

SUMMARY MEETING NOTES

FIRST 5 LA

SUMMARY MEETING NOTES
Program & Planning Committee
August 29, 2013

COMMITTEE MEMBERS PRESENT:

Philip Browning
Arturo Delgado (Vice-Chair)
Duane Dennis (Chair)
Deanne Tilton

COMMISSIONERS PRESENT:

Suzanne Bostwick (Alternate)
Patricia Curry
Jonathan Fielding
Neal Kaufman

RECORDING SECRETARY:

Linda Vo, Executive Assistant

STAFF PRESENTERS:

Kim Belshé, Executive Director
Marsha Ellis, Assistant Director
Best Start Communities
Manuel Fierro, Senior Program Officer
Best Start Communities
Armando Jimenez, Director,
Research and Evaluation
Jessica Monge, Program Officer
Community Investment
Leanne Negron, Senior Program Officer
Best Start Communities
Mabel Muñoz, Program Officer
Program Development
Barbara Dubransky, Senior Program Officer
Program Development
Larry Renick, Assistant Director
Public Affairs
Raoul Ortega, Finance Manager

1. Call to Order/Roll Call

The meeting was called to order by Chair Dennis.

Chair Dennis went around the room and had everyone introduce themselves, including the public, and welcomed everyone in attendance.

2. Review and Approval of Program & Planning Committee Meeting Notes from June 27, 2013:

THE ITEM WAS RECEIVED AND FILED

3. Review of Calendar Year 2014 for Upcoming Program and Planning Meetings

Chair Dennis informs the public that he and the Committee will work with Ms. Vo on finding alternate dates for those Program and Planning Committee dates, in Calendar Year 2014, that conflict with Ms. Belshé's Covered California Board meeting dates. Chair Dennis acknowledges that the work Ms. Belshé does with the Exchange is just as equally important as her presence at the Program and Planning Committee meetings, therefore, would like to accommodate Ms. Belshé accordingly. Ms. Vo will follow-up with Chair Dennis' office and the rest of the Program and Planning Committee to find new dates for the aforementioned conflicts for the Calendar Year 2014.

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4. **Best Start: Implementation Update**

Ms. Belshé informs the Program and Planning Committee that the Best Start team will be updating the Committee on its work, thus far, since the Best Start Retreat back on June 26, 2013, when the Commission approved the Building Stronger Families framework. Ms. Belshé also indicates that the Best Start team will be covering some of the deliverables that were given to them back at the July Commission meeting that will also be presented to the full Commission at the September 2013 Commission meeting.

Ms. Belshé hands the presentation over to Ms. Ellis.

Ms. Ellis gives an overview of the objectives of Best Start's presentation. She gives a recap of the discussions made at the June 26, 2013 Best Start Retreat. In response to Board's questions related to Best Start's results, measures of progress and strategies, staff presented the Building Stronger Families Framework as an organizing mechanism to provide better focus of Best Start's goals and objectives, as First 5 LA transitions its efforts from planning to taking action. This transition, Ms. Ellis notes, is grounded in family and community results. Accordingly, she and the team will provide an update on where the team is with implementing the Building Stronger Families Framework and its timeline for rolling out key activities.

Ms. Ellis reminds the Committee that First 5 LA's Strategic Plan for FY 2009-15 represented a paradigm shift in its transition from an initiative-based grantmaker to one that focused on long-term, sustainable change, in specific high-need communities through a place-based approach; which is very different from the first two years of Best Start implementation. Ms. Ellis emphasizes that Best Start is not a program that focuses on specific problems that families face or a specific set of services needed to "solve" problems for individual families. And instead, Best Start is a place-based approach that focuses on strengthening families and the social and physical environments where they live, work, and play.

At the June 26 meeting, the Board made four key decisions:

1. Endorsement of the Building Stronger Families Framework
2. Approval of 6 core results of the Building Stronger Families Framework:
 - Family-level
 - a. Family Capacities
 - b. Social Connections
 - c. Concrete Supports

 - Community-level
 - a. Coordinated Services and Supports
 - b. Common Vision and Collective Will
 - c. Social Connections
3. Criteria for Selecting Activities to be Supported:
 - a. Alignment with the BSF framework's core results
 - b. Are evidence-based or reflective of promising practices
 - c. Outcomes can be achieved and measured within 5-10 years
 - d. Offer the potential to connect with existing resources and be sustainable

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4. Accountability Framework, which outlines the mechanisms to which the Best Start team will use to measure its progress to achieving the results of the BSF framework.
 - a. Population Conditions
 - b. Core Results for Communities
 - c. Core Results for Families

In addition to Board's approval of the framework, Ms. Ellis notes to the Committee that staff was directed at the June 26, 2013 meeting to report back to the full Commission at the September, 2013 Commission meeting regarding the following four areas:

1. Findings related to Community Partnership Capacity Review- an initial analysis of community readiness, which will be referred to as Community Partnership Capacity
2. Options for Continued Support for Community Partnerships (Bridge Support through November)
3. Recommended Funding Approach- which will outline how the communities will access funding
4. Implementation Timeline

Ms. Ellis gives a recap of the difference between the first two years of Best Start implementation, and now, working under the new Building Stronger Families Framework. Ms. Ellis states that the new framework now does the following:

1. Positions First 5 LA to work more effectively with communities so that as partners, Best Start is more successful in achieving positive results for families and children.
2. Focuses on achieving results through building human capital and systems improvements, versus relying heavily on providing direct services.
3. Focuses on specific family and community-level results.
4. Has a structured and consistent method for identifying and tracking Partnerships capacities, as well as an intentional linkage between the partnerships capacities and actions to achieve results we want for children and families
5. Funding structure proposes a focus on achieving BSF results

