

In the Matter of:
FIRST 5 COMMISSION MEETING

PROGRAMMING AND PLANNING COMMITTEE

March 27, 2014

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MEETING OF FIRST 5 PROGRAMMING AND PLANNING COMMITTEE
THURSDAY, MARCH 27, 2014
750 NORTH ALAMEDA STREET, FIRST FLOOR
LOS ANGELES, CALIFORNIA 90012

REPORTED BY:
HEATHERLYNN GONZALEZ
CSR #13646

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1 THURSDAY, MARCH 27, 2014; LOS ANGELES, CALIFORNIA
2 12:04 p.m.
3 -oOo-
4 COMMISSIONER DENNIS: We want to call this
5 meeting to order and thank you all for being here at the
6 noon hour.
7 For those of you who do not have lunch, we have
8 some, and so feel free to get some. Before we start,
9 let's do the short introductions.
10 I'm Duane Dennis, and I'm chair of programming
11 and planning for First 5.
12 COMMISSIONER AU: Nancy Au, commissioner.
13 COMMISSIONER CURRY: Patricia Curry,
14 commissioner.
15 COMMISSIONER DELGADO: Art Delgado, commissioner.
16 MS. GOODS: Kelly Goods, research and evaluation,
17 First 5 LA.
18 MS. FICEK: Tara Ficek, program officer First 5
19 LA.
20 MR. JIMENEZ: Armando Jimenez, research and
21 evaluation First 5.
22 MR. BLACKMAN: Parker Blackman, executive
23 director of the LA Partnership for Early Childhood
24 Investment.
25 MS. PIPPARD: Jennifer Pippard, director of

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1 community development.
2 MS. NUNO: Teresa Nuno, acting chief of
3 programming and planning.
4 MR. WAGNER: John Wagner, chief operating
5 officer.
6 COMMISSIONER DENNIS: Sandra and Deanne?
7 COMMISSIONER FIGUEROA-VILLA: Sandra
8 Figueroa-Villa, commissioner.
9 COMMISSIONER TILTON: Deanne Tilton,
10 commissioner.
11 KARLA HOWE: Karla Howe, First 5 LA commission.
12 MS. BELSHE: Kim Belshe, First 5 LA.
13 MS. BOSTWICK: Suzanne Bostwick, Department of
14 Public Health.
15 {MS. COWIN: Jennifer Cowin, First 5 LA.
16 INAUDIBLE: First 5 LA.
17 INAUDIBLE: Good afternoon. First 5.
18 MS. KAPLAN: Paula Kaplan, First 5 LA.
19 INAUDIBLE: Vista Del Mar.
20 INAUDIBLE: San Fernando.
21 INAUDIBLE: Shiner.
22 INAUDIBLE: Best Start City and Neighbors.
23 MR. RENICK: Larry Renick, First 5 LA Public
24 Affairs.
25 MR. SHELL: Brian Shell, First 5 LA, research and

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1 evaluations.
2 MS. GONZALES: Heatherlynn Gonzalez,
3 stenographer.
4 COMMISSIONER DENNIS: Thank you.
5 The next point of order is meeting notes. Could
6 have I commissioners review the notes from the last
7 meeting? Understanding that you've already read through
8 them; so this is just a refresher.
9 Deanne.
10 COMMISSIONER TILTON: I'm glad they were
11 excellent because they help me understand what happened,
12 but I'm listed as present, and as much as I would like
13 to --
14 MS. BELSHE: You were not, that's right. We'll
15 make that adjustment. Sorry, Deanne. Thank you for that
16 coach. We know you were with us in spirit.
17 COMMISSIONER DENNIS: Any other edits,
18 corrections, or deletions?
19 Hearing none, we will submit and file.
20 The next item is Item 3, Community Investments
21 Partnerships.
22 Jennifer, you're on.
23 MS. PIPPARD: So it's my pleasure to introduce
24 Parker Blackman, the executive director of the LA
25 Partnership For Early Childhood --

