a loss in health insurance coverage for those workers and their families. These are the types of families who are still employed, and may still make incomes above Medi-Cal, Healthy Families limits, but are now without health coverage.

Commissioner Swilley asked what kinds of incomes were being referenced using 400% FPL as a benchmark. Staff responded that for a family of four, the limit was at \$92,000. Commissioner Swilley asked if any data was available on the number of children in this group that were not eligible for Medi-Cal and who did not have private insurance within that group. Staff responded that the best number that could be pulled from the CHIS data was 500 kids. This number was for children that fall within 250% and 400% FPL that are without insurance.

Executive Director Belshé noted that under the proposal before the Commission, coverage through this program would be expanded to 400% FPL. While these were higher income families, these were also the families that would become eligible for federally supported coverage in 2014, either through the Exchange or Medi-Caid expansion. Many of the children would become newly eligible and supported through Medi-Cal and Covered California with federal dollars. This would free up First 5 LA resources, for decisions to be made as to where those dollars should be directed toward those populations that remain uninsured. These would principally be children who are undocumented or legal immigrants. In her judgment, Executive Director Belshé sated there was no reason why every child in LA County, up to age five, could not be insured, documented or not, as a result of this organization's leadership and the opportunities provided by the federal health reform. First 5 LA has underscored the imperative, not

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just to expand coverage, but invest in outreach and enrollment, identifying what are systems issues, educational issues, and concerns about public charge that undocumented immigrant parents have about contacting public programs.

Commissioner Dennis suggested that a potential partner could be childcare facilities because a lot of interface was done with families who would not go to clinics or other organizations.

Commissioner Au said approving this item would help the Commission be in alignment with the federal program that utilizes the 400% FPL as well.

Commissioner Kaufman thanked Chair Yaroslavsky for his vision in bringing Healthy Kids to fruition 10 years ago and for all of the good work that has taken place as a result.

**M/S (Neal Kaufman / Marv Southard)
WITH NO DISCUSSION OR OBJECTION,
THE ITEM WAS APPROVED**

7. Approve Resolution 2012-13 and Authorize Staff to Execute 19-Month Contracts Between First 5 LA and Children's Dental Care Program Strategic Partners to Implement First 5 LA's Children's Dental Care Program (CDCP)
 - A. University of California Los Angeles (UCLA): \$3,230,661
 - B. University of Southern California (USC): \$4,326,908
 - C. Western University (Western): \$3,205,751

The proposed multi-year CDCP program was developed in collaboration with multiple First 5 LA departments and serves as First 5 LA's largest OHN investment. It offers First 5 LA an innovative opportunity to move the needle in solving the pediatric dental health challenges in LA County. CDCP focuses on providing services to children in greatest need of dental care and has been designed as a collaborative, integrated effort with the three dental schools in LA County (strategic partners) working together to create collective impact.

The overarching CDCP goal is to provide preventative or treatments services to 95,000 children. Strategic Partners are committed to treating all children who require treatment and/or referring them to another provider for services. CDCP has been proactively designed to create collective impact, provide efficient service delivery, allocate resources based on need, and build elements of accountability and sustainability into programs to ensure goals would be met and efforts would continue after First 5 LA funding sunsets.

This strategic partnership among UCLA, USC, and Western University will be the first time the three dental schools in LA County will be working together and is a unique opportunity to develop a collaborative working relationship among them so they begin to view, and take steps toward solving, LA's pediatric oral health challenges. This partnership, which is necessary for First 5 LA to reach the desired scale of the Children's Dental Program, adds additional complexity to the program design, as these organizations have established programs and measurement systems.

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CPO Gallardo provided background information on lessons learned from prior programs related to dental health funded by First 5 LA, specifically the Oral Health and Nutrition Expansion and Enhancement Initiative (OHN) and Oral Health Community Development (OHCD). In addition, CPO Gallardo provided information on opportunities at the federal level through health care reform.