Ms. Ellis emphasizes that the Best Start team is using the Building Stronger Families framework as a continuous system that will be utilized by First 5 LA and Partnerships. She also informs the Committee that over the past few months, staff and community partners have mobilized an aggressive timeline to understand and implement the BSF framework. Not too long after the Board's endorsement of the framework, an interdepartmental team of staff and key consultants had been assembled to work in the following 7 areas:

1. Evaluation
2. Communications
3. Internal Capacity
4. Partnership Capacity to Implement BSF Framework
5. Strategies to be Support
6. Business Model and Funding Approach
7. Alignment of Countywide Activities

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Staff is also working directly with Community Partnerships and have up to date participated in 6 learning institutes. The purpose of these institute meetings is to further participants' knowledge of place-based work, components of the BSF framework, including the protective factors, and to build their skills in taking a leadership role in helping the Community Partnerships transition from a planning phase to one of action. Ms. Ellis also notes that all Partnerships have been provided a general overview of the framework through orientation sessions. They will also participate in working sessions during the month of September, in order for them to take a deeper dive in what the framework means, with regards to how Best Start will be implemented within the communities.

Ms. Ellis now hands the presentation over to Ms. Negrón, who gives an overview of the Partnerships Capacity assessment process.

Ms. Negrón states that Best Start staff is now working differently from before, in order to refine its focus on improving outcomes for children 0-5, through a core set of results within the context of where children and families live. She states that Partnerships are an essential capacity of communities and are an important part of First 5 LA's Community Capacity Building strategy. She goes on to say that research and best practices tell us that Partnerships are an essential capacity for the community because they lead a broadly supported community change process, mobilize people in organizations, help strengthen community capacity and organize comprehensive services, informal supports and opportunities.

Ms. Negrón explains how Partnerships effectiveness in making progress toward family and community results is dependent on the strength of its capacities. She notes that this is different from before, in that Partnerships are now charged with advancing the community agenda that is focused on 6 core results.

Ms. Negrón goes on to explain that best practices and research also tells us that strong and effective results-based partnerships possess 6 essential capacities to achieve progress in its outcomes. These 6 essential capacities are as follows:

1. Keepers of the Vision
2. Building Community Capacities
3. Resources and Sustainability
4. Effective Collaboration
5. Inclusive Governance
6. Data-driven Decisions, Learning and Accountability

She goes on to acknowledge that because these are critical competencies to cultivate and sustain, the Best Start team is in the process of implementing a Learning and Development process that will include the ability to identify the stages of development of the 6 capacities of each partnership. The process involves three steps:

1. First 5 LA staff and contractors, who work directly with the Partnerships, will complete the Partnerships Capacity Review.
2. Partnerships will complete a self-reflection of the 6 essential capacities
3. The results from these two steps will be integrated to show one outcome

In supporting this process, Ms. Negrón indicates that First 5 LA will collaborate with the Center for the Study of Social Policy (CSSP) to develop a results focused

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Partnerships Learning and Development tool. This tool will be based on 10 plus years of experience in implementing placed based partnerships, along with extensive research, input from many different experts in the field, and will have pilots within different Partnerships in the Los Angeles area.

Ms. Negron explains further that this tool will help to facilitate learning and development and will not promote judgment or be punitive. The reason that this is important is that the tool was not created to be conducted in the absence of a learning and development process. It is through the learning and development process that the Partnerships stage of capacity is developed and identified. Through this tool, First 5 LA will be able to identify the supports that are needed to strengthen the existing capacities, track progress of the development of the capacities, and determine what actions Partnerships will need to pursue based on its current capacities.

Ms. Negron states that the Best Start team will present the general themes that emerge from the First 5 LA Capacity Review at the September 12 Commission meeting. In addition, Ms. Negron says she and her team will be able to use the information that is gathered from the review, to enable them to be intentional about developing activities based on the individual capacities of the Partnerships. Accordingly, this will create greater opportunities for Partnerships to be successful in achieving progress within the core results because they will be moving at a pace that is aligned within their level of capacity.

Ms. Negron now hands the presentation over to Mr. Fierro.

Mr. Fierro talks about the “Learning by Doing Approach” where he highlights 7 areas:

1. Select one Family Core Result: According to the Association for Experiential Education, Mr. Fierro states that experiential education, or “Learning by Doing”, is a philosophy in which the learner directly experiences and reflects in an effort to increase understanding, develop skills, clarify values and develop people’s capacity to contribute to their community. This also allows communities to move into action quickly and focus on a family core result, which will serve as the beginning point to supporting the BSF Framework. In building upon work that has already been implemented in communities, Partnerships will ultimately benefit from having the option of choosing a family core result that has the potential to have positive impact in their communities. And given that the three family core results and three community results are interrelated, a Partnership’s selection of one core result has the potential to impact others.
2. Gather & Analyze data- will include empirical evidence, as well as community’s wisdom so that it has the communities’ context. This will also allow Partnerships to be strategic in selecting their target population
3. Select a target population- information will be gathered in terms of effective and ineffective strategies and activities that have worked for the target population. This will include empirical evidence, as well the communities wisdom & experience
4. Develop objectives for the target population- after a target population is selected, the community will be able to develop objectives for the target population for the family result they have selected
5. Identify activities-Partnerships will then identify and review effective strategies and additional activities or strategies that can help move the result that they seek for the selected target population

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6. Identify and select performance measures- community partnerships will be selecting performance measures before they start implementing activities. This ensures that all the communities' efforts are grounded in the results that they seek for families
7. Prioritize and implement- Before Partnerships begin implementing activities, they will prioritize and select activities that are low cost, no cost or have the potential for leverage to build upon existing efforts that are making an impact in the community

Mr. Fierro concludes his section by stating that he and his team will be able to track and report progress of the "Learning by Doing" Approach on a quarterly basis to the Commission once it has been implemented.