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1 MS. BELSHE: Microphone please, Jennifer?
2 MS. PIPPARD: So it's my pleasure to introduce
3 Parker Blackman, who is the executive director for the LA
4 Partnership For Early Childhood Investment. First 5 LA
5 has been involved with the partnership since its
6 inception. It started as a learning collaborative, which
7 was a safe place for public and private funders to come
8 together to look at how to learn together. And we have
9 come a long ways since those learning days. But in 2011,
10 Community Investments formalized our relationship with the
11 partnership. And Parker will talk more about what that
12 looks like today, but he'll be doing an overview of the
13 partnership, one of our most exciting projects, the LA
14 Baby's Fund, and opportunities for the future.
15 So with that, let me pass it over to you.
16 MR. BLACKMAN: Thank you. And if you -- would
17 you all prefer that I stay here or do you want me to go up
18 to the podium?
19 MS. BELSHE: Whatever you're comfortable with.
20 MR. BLACKMAN: I'm very comfortable right here or
21 up there.
22 COMMISSIONER DENNIS: That's fine.
23 MR. BLACKMAN: Thank you, Jennifer, and
24 commissioners. Thanks for having me out. I'll speak for
25 ten minutes or so. I'll keep it brief, and then any

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1 questions you have.

2 Again, I'm Parker Blackman. You can call me

3 Peter if you like. I get called that all the time. Must

4 be the Peter Parker thing. It's my dad's name, so it

5 doesn't bother me at all.

6 It is a real pleasure for me to be here. The LA

7 Partnership For Early Childhood Investment is something

8 I've been involved with as executive director just here in

9 the near term for the last seven or eight months, but I

10 really have been involved off and on since the inception

11 about a decade ago as well. So it's a real pleasure for

12 me to be here and to talk a little bit about it.

13 I don't know if the clicker is on it's way. So

14 I'm just going to -- perfect.

15 So I can -- I think I can move forward without

16 this first slide and just say that the mission of the

17 partnership -- thank you so much. There we go.

18 The partnership really originally came together,

19 as Jennifer said, was a space for private funders in

20 Los Angeles to come together with public agencies to learn

21 about early childhood health, development, education, and

22 the impact that investing at the beginning of life in

23 those earliest years could have since many of the funders

24 who were at the table don't have program areas in which

25 they prioritize early childhood. So thinking about how

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1 they could invest in the beginning that could have

2 positive outcomes on the things that they do prioritize in

3 funding, whether it's the arts, juvenile justice, foster

4 care, et cetera, later in life. So really the mission

5 originally was about coming together to learn about the

6 importance of investing in the beginning.

7 So the members of the partnership currently --

8 there are more than 30 members, and includes family and

9 private foundations here in Los Angeles, the county

10 agencies, CEO's office, the Department of Public Health,

11 DCFS, Mental Health. So it really is a unique space for

12 funders to come together to learn and also to learn and

13 hear from the public agencies who are delivering services

14 to children and families here in LA county about the

15 approaches, what's working in the system, where the

16 challenges are, and then be thinking about how could

17 additional private investment in the systems make a

18 difference for better, more efficient, more effective

19 delivery of services to the most vulnerable children and

20 their families here in LA county.

21 We're also really pleased to have the chamber at

22 the table as well to be thinking about it from the

23 business community, how can the business sector play a

24 role in this as well.

25 So how do we do that? As I said, the partnership

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1 or really aims to foster effective and lasting

2 relationships, not only among the funders but between the

3 funders and the private sector to create a learning

4 environment, a safe space as Jennifer said, for folks to

5 really ask questions and learn more about early childhood.

6 But over time, what's really developed is a greater focus

7 by the partnership on, how do we coordinate additional

8 private sector funding to have a greater impact on

9 children and families in LA county. So coordinating

10 funding and policy opportunities for partnership

11 participants as well as, how could we measurably increase

12 private sector dollars and investments in early childhood

13 to advance policy, particularly prenatal to five here in

14 LA county.

15 So what grew out of those conversations is the

16 Baby Futures Fund. That has become the primary vehicle

17 for the LA Partnership to invest, as I just described it,

18 the pooled resources in early childhood in LA county to

19 impact policy here in -- in the county.

20 So that really got started -- just a quick

21 history of the fund is, this idea came through

22 conversations between my predecessor, the executive

23 director, along with the community investment team here at

24 First 5 LA. And it was really through an investment by

25 First 5 LA, a matching fund of a million dollars that

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1 helped to create the Baby Futures Fund. And that

2 one-to-one match really capitalized -- the contract with

3 First 5 LA capitalized the Baby Futures Fund, and we have

4 over four years -- that's the life of the contract -- as a

5 jump start to really get other funders to not only match

6 that million dollars, but to see it as the opportunity for

7 members of the partnership and potentially, hopefully,

8 other funders to put money into this pool fund as a place

9 to accomplish a variety of things, which I want to talk

10 about here in a moment.