Commissioner Au asked what was meant by prevention and practice patterns. Prevention could include clinical preventive procedures, parent education of healthy habits, and working with healthcare providers (pediatricians, nurse practitioners, clinicians). Practice patterns is getting dentists and primary care providers involved in performing various kinds of services that relate to oral health, especially initiating dental services prior to age three in children. For example, during a well-baby exam, some basic level of oral check is incorporated. This is currently being done with some level of inconsistency and having it done more frequently would be a change in practice pattern.

Commissioner Dennis asked to what extent outreach would be extended to community-based organizations. Commissioner Dennis also questioned the disparity in infrastructure costs and public policy among the three universities. From the UCLA perspective, infrastructure reflected capital investments (expanding physical capacity) and development of components that would become part of the future system (systems change), which can be considered policy efforts.

From the USC perspective, the infrastructure number was minimal because the university was working with FQHCs that have already been given the money for capital improvements in previous First 5 LA funding opportunities. With regard to policy, within the intent of this particular grant, USC was asked to minimize policy in this project. This did not mean it was not important. USC is engaged in policy in a variety of other venues relative to funding sources and policy activity.

Executive Director Belshé stated the intent was to give the Commission a broad picture of the categories of funding. The definitions were a little different. It was not the expectation from the strategic partners to propose the exact same set of priority services and allocations. The staff's intent was for the Commission to have a general sense of the appropriation of First 5 LA dollars and services versus capacity building and infrastructure versus policy.

Commissioner Southard commented that infrastructure stays and services terminate. So, the investment for infrastructure that serves long into the future is good.

Commissioner Figueroa-Villa asked if the strategic partners funded their own partnerships to provide services. She also asked how the projected number served would be attained. From the UCLA perspective, trusted partners (WIC, HeadStart, school districts) would be engaged to get access to children and provide services in a timely and effective manner. At USC, work would be done with WIC programs and HeadStart programs. This allowed access and explanation to parents about the importance of oral health.

Vice Chair Fielding commented he was supportive of this direction but he was also quite puzzled because he did not understand where the Commission was today and what the

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vision of tomorrow was going to be. He felt he was hearing a lot of abstract terms with no specificity. He wanted to know how many kids were covered, how many kids received funding, and for how many kids was access the problem versus lack of periodontics. Furthermore, he stated the staff report lacked future projections at the end of five years and whether the programs were sustainable. Vice Chair Fielding asked for benchmarks of success and clear outcomes and evaluation. Having proposals with units of services as outcomes was too limiting.

From the Western University perspective, it was looking at sustainability as the model. Outreach was being done in those areas where Medi-Caid populations, 0-5, existed in the San Gabriel Valley and Pomona area. Of those enrolled in Medi-Caid, only 20 percent utilize dental services. Western University is working with school districts on setting up school-based oral health programs with the school-based health centers and teaching them how to bill and be sustainable. It is easier to change behavior in the formative years of education of a dentist than changing the behavior of a dentist that has been in practice for 20 years. The focus is on the new generation of dentists. In five years, Western University will have 350 new dentists who would be comfortable and competent working with children at this age group.

In the USC proposal, the education of the dental students was not included because students are sent out to community sites throughout the state. This was part of the education model—it is a given. In the expansion of the residency program, that component was written into the proposal because the goal was to get individuals from minority or disenfranchised populations into the dental residency program.

Vice Chair Fielding commented that it was essential to have a formalized mechanism for the three schools to work together. He also asked for reporting to be provided on intermediate outcomes.

Commissioner Kaufman asked for some type of publication to result from this project. He also asked that federal matching grants be considered. Commissioner Kaufman further asked that if these contracts would best if they were performance-based contracts with defined baseline metrics and outcomes. CPO Gallardo responded that metrics were currently being defined, negotiated and agreed upon.

Commissioner Kaufman commented that he did not have an issue with scope of work but within that scope of work, after a specific number of months from signature, there would be performance-based outcome measures to be brought back to the Commission. This was how the Commission would be able to get a sense of present day benchmarks and future outcomes.