Mr. Fierro now hands the presentation back to Ms. Negrón. Ms. Negrón goes over the Funding Allocation Approach principles.

Ms. Negrón covers the following three questions regarding the funding allocation approach:

1. Does the method promote a primary focus on results and on high quality implementation and performance, rather than focusing on funding levels?
2. Does the method minimize competition among Partnerships for First 5 LA resources?
3. Does the method minimize a premature conclusion about a Partnership's capacity?

Based on the review of other funding structures that support Partnerships in placed based efforts, the Best Start team developed three funding allocation approach options:

1. Tiered funding, based on current Partnership capacity
 - Multiple tiers of varying funding levels would be allocated to support Partnerships
 - Partnerships access funding based on their individual capacities
2. Best Start Department total allocation for all Community Partnerships
 - First 5 LA manages single allocation of funds to support partnerships meaning a separate allocation to support each Partnership would not be provided
3. Phased funding, based on Partnership performance
 - An allocation at the same level of funding to support each Partnership
 - Partnerships access to funding would be dependent on their measurable progress and performance toward achieving BSF results

Ms. Negrón indicates that staff is in the process of assessing all of the funding allocation approaches and will be comparing them to the principals. She says she and her team expect to provide a recommendation for the funding allocation approach at the October 2013 Commission meeting. She now hands the presentation back to Ms. Ellis, who will go over the options for bridge Partnership support.

Ms. Ellis begins by reminding the Committee that at the March 14, 2013 Commission meeting, the Board approved \$150,000 for each Partnership and that this funding was authorized for 6 months, scheduled to end on September 30, 2013. Ms. Ellis goes on to

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state that staff is expecting to have some unexpended funds at the end of September and accordingly, would like to present to the full Commission at the September Commission meeting, the following three options for bridge funding:

1. Do not approve use of unexpended funding beyond September 30, 2013- meaning that all financial support to the Partnerships would end September 30
2. Approve use of unexpended funding- this will allow Partnerships some level of continued support until the Commission makes a decision regarding a Best Start allocation. Ms. Ellis notes that under this option, staff is projecting that there will not be enough dollars left at the end of September to continue support to the Partnerships through the end of November.
3. Approve use of unexpended funding and an additional amount of funding – which will be needed to help support transition activities such as the Self-assessments, and other work related to implementing the framework.

Ms. Ellis concludes her presentation.

Chair Dennis now asks the Commissioners for their comments and/or questions.

Commissioner Fielding would like to know how many paid partnerships are involved in any of the Best Start Communities? Is there a minimum? Maximum?

Ms. Negron answers by indicating that the size of Partnerships vary. Some are more engaged than other partnerships and others are waiting for a review of Best Start to come back before engaging further. Ms. Belshé clarifies that there is one partnership per community and within that partnership, there is a network of other partnerships that are involved. The Partnerships create a hub to reach out and collaborate with the rest of the community.

Commissioner Fielding asks if the Best Start team has identified which capacity building each community is interested in and if there is an adequate baseline to show movement with respect to capacity building?

Ms. Belshé indicates that the Partnership Capacity Review will serve as a baseline. Mr. Jimenez further elaborates Ms. Belshé's statement by indicating that the other baseline is grounded around the core results- family results and community results. Right now out in the field, there is a family survey within these 14 communities where First 5 LA has identified questions that relate to indicators that were introduced at the June 26 Special Commission meeting, where families feel that they are connected with other families and other individuals, with regards to their knowledge about childhood practices and early childhood development issues.

Commissioner Fielding responds to this by asking if the effect has to be on the entire population? What is the amplitude of the aim?

Ms. Belshé says that Best Start's goal will be to find some specificity within the target populations and focus on the core result.

Commissioner Tilton would like to know how the target populations will be identified and how the many different issues identified will all come together to tell a story?

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Mr. Fierro responds by stating that he and his team are still working on this but that the method of determining which population will be targeted will be grounded in the core results through connecting with other organizations and tapping into the community's wisdom to identify barriers, etc.

Commissioner Delgado states that Best Start is headed in the right direction with implementing the Building Stronger Families framework but that there needs to be an accountability system established in order for them to be deliberate on how to fund programs, as it relates to the BSF framework. He would like to see some type of matrix on activities that are being done in order for him to fully understand the accountability issue that he feels has not yet been addressed by today's presentation. Overall, he feels that the results are not completely clear to him.

Commissioner Kaufman would like to know how communities will be organized in regards to identifying the social connections that these Partnerships may have in common. He would like to see how strategies can be replicated so that they can be used in another community if they have the same issues that have already been identified.

Ms. Belshé acknowledges Commissioner Kaufman's suggestion.

Commissioner Browning would like to know if there are limitations to the core results?

As indicated by Ms. Belshé, the core results are limited in that they have to be aligned with First 5 LA's four overarching goals of children being born healthy, maintaining a healthy weight, safe from harm, and being school ready.

Commissioner Browning would like to know how the money will be used for the bridge options that are being presented. Ms. Ellis responds by indicating that Partnerships must use the funding they are provided with for the purpose of transitioning to the BSF results based framework.

Ms. Belshé furthers Ms. Ellis' response by stating that the work that is being envisioned, during the bridge period, will be to implement the results-based framework: broad orientations, more training and working sessions, engaging the Partnerships individually, beginning the dialogue between selecting the core results by the learning by doing approach.