11 But if you look at this -- so, it was capitalized

12 and today, less than four years later, we are just \$7,000

13 shy of meeting that match. So we have until June of 2015

14 to meet the match. And I'm very pleased to say that the

15 enthusiastic response from the partnership is such that

16 we're going to meet that match. I feel pretty comfortable

17 we're going to get the next \$7,000 between now and not

18 only June of 2015 but between now and --

19 MS. BELSHE: John will write you a check.

20 MR. BLACKMAN: Kim, I think that was really nice

21 of you to volunteer John to write that check. He seemed

22 to be clamoring for that opportunity.

23 Thank you, John.

24 You have that on the record? Thank you. That's

25 perfect.

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1 Now, we're really pleased. The members of the
2 partnership are excited about the fact that we're not only
3 going to meet that -- that match early, but folks are
4 asking the question, where do we go from here, what is
5 beyond the match. So it really has served the purpose of
6 catalyzing the members of partnership to make those
7 contributions and to ask the questions, where do we go
8 from here. So it's really been terrific.

9 The goals of the fund really then are to look at
10 not only ways to increase philanthropic funding and
11 support in early childhood in general, but specifically
12 where could the dollars that we're raising be leveraged
13 for better systemic solutions for -- on policy and for
14 children in families zero to five here in LA county.
15 How can we leverage and strengthen public/private
16 partnerships here in the county? Are there innovative
17 approaches that maybe are not systemwide, either in the
18 education or in the health systems that could be elevated
19 as best practices and then shared with the systems to
20 become stronger set of solutions and become best practices
21 countywide? And then how do we take what we learn from
22 our investments and share that, not just with our
23 partnership, but with the nonprofit sector, with the
24 public sector, with other funders, with the business
25 community throughout the county.

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1 Just a quick snapshot of our funders who have
2 contributed to the Baby Futures Fund. This is a handful
3 of the endowment. The Annenberg Foundation, the Alice
4 Family Foundation and others really not the only ones, but
5 just to give you a snapshot of folks who have contributed.
6 As I mentioned, we are on track to meet this a full year
7 ahead of schedule.

8 And just a quick overview on a few of the
9 projects that we've funded to date. So working with the
10 Pew Center on the states, we are funding a LA Home
11 Visiting campaign where we're really working to support
12 what has now become the LA Home Visiting Consortium, a
13 group of not only folks from the county but also service
14 providers who are providing home visiting services to
15 different communities around the county to look at how can
16 we create a data system where we are inputting all of our
17 data that helps us understand countywide the kind of
18 services we're providing, how we're doing countywide, and
19 then lessons learned that could then be spit back out to
20 the entire sector across the county to provide lessons
21 learned, create best practices for folks to follow, as
22 well as then a policy -- set of policies countywide for
23 how we deliver home visiting. So working with First 5 LA,
24 working the Pew Center, working with Children Now, create
25 that -- created that consortium, and that consortium over

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1 the last year is -- we're moving that forward with some
2 real leadership from Suzanne Bostwick and the county
3 Department of Public Health, are well on our way to
4 developing that data system and then really, I think, next
5 year looking more at what would that policy looked like.

6 We're also supporting some work here in LA
7 county, specifically around the Local Controlled Funding
8 Formula and the opportunity that that legislation presents
9 to include early learning programs in the school
10 districts, and so supporting the Advancement Project and
11 Children Now to advocate that LAUSD and other districts in
12 LA county do include early learning programs in the plans
13 that they put together this year for the first time under
14 this new legislation and, with Children Now, also
15 providing technical assistance to all of those local
16 organizations that are advocating that early childhood be
17 included in those plans that are presented to the State
18 later this year in June.