Commissioner Kaufman asked for clarification on pregnant women as mentioned in the proposal. It was clarified that pregnant women would not be receiving direct services but would be educated on dental practices as future parents.

Regarding sustainability, Commissioner Kaufman proposed that revenue generated through this project should be saved for future use with a First 5 LA match, in some way, as an incentive, as he felt that the Commission should not provide funding beyond the fifth year. From the UCLA perspective, if savings was suggested and allowed, then it could be considered. From the USC perspective, the savings and First 5 LA match

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was a quite interesting concept and merited discussion on more innovative concepts that expanded the dollars received through reimbursement during this project.

Commissioner Southard commented it would take some type of experimentation to find out what kind of partnerships with FQHCs were most valuable as the landscape for both sides of the equation was changing. The approach was well developed for the environment that would be faced in the future.

Commissioner Tilton commented that she hoped the outreach and public information integration with health centers and other providers who reach out to families would be a strong component to inform parents that dental care should start by age one. This was something that was not commonly known.

Executive Director Belshé referenced the research shared by CPO Gallardo with Commissioners that identifies critical issues to services including parental education and provider supply. The issue of sustainability is important issue in all of the Commission's work, direct services related programs, and larger funded programs. She proposed that staff work with the Program & Planning Committee to think more systematically about sustainability and how the Commission could more pro-actively and purposefully engage sustainability strategies into the larger grants going forward. Executive Director Belshé would also like a more purposeful focus on policy as a complement to the proposals being brought forward.

As part of the staff recommendation, approval of Resolution 2012-13 was also being requested to amend the programmatic budget.

**M/S (Nancy Au / Jonathan Fielding)
WITH NO DISCUSSION OR OBJECTION,
THE ITEM WAS APPROVED**

8. Authorize Staff to Continue Using Funds and Extend Agreements for Services for Best Start Evaluation, Communications and Partnership Support Components Through March 31, 2013

Executive Director Belshé reported that in July, the Commission approved the use of previously approved funds for Best Start community activities while the community plans were further developed and refined. The expectation was that during this six-month period, the Commission was going to discuss goals and objectives of the place-based effort with a focus on bringing clarity to priorities, outcomes and measurement tools.

In July, staff was directed to develop a logic model and think through more systematically the evidentiary base that would give the Commission some reasonable expectation of the relationship between investments and the intended outcomes for Best Start.

Executive Director Belshé acknowledged the work of staff and the Best Start Liaisons around the logic model and indicated her understanding that additional work needed to be done. The work that had originally been anticipated earlier in the year had been put on hold pending the new Executive Director appointment.

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This proposed action reflects the importance of bringing greater clarity to the Best Start priorities, outcomes and measurement tools. It also acknowledges that transitions in leadership provide an opportunity to step back and reflect; listen, learn and with some hard work, together, with the community more broadly, identify how First 5 LA can move forward with implementation of its strategic plan most effectively and most strategically for Best Start and more broadly.

Executive Director Belshé spoke to her intent to use the next months as an opportunity to review and reflect upon what First 5 LA has been doing to date and its progress toward organizational goals; to look for ways to strengthen our external partnerships and internal capacity to maximize impact; and to consider the changing environment.

This exploration—the “listening, learning and leading” (L3) review—will engage the Commission, staff and the community more broadly to examine some of the important overarching questions regarding implementation of the strategic plan. The goal is to come back to the Commission with (1) what we’ve heard and learned; (2) identification of critical implementation for Commission consideration; and, (3) options and considerations for bringing greater clarity to our strategic direction to maximize impact. Executive Director Belshé commented her goal was to work with staff and come back to the Commission at the January meeting with more information about the “listening, learning, and leading” exploration in terms of goals, approach and timing. This exploration will encompass Best Start as well as First 5 LA strategic plan implementation more broadly.

At the Commission meeting, in January, the Executive Director will share with the Board more information regarding the three prongs of the exploration: (1) reviewing and assessing First 5 LA program activity and progress towards its strategic goals; (2) assessing internal capacity (processes, organizational structure, staffing alignment with strategic purpose to execute; and, (3) exploring the external environment and its implications for First 5 LA’s priorities.