Chair Dennis asks for clarification on option 1 (since he understands options 2 and 3) of the funding allocation approach principles.

Ms. Negron explains by saying that the focus is on their performance and progress towards the 6 core results. It is to not focus on the funding that has been allocated. Instead, the approach helps them to focus on results and performance.

Chair Dennis finds this answer sufficient and proceeds with two more questions. He wants to know: 1) to what degree are communities on board with the results process and what buy-in is there and 2) how much input is First 5 LA receiving from communities in order to establish (jointly) a baseline and if the community understands the importance of establishing this baseline?

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Ms. Negron responds by saying that all Partnerships have gone through orientation and have all are open to moving forward with supporting the results based framework. Partnerships indicate that they like the clarity and specificity of what the results based framework provides and like the progress illustrated, that is needed, in order for them to reach their goals. In regards to the buy-in to this process, Ms. Negron indicates that the next phase will be to hold intense working sessions to ensure that Partnerships understand the framework. This will be done through the self-reflection process.

Chair Dennis concludes his statement by saying that the framework being implemented requires different infrastructural support, since there are different degrees of expertise needed within the different communities. Chair Dennis hopes that First 5 LA is prepared for all of this and has planned for it accordingly.

5. ECE Landscape

Ms. Muñoz begins her presentation by stating that on July 11, 2013 the Commission directed staff to develop an environmental scan of the early care and education (ECE) landscape in LA County.

She indicates that the purpose of the landscape is to do the following:

1. Provide the Commission with a comprehensive picture of the ECE-related issues and activities
2. Inform First 5 LA's consideration of its role and contribution to increasing kindergarten readiness
3. Guide future decision making regarding First 5 LA's strategies, investments and partnerships related to ECE services, workforce, and quality improvement

Ms. Muñoz informs the Committee that the landscape will focus on the current landscape of ECE services, workforce, and quality improvement efforts – current capacity and gaps – and their implications for kindergarten readiness, while keeping in mind the whole continuum of out-of-home early learning services, including licensed and license-exempt care. It will look at service types and service levels, populations, funding, and resources.

Ms. Muñoz goes on to highlight that there are three overarching questions that will guide the work that is currently being undertaken:

1. What is the landscape for ECE in LA County? Which includes looking at impending and significant federal and state /issues or changes that are looming which could have an impact on the ECE Landscape in LA Co;
2. What have been the past roles, strategies and their impact around ECE for First 5 LA, other County Commissions and other ECE funders?
3. What are the potential future roles and strategies for F5LA and others?

To answer question #1, Ms. Muñoz states that the contractor will:

1. Convene advisory/stakeholders group - project orientation, research questions and design, and share initial findings. This advisory group will be convened throughout the project to gain valuable insight about all three questions.
2. Finalize research questions, finalize datasets, and methodology
3. Collect, prepare, and analyze data

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4. Assess needs identified through this landscape and develop recommendations for further cost analysis/research

Finally, Ms. Muñoz informs the Committee that she and her team hope to create and launch a public display of the data and findings online. In addition, the contractor will be submitting a report for each question as findings become available. The first report will be completed by March 2014.

To answer the second question of where have we been, Ms. Muñoz states that the contractor will identify current and past roles, including investments by First 5 LA, other County Commissions and other ECE funders/leaders. They will then identify, if possible, the impact of past roles, strategies or investments. This is expected to be completed by April 2014.

To answer the third question, Ms. Muñoz explains how the contractor will develop criteria, considerations, and questions for each possible role. And that they will conduct specific research of ECE capacity and needs within Best Start Communities.

Ms. Muñoz goes on to state that she and her team will brief Commissioners of all key stages of the project at the Program and Planning Committee meetings and Commission meetings.

She concludes her presentation by presenting to the Committee where they are today with the ECE workplan. Ms. Muñoz explains that they have identified the Advancement Project, a non-profit organization that provides research and technical support to community planning and advocacy efforts, as the contractor to conduct this work, based on their unique qualifications.

Ms. Muñoz highlights their professional expertise as follows:

1. They have existing relationships with local and state government agencies, foundations, nonprofits, and state and local officials.
2. They have extensive data use agreements with partners that will enable them to access and analyze data quickly.
3. Their technology platform – HealthyCity.org has an interactive module to help audiences understand findings.
4. Have done previous work together – with us in the Save My Seat LA project which covered extensive research around ECE services and gaps. This will give the project a beneficial head start.

Finally, Ms. Muñoz indicates that because they are also a current contractor, First 5 LA will have a timely project launch since they will be using an existing contract to initiate the work. And given their unique qualifications, First 5 LA will secure an AB 109 Exemption for the rest of the project.

Ms. Muñoz says that the item she just discussed today will be presented at the September Commission meeting as an information item and then will be submitted as a Budget Resolution on the Consent Calendar for October and next May/early June.

She also states that staff will be doing the following:

1. Looking at successful, evidenced-based strategies that are being implemented

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in places other than Los Angeles County relative to the three segments of the ECE scan in order to provide us with a benchmark.

2. Commissioning University faculty to publish white papers to add knowledge to the field.

Staff will work with the Advancement project and stakeholder group to assess where there may be gaps in the ECE landscape plan that could be addressed by commissioning white papers.

Ms. Belshé comments on how she feels that the ECE landscape is not only important for First 5 LA, but is also important for those who are involved with prekindergarten readiness.

Chair Dennis feels that the ECE Landscape is important, as well, because it shows what the gaps are within in the county and what role First 5 LA has in filling these gaps. It also gives us clarity on what universal preschool means to First 5 LA.