19 And then finally, some communications work that
20 we've been doing supporting Deepa Fernandez, who many of
21 you may know and have talked to or heard her story. She
22 had one this morning on KPCC, specifically to focus on
23 early childhood learning, development, and health. That's
24 been really successful from our perspective. She's done
25 over a hundred stories in the last 18 months on early

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1 childhood. She is one of the most widely followed
2 reporters on social media in terms of the number of
3 comments on her stories, the number of shares on Facebook
4 and on Twitter, and she's won an award for her work. Last
5 year she won an award on her series on bilingual education
6 and early childhood. So that's been a real -- that's just
7 a snapshot, but that's been really successful.

8 So one of the things that that has led us to
9 think about, more specifically the last piece of
10 communications with KPCC, is to say, well, that's been
11 really successful, but it's also been very discrete,
12 Just funding one reporter to do work at one outlet. And
13 that led us to step back and think, how could we create a
14 more robust, integrated communications operation that we
15 could support that really creates a ripple effect because
16 Deepa's work is terrific, but it's only one outlet. And
17 if you didn't happen to be driving somewhere to hear her
18 on the radio this morning, you might miss it and might not
19 have known that she had that story.

20 So we have been looking at how do we build on
21 that and elevate it. So what we have been looking closely
22 with, the folks here at Community Investment, and some of
23 our other members of the partnership on is creating an
24 integrated communications operation to really elevate and
25 move the needle -- to use communications to elevate issues

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1 and move the needle on issues zero to five here in LA
2 county.
3 I'll just move quickly here so that I don't abuse
4 my time.
5 So the real rationale for this is that, if we had
6 an independent communications operation, it could be
7 something that really serves as a rising tide to lift all
8 boats. So it's about coordinating with all of the
9 experts, whether it's academics, public agencies,
10 nonprofit agencies, policymakers on early childhood here
11 in LA county to be that rising tide that lifts all boats.
12 And if it's an independent operation, it allows you to
13 provide communications expertise, focus, an efficient and
14 effective operation that could jump on opportunities that
15 come up, but also provide a drum beat over time to really
16 take important issues and move them in front of
17 policymakers, in front of the business community, in front
18 of the general public, in front of particular groups of
19 parents that are identified by the sectors as really
20 important to communicate with for changing policy as well
21 as helping the general public and parents understand why
22 certain policies or behavior changes could really benefit
23 their children zero five.
24 So those are the audiences I mention that we --
25 that this operation would be focusing on. We really think

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1 about it as two different strategies. First this first
2 strategy here would be that it's about networking. So as
3 I was just mentioning, if we're effectively networking
4 with movement leaders, this operation could find and share
5 new research, best practices, policy developments with
6 those key audiences, and it could help to bring speakers
7 together at the right time to inform policymakers at
8 critical junctures, to help parents understand the
9 benefits, for example, of reading to their kids even
10 before those children really understand the words, and
11 then we can align movement. So there are other
12 communications operations that are happening right now
13 around the country.
14 Folks may be familiar with the Too Small to Fail
15 Campaign that has been launched nationally around the
16 country by Center for the Next Generation and that
17 Secretary Hillary Clinton is a big proponent of that,
18 spokesperson for it. In the Bay area, The Bay Area
19 Council has launched a campaign called Talk Read Sing to
20 really focus on getting parents to engage with their
21 children right from the very beginning. That's right in
22 line with what First 5 California is doing around Talk
23 Read Sing. So we would be looking at how can we align
24 whatever communications we do here in LA county with
25 things that may be happening in the state as well as

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1 around the country.
2 The other piece of it then is to use the news
3 media and social media to create that kind of ripple
4 effect and buzz so that it creates the drum beat in people
5 here, messages over and over and over again, which we know
6 from experience really helps to lay the ground work for
7 policy change as well as behavior change.
8 So the second key strategy would be, by looking
9 for discrete particular opportunities with different
10 campaigns, organizations, initiatives to provide
11 additional communications expertise and horsepower where
12 that could really help to move the needle on that
13 campaign's overall goal. So just as one example, the
14 Annie Casey's Campaign for Grade Level Reading is about to
15 launch here in Los Angeles; Families in School, the LA
16 Chamber, First 5 LA, and many other organizations in the
17 community are coming together to launch that. There are
18 so many great assets coming to the table for that
19 campaign. But when I dug in and talked to them about it,
20 one of the things that is missing a little bit is
21 communications, both capacity and expertise.
22 So this operation could, basically, function as
23 an arm in coordination with that campaign to provide that
24 additional capacity and expertise on communications.
25 Final quick thoughts. I just want to re-emphasis