The proposed action before the Commission for consideration would enable the Best Start community plans to continue the work that is under way. There is no additional budget required for the proposed extension and it would afford Executive Director Belshé time to work with staff and partners to identify some of the critical outstanding questions regarding Best Start’s strategic direction and implementation. A product of the L3 review will be a report or series of reports that identify the critical strategic issues, options and recommendations for consideration by the Commission.

Commissioner Dennis said he was in full support of Executive Director Belshé’s proposal. He also commented that some sort of public relations or communications with the communities should take place as communities have gotten and continue to be extremely frustrated. He suggested using the Monday Morning Report as a tool. Communities have been getting mixed messages and the Commission has the responsibility to the communities to provide clarification.

**M/S (Sandra Figueroa-Villa / Sylvia Swilley)
WITH NO DISCUSSION OR OBJECTION,
THE ITEM WAS APPROVED**

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9. Approve Proposed Bylaw Amendments Regarding Membership

Legal Counsel Steele reported that the proposed amendments would make the bylaws consistent with the changes the Board of Supervisors adopted earlier this year relating to the appointment of alternate members and making the Director of the Department of Children and Family Services a voting member of the Commission. A change was also proposed that would allow Commission officers to be elected “not later than January” of each year to allow elections to take place in December or January. In addition, the minor editorial change of substituting the term “Executive Director” whenever “Chief Executive Officer” appeared now was also being proposed.

Pursuant to Article IX of the current Commission bylaws, notice of proposed amendments to the bylaws shall be given to members of the Commission at least 21 days prior to the meeting at which it will be considered. Notice of the proposed amendments was provided to each Commissioner on November 8, 2012. Upon Commission approval, the proposed amendments would become effective.

Chair Yaroslavsky commented these proposed changes aligned the bylaws with County Ordinance.

Commissioner Swilley stated that Supervisor Ridley-Thomas asked that this item be postponed. The original motion to change the governance also included that a report after a year would be provided. Supervisor Ridley-Thomas would like to review the report before the Commission voted on the proposed changes.

Chair Yaroslavsky commented that the report to be generated by the Chief Executive Office of the County Board of Supervisors was being done. Whatever happened as a result of that report would happen. If the Board of Supervisors chose to make a change in the membership of the department head representatives, then the Board would do that by changing the County Ordinance and this Commission should then change the bylaws accordingly. As of right now, the bylaws were inconsistent with the County Ordinance.

Chair Yaroslavsky stated he found it uncomfortable that the Commission was operating with bylaws inconsistent with the County Ordinance. The proposed amendments would bring both into conformity.

**M/S (Sandra Figueroa-Villa / Nancy Au)
WITH NO DISCUSSION OR OBJECTION,
THE ITEM WAS APPROVED**

10. Public Comment

None.

Commissioner Kaufman announced that the Program & Planning Committee meeting scheduled for December 20, 2012 was cancelled due to no agenda items.

Chair Yaroslavsky thanked his colleagues on the Commission. He said it had been a privilege to work with them during a very productive year, which would pay dividends in the years to come. He learned a lot from everyone and from the process that everyone

SUMMARY ACTION MINUTES

went through this year. Chair Yaroslavsky expressed his extreme pleasure with having Executive Director Belshé as the new leader of the organization; but more importantly, for the clients—the children 0-5.

Chair Yaroslavsky also thanked the staff for a productive year, for their responsiveness, and for the effort made under awkward circumstances, at times. He wished everyone a happy holiday season.

Commission Tilton thanked Lisa Mandel for all of her work during the past year.

Chair Yaroslavsky acknowledged Commissioner Berberian as a great resource given her prior experience as the Children's Deputy to the Commission during her tenure in Office of Supervisor Antonovich.

ADJOURNMENT:

With the conclusion of the agenda, the Commission adjourned at 4:15 pm.

NEXT MEETING:

The next Commission meeting will take place on December 12, 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.