Commissioner Tilton feels that though there isn't time to research all the different models that have been presented, there should be already some research done, that staff can look at to ensure that First 5 LA is implementing the best ECE programs across the county.

In response to the presentation given by Ms. Muñoz, Commissioner Curry states that she does not see a real emphasis on the roles and strategies, with their relation to each other, within the ECE Landscape. She wants to know how the county interacts and how First 5 LA will take a leadership role, aside from being a funder, on what direction the county should be headed in order to get others on board with the program. In response to Commissioner Curry's statement, Chair Dennis states that First 5 LA can possibly be the convener for some of the thought leadership issues as it relates to early care and education, since First 5 LA is in a position to do this given its resources.

Not surprised by Commissioner Curry's statement, Ms. Belshé informs the Committee that one of the findings that came out of L3 was that First 5 LA is viewed primarily as a funder. Given that resources have changed, First 5 LA will be making an effort to change this thought process so that First 5 LA can be perceived as much more than just as a funder. And part of the ECE landscape will be for First 5 LA to look at a diversity of roles that it can take, aside from being just a funder.

Chair Dennis concludes his statements by saying the choice of the Advancement Project to partner on this ECE landscape project is an excellent decision and hopes to move this project forward soon.

Ms. Muñoz now hands the presentation over to Lorraine Park, from Harder+Company, who will share with the Committee the preliminary findings of the License-Exempt Needs Assessment that First 5 LA has been working on over the last 7 seven months. Ms. Muñoz reminds the Committee that the Commissioners had approved the KR Ad Hoc Committee's recommendation to conduct a needs assessment of the License-Exempt providers to learn more about the this population, including their characteristics, needs and strengths, and barriers to obtaining services. First 5 LA feels that this is a timely presentation, as the findings will help to inform the overall ECE landscape – and hopefully help shape First 5 LA's future role in supporting this population.

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Relative to Lorraine's presentation, Ms. Muñoz notes that there are few items that staff is currently considering:

1. How will these findings to date, be used to inform the ECE environmental scan. And how the Environmental scan will inform future investments, strategies, and partnerships more broadly.
2. How these findings can be utilized within the Best Start Framework and Core Results.
3. How to identify immediate ways that these findings can help support the work of the FFN Initiative.

Ms. Park now presents on the preliminary findings of the License-Exempt Needs Assessment. She begins by giving background. She states that national estimates show that 3.8 million (52%) children under the age of five receive license -exempt care while their mothers are working. Local estimates show that approximately 58% of infants and toddlers and 33% of pre-school aged children in Los Angeles County are in license-exempt care.

Ms. Park highlights the different methods used in the License-Exempt Needs Assessment:

1. Literature Scan:
 - License-exempt ECE providers are informal by nature, not linked to any one system, and do not identify themselves by a common name. The needs assessment should use a variety of strategies to find and recruit license-exempt providers.
 - License-exempt providers are diverse and serve diverse families. More research is needed to clarify the factors and circumstances under which parents choose license-exempt care. Due to the diversity within the population of license-exempt providers, consider the types of license-exempt providers that First 5 LA would like to reach through the needs assessment. This will help focus outreach and recruitment strategies.
 - License-exempt providers tend to match the families that they serve in terms of income and ethnicity. Identifying the types of children and families that First 5 LA would like to serve through their future investments will enable the needs assessment to target similar license-exempt providers.
2. Key Informant Interviews:
 - Targeted those knowledgeable about the license-exempt ECE population in Los Angeles County as well as existing services and needs of this population. Harder+Company worked with First 5LA to identify local experts for the key informant interviews that built off the key informant interviews that First 5 LA staff had already completed with national experts.
3. Provider Survey:
 - Respondents were presented with several options for completing the survey including paper surveys, online, and via telephone.
 - Paper and online surveys were offered in four languages: English, Spanish, Chinese, and Korean.
 - Surveys completed via telephone were offered in English and Spanish.
 - 304 surveys were completed between April and mid-June 2013.
4. Provider Focus Groups:

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- In late May and early June, eight focus groups were held with a total of 84 license-exempt providers.

Ms. Park indicates that through various outreach and recruitment efforts, the needs assessment reached a total of 311 license-exempt providers who met the inclusion criteria for the assessment of (1) caring for at least one child 5 or under in Los Angeles County that is not their own and (2) not currently working as a licensed childcare provider. Ms. Parks also notes that the outreach and recruitment strategies employed for this needs assessment focused particular attention to the Best Start Communities.

Ms. Park goes on to further explain how the License exempt providers, who participated in the needs assessment, seemed to be very aware that they play an integral role in the development of the children who they care for. She goes on to explain how this will be a reoccurring theme that will be seen again later.

She then shows how the literature on license-exempt providers indicates that the relationship with the child's parent may be a unique aspect of license-exempt care. Because license-exempt care providers often have a personal relationship with the child's parent, different perspectives on child-rearing may have further implications compared to other childcare settings.

Within the focus groups that were conducted, Seventy-nine percent (79%) of license-exempt providers reported engaging in outdoor play. The most common place providers took children for outside play was the park. Providers shared that parks are a great resource for them, not only because the children are able to be physically active, but because children have the opportunity to interact with other children. For other providers, outside play took place at their place of residence (e.g., apartment complex, home yard or mobile home park).

However, focus group participants did express some challenges that they were faced with in regards to organized activities. Distance from where care is provided and community resources seemed to be critical. Providers that had community resources within walking distance were more likely to incorporate those resources into their care, as opposed to providers that had to drive or take public transportation.

Ms. Park goes on to present to the Committee with the resources that are needed to support FFN providers. She says that those who provide childcare through a local organization, were more likely to access resources such as workshops, trainings, and information from community-based organizations; whereas providers providing care within a home, were more likely to access support services through the internet, community meetings, libraries, and friends or family.

Based on their assessment, one key informant, Ms. Park notes, shared that in addition to resources related to childcare, the license-exempt providers they serve are often interested in finding out about resources that could benefit the provider and their family (e.g., information health insurance, access to healthcare services, food banks, etc.).

In conclusion, Ms. Park says that there are several things that need to be done in regards to further the analysis of the License exempt needs assessment:

1. The License exempt needs assessment is one piece of the work that they are undertaking in order to define First 5 LA's future role in making an impact in

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ECE. Accordingly, License exempt providers are part of the broad ECE workforce spectrum. The hope is that these findings will fill the gap in knowledge and be able to contribute toward the ECE landscape

2. There needs to be a consideration of how these findings can be utilized to support the Best Start Community work more broadly – in terms of the BSF framework and Core Results
3. There is an immediate opportunity to utilize what we've learned through this needs assessment. Some of the findings can help support and guide some of the current work of the FFN initiative.

Chair Dennis asks the Commissioners for their comments and/or questions.

Commissioner Tilton is struck by the level of income of day care providers where the average income is \$15,000 annually. She also wants to know what the difference is between license exempt and license day care provider. A member of the public, Michelle, responds by stating that License exempt care refers to child care which does not require a state license. License-exempt care includes home care (providers caring for children from only one other family besides their own, no matter how many children are in that family), in-home care (a friend, relative, babysitter, or nanny cares for a child in the child's home, full-time or part-time).

Commissioner Kaufman wants to see the number of children in LA County, who are receiving care from license exempt day care providers, broken down to age groups, hours they are receiving care per week, etc. He wants to see the sample methodology that was used to derive to this report.

Commissioner Browning wants to know where Harder+Company received their sample size from to conduct this license exempt needs assessment. What list? Education?

Ms. Park responds by indicating that the sample was taken from a series of community outreach efforts. Some samples were taken from 150 community-based organizations, 60 faith-based organizations, the public sector, and groups of people who are doing work in the field already. Basically, Ms. Park indicates that their sample included a wide selection of people and states that there was an incentive provided in order to get these individuals to complete the assessment.

Chair Dennis informs the Committee and public that there is a lot of competing thoughts as it relates to license exempt care, especially around ECE professionals. There are some who feel that there is no place for license exempt care since it competes with the license care providers. And there are other folks who feel that license exempt care is vital. For instance, within the Latino community, you will not have anyone caring for the child except for the grandmother, and state policy would allow this person to receive some type of compensation to assist them financially through license exempt care.

Commissioner Browning comments on how license exempt care can pose a potential problem since most parents would forgo higher quality license care for their children, to opt for the license exempt care, just so that their relative could get compensated. And generally speaking, the care from license exempt care providers is marginally lower of quality than that of licensed care providers.

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6. L3: Learning

Ms. Belshé gives an update on the L3 process that includes a briefing on the Accountability and Learning report, Prenatal to 5 Environmental Landscape and First 5 LA Brand Awareness and Perception Study. She indicates that staff will present the activities that are underway and what next steps will be taken in response to these findings. There will be three presenters:

1. Armando Jimenez, Director, Research and Evaluation
2. Jessica Monge, Program Officer, Community Investments
3. Larry Renick, Assistant Director, Public Affairs

What First 5 LA has learned is that there is a clear positive reinforcement for First 5 LA as an organization. There is strong support for First 5 LA's mission and the desire for the organization to succeed. Staff recognizes important targeted, yet modest, accomplishments such as LAUP. And though there seems to be a clear and consistent recognition of the opportunity for greater impact, there is an acknowledgement that First 5 LA is still an underutilized resource. Finally, First 5 LA has learned that it does have the critical assets to succeed as an organization.

Ms. Belshé notes that the L3 findings indicate that there were a number of issues standing in the way of First 5 LA realizing its full potential:

1. Lack of sufficient focus and commitment to a clear strategic direction.
2. Plays too many roles, but lacks clarity and consensus on primary role(s) beyond a funder.
3. While much good project activity is supported, the work is not sufficiently aligned/integrated/linked to a clear strategic direction – “scattershot” approach.
4. Staff passion, commitment and expertise are its greatest strength, but residual ill-effects of the organization's historic culture impede effective communication, info flow, accountability and effectiveness.

Ms. Belshé now hands the presentation over to Mr. Jimenez and Mr. Snow, who give a brief overview of the Accountability and Learning report. Mr. Jimenez talks about the Accountability and Learning report and highlights how First 5 LA dollars have improved outcomes for children. Mr. Snow says that the report looks at the first three years of the strategic plan and how First 5 LA has grouped its investments into 7 clusters:

1. Countywide Systems
2. Perinatal Support
3. Physical and Mental Health
4. Parenting Support
5. School Readiness
6. Workforce
7. Best Start

Accordingly, all these investments support First 5 LA's four overarching goals of children being born healthy, maintaining a healthy weight, safe from abuse and neglect

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and ready for school. Mr. Snow notes that it is important to highlight the fact that three program clusters (School Readiness, Physical and Mental Health, and Parenting) recount for more than four-fifths (81%) of all expenditures in FY 2009-12.

Mr. Snow states that the Strategic Plan for FY 2009-15 was designed to build upon and bolster existing services and infrastructures in LA County that have benefited from First 5 LA funding and to improve integration. Accordingly, more than \$370 million has been invested in the first three years of the plan. Mr. Snow goes on to explain how there are three investment strategies - Family Strengthening, Community Capacity Building, Countywide Systems Improvement, that will be utilized to address the four goals. He indicates that there has been progress made in the first three years towards improving the health, development and school readiness of children in LA County, which shows that countywide systems improvement strategies have taken root. Nonetheless, Mr. Snow does inform the Committee that despite the progress, these investments have not led to an impact at the County level.

He goes on to inform the Committee that the 2011-12 allocation of expenditures reflects a growing emphasis on placed-based and countywide strategies. There was almost a three-fold increase in investments on Workforce development, Best Start and Countywide systems that went from \$6,421,342 in 2009-10 to \$25,006,714 in 2011-12, despite the overall decline in expenditures of 15%.

Mr. Snow states that the lessons learned from this report, in order to increase impact with First 5 LA investments is as follows:

1. Recognize varying levels of risk among families
2. Establish clear goals and strategies to accomplish them
3. Increase impact by better integrating and aligning our portfolio of programs
4. Maximize program implementation with high levels of fidelity
5. Do more systematic program monitoring with more rigorous evaluation designs
6. Find ways to maximize participation

Mr. Snow now hands the presentation over to Ms. Monge, who goes over the Prenatal to Five Environmental Scan presentation. Ms. Monge goes over how the environmental scan reinforces the L3 process on how external forces play a big role in impacting First 5 LA. In the last 10 years, Ms. Monge notes that LA County has gone through a huge demographic change, where nurturing the next generation has become a matter of urgent necessity. She goes on to explain how there have been some progress on some indicators, but that the needs continue to expand around early childhood issues. Some of these issues include:

1. Health: Low birth weight, children overweight and obese, breastfeeding
2. Child Safety: Substantiated cases of abuse and neglect
3. School Readiness: Children in poverty, English learners

She also notes that promising science and public research inform First 5 LA's efforts to support healthy children, prepared for school. Some of these policy opportunities include: Affordable Care Act implementation, President Obama's early learning and education initiative, and State Local Control Funding Formula and early Learning. Despite all of this, First 5 LA resources will never be enough and are actually declining. As a result,

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First 5 LA acknowledges that it needs to focus on strategic partnerships and policy and advocacy.

Ms. Monge now hands the presentation over to Mr. Renick, who goes over First 5 LA's Brand Awareness and Perception Study. He begins by indicating that there were many similar findings in this study as there were in the L3 effort. There was a consensus amongst internal staff that grantee materials needed to be more consistent and align with First 5 LA brands. However, Mr. Renick notes that there was a difference of opinions on whether or not First 5 LA serves, or should serve, all of LA County's families and children 0-5 or if there should be instead a focus on high-risk communities and high-risk families/children. Once again, Mr. Renick informs the Committee of how First 5 LA is seen primarily as a funder even though it has the potential to be so much more. Possible roles, indicated by the study, is that First 5 LA can be a leader, advocate and convener around early childhood issues.

Mr. Renick notes that the study revealed, based on external responses, (Grantees, other CBO's, Community Leaders) that they wanted more clarity and understanding of First 5 LA's goals and desired outcomes. In addition, externals believe that there needs be more funding targeted at infrastructure, capacity building, convening, collaborating and strengthening policy efforts in order to create long-term and sustainable change. In this study, Best Start is also seen as a good thing, displaying a clear cultural shift from what First 5 LA was perceived as before. Externals expressed the desire for First 5 LA to have a real relationship with its community, which didn't seem to exist in the past, since it was perceived as an "ivory tower". And although First 5 LA ideas start with good intentions, externals feel that it ultimately fails in executing these ideas.

What the study also showed, according to Mr. Renick, is that parents are proactive about seeking out information to help them raise their children and that generally they understand the importance of the first five years of a child's development.

Mr. Renick informs the Committee what was learned from this study is that First 5 LA must do the following:

1. Define whom it serves
2. Determine programmatic direction and strategies
3. Look at internal structure, including staffing, communications, Commission hiring and training

Other things lessons learned from this study are as follows:

- First 5 LA's mission is clear and should be the guidepost for all communications
- Communications about First 5 LA must align with the decisions and actions taken by its leadership and staff and the execution of its programs
- Need to develop a clear, cohesive story that defines First 5 LA to all audiences
- Information and research produced by First 5 LA needs to be more accessible to all
- First 5 LA's visibility and awareness needs to be improved with parents and the general public
- Staff needs improved education on the brand, First 5 LA messages and their role as brand ambassadors

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Mr. Renick concludes his presentation by indicating that staff will be taking the following steps in response to the lessons learned from this study:

- There will be a creation of a two-year marketing Communications plan that will incorporate findings from this study L3 and adoption of the “Building Stronger Families” framework including:
 - Objectives and key strategies
 - Recommendations for positioning statement, revision to messaging and identity elements
 - Tactics by strategy (public education, advertising/sponsorships, press, online and social media, community outreach, partnerships) and audience
 - Measureable outcomes and evaluation plan
 - Training of staff and Commissioners as “brand” ambassadors
 - Grantees education on style guide
 - Budget and timeline

Ms. Belshé concludes this item by giving an overview of the activities that are underway in response to L3. There will be:

1. Focus on the Best Start Building Stronger Families framework
2. A focus on the operations of First 5 LA, where the COO will be the “champion” for coordination integration. This will include a compensation and benefit study, the filling of key vacancy positions(ie. Best Start Director), a time study for grant making/contracting and the Government Finance Officers Association analysis and plan
3. Role of First 5 LA in policy and advocacy

She also notes that there will be an Organizational Transition Team (OTT) created in order to translate the L3 findings into action. The primary focus of this team will be to strengthen implementation of the current Strategic Plan. The secondary focus will be to lay a solid foundation for the 2014 strategic planning process. The goal of all of this will be to conduct a gap analysis and create a prioritized work plan.

There will be three approaches used, as Ms. Belshé notes, in executing these tasks. The team will redefine First 5 LA’s program focus and impact, identify priority changes in internal processes and systems and align organizational structure.

The OTT will be comprised of all department heads, where co-leads John Wagner and Teresa Nuno, will complete the next phase of analysis sometime between September and October, 2013.

Chair Dennis now asks the Commissioners for their comments and/or questions.

Commissioner Curry states that the L3 report is a great report in that it shows the lessons learned. For instance, 85% of the Latino community has never heard of First 5 LA, which is very astonishing, since most of the children within these communities are those who are at high risk.

Commissioner Bostwick says it is very interesting that the lessons learned with Best Start are also lessons learned from L3. And it is very striking that most people are not

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aware of the resources that First 5 LA offers. Meaning: there is much opportunity for educating the community about the resources that are available to them.

Commissioner Kaufman says that the L3 process has been very informative and helpful; though he notes that one challenge is to enable all Commissioners and staff to be engaged in this process and be informed of all the findings that have come out of the L3 process. He feels that this is a worthy issue that needs to be addressed because the L3 report is very important. He is also unsure of whether or not First 5 LA should be a brand or not. Wants to make sure that there is a clear objective of what the brand of First 5 LA should be. Commissioner Kaufman also suggests to staff that they come up with another strategic plan since it takes time to execute and implement given that it does have to go before the Board for approval.

Ms. Belshé responds to Commissioner Kaufman's statement by informing the Committee that staff has already started planning for the next strategic plan. Staff has already done most of the pre-work in coming up with the next strategic plan for 2014-2015.

Chair Dennis agrees with Chair Kaufman regarding the branding issue for First 5 LA. First 5 LA has been very ambiguous in the way it brands its name with grantees. It needs to decide what impact it plans to have in determining what next steps will be in branding the First 5 LA name.

7. Update on Welcome Baby Scale Options with Impact on Revenue

Mr. Ortega reports on the level of revenue and demand on uncommitted fund balance with regards to Welcome Baby Hospitals for the next four years, given the number of hospitals to be funded, through Fiscal Year 2016-17. In the Committee packet there are charts that show the following:

1. Demand on uncommitted fund balance for the current 10 hospitals is \$130,000
2. Demand on uncommitted fund balance for 13 hospitals would be \$9.7 Million
3. Demand on uncommitted fund balance for 14 hospitals would be \$12.1 Million
4. Demand on uncommitted fund balance for 25 hospitals would be \$18.2 Million

Mr. Ortega states that back in June 2013, the Board approved the FY 2013-14 budget. Based on this budget, staff included 10 hospitals, and up to three hospitals, that would respond to the LOI that was out. After further review of the budget, staff is projecting that the only impact to the approved budget for FY 2013-14 would be if option #4 were chosen, which is funding for up to 25 hospitals.

The next four charts show First 5 LA current investments that are expected to end in the next four years, which do not impact the uncommitted fund balance that have been illustrated, unless there is further Board action to continue these investments.

Mr. Ortega indicates that this item will be brought before the full Commission at the September Commission meeting for action to be taken.

Mr. Ortega now hands the presentation over to Ms. Dubransky, who will discuss other criteria that the Board should consider in determining how many hospitals should receive funding.

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Ms. Dubransky says that there are three other criteria, which have been discussed in past meetings, in determining how many how hospitals should be funded.

1. Equity across communities
2. Impact on the number of hospitals under evaluation
3. Impact on the advocacy and policy agenda

Chair Dennis now asks the Commissioners for their comments and/or questions.

Commissioner Bostwick states that she is impressed by the data that has been made available to the Committee in order for them to make an informed decision of how many hospitals should receive funding.

Commissioner Kaufman wants clarity on whether or not, regardless of what penetration is chosen, First 5 LA will pay for the entire program. Accordingly, he feels that it makes more sense to him, that staff comes up with an amount of money that First 5 LA would like to spend on Welcome Baby, and then ration the funds accordingly, whether it be 10 hospitals or 25 hospitals. In this manner, Commissioner Kaufman feels that there will be greater penetration in getting more hospitals included in this program. He doesn't feel that First 5 LA should have to fund at 100% and can only choose, for instance, 10 or 25 hospitals. A possible option, he suggests, is that we match or subsidize what a hospital can fund instead of providing full funding.

Ms. Dubransky feels that hospitals need to be tested on this model that Commissioner Kaufman is suggesting, of only subsidizing a certain cost of this program, since it could cause these hospitals to be uninterested in participating in the program.

Chair Dennis wants to know what the value proposition to hospitals is if we fully fund or fund at a certain percentage? He is not sure how to go about getting this information but does feel that it is important to somehow ascertain this information.

Commissioner Kaufman states that there is money to be made in having birthing hospitals (delivery rooms). He doesn't think that hospitals will not want a program, such as Welcome Baby, that supports this money making business.

Commissioner Tilton would like to know if staff can provide the Committee with a list of criteria that hospitals would have to fulfill in order for them to receive funding for Welcome Baby. Ms. Dubransky responds with an affirmative.

ADJOURNMENT:

The meeting was adjourned at 5:13 pm.

NEXT MEETING:

The next regularly scheduled meeting will be taking place as follows.

Thursday, October 17, 2013
1:30 pm – 4:30 pm

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

Meeting minutes were recorded by Linda Vo, Secretary to the Board of Commissioners.