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1 that this really would be a rising tide that lifts all
2 boats. It's not trying to take the place of what folks
3 are doing, but really to enhance and coordinate the
4 efforts that folks here in LA county are doing on
5 communications in early childhood.
6 We are in the midst of developing a three-year
7 plan and building a budget. We basically have what we
8 believe through the Baby Futures Fund, the funding to
9 launch this at scale for the first year, this year, and
10 then half the resources we need for years two and three,
11 and are confident that through our membership and others,
12 we could raise the additional dollars to do it at full
13 capacity for years two and three.
14 How would we measure success on this? I think
15 we've really, just for example, would want to do some
16 understanding of where different audiences are at the
17 beginning, at the outset of this campaign on specific
18 early childhood issues, and then do some ongoing public
19 opinion research to see where and how we're moving the
20 needle, and also engage with the sector on how effective
21 is an operation like this in terms of the capacity and
22 technical expertise it provides, and continue to have that
23 as an ongoing conversation with the sector to see, are we
24 moving the needle from their perspective as well.
25 So I want to just end by saying, thanks to First

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1 5 because the partnership with you has really allowed us
2 to bring the Baby Futures Fund to the place where we are
3 funding the kinds of projects that we see as really moving
4 the needle and helping us to meet our mission and to be
5 able to do the kind of outside-the-box thinking to create
6 something like the communications operation like this that
7 we hope would really make a difference for the sector.
8 So thank you very much.
9 COMMISSIONER DENNIS: Thank you, Parker.
10 Questions from commissioners.
11 MS. BELSHE: One of the things that I want to
12 first -- first, I want to appreciate Parker for his new
13 leadership to the partnership, stepping in as a consultant
14 and now stepping into a larger role as our executive
15 director, and also commend First 5 LA. As I've come to
16 know the organization, I've been very impressed by the
17 work of the partnership. It's underlying principles and
18 values I think are very much aligned with ours in terms of
19 how we do our work and recognizing it's not just First 5
20 LA alone that is going to really quote/unquote move the
21 needle, but in partnership with others who share our goals
22 for young children in this county. This idea of
23 leveraging resources and community investments departments
24 is really brought a lot of leadership in terms of getting
25 us connected to this opportunity.

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1 But, specifically, I want to underscore the
2 importance from my vantage point of the work that Parker
3 briefly outlined regarding communications. You know, as
4 we think about how -- what contribution we First 5 LA and
5 other funders can make supporting services is an important
6 piece of our work certainly, but we're really trying to
7 influence and advance systemic change, communications is a
8 really, really important strand of activity. And it's not
9 just in around public education campaigns, but really
10 strategic communications.
11 So there's more work to be done in terms of the
12 work -- the project that Parker briefly outlined, but I
13 think there's a lot of potential here in terms of bringing
14 the -- not just the passions but the resources and smarts
15 of this partnership, some very important and difficult
16 questions around communications and how to integrate
17 communications and connect with these key audiences that
18 are so critical to strengthening families and improving
19 opportunities for kids.
20 COMMISSIONER DENNIS: Thank you, Kim.
21 Nancy.
22 COMMISSIONER AU: I do have some questions. I
23 guess one of the major learnings that we've encountered
24 over time with First 5 LA is that we've learned that we
25 can approach issues that challenge us in LA county in the

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1 multiple levels. And it seems like the partnership's
2 focus right now is wanting to make sort of broad
3 countywide macroinfluence versus something that I would --
4 I would actually call more of the localized neighborhood
5 community approach.
6 And so it brings up -- some of my concerns is
7 that one of the key target population you have here are
8 the parents. And you know that, given LA county, the
9 vastness of LA county, the diversity of LA county,
10 socioeconomically as well as culturally and ethnically as
11 well as the generational issue, whether they're first
12 immigrants to this -- to this country, to this
13 neighborhood, to the community versus those that have been
14 here over time that it -- it will be a challenge to make
15 the kinds of impact you're talking about, to draw their
16 attention to say, gee, you know, we really need to focus
17 in on supporting our children as early as we can so that
18 they will optimize their potential.
19 So have you -- I'm not sure if the partnership
20 has had a long-term vision of moving in that direction or
21 in what way are you going to address that?
22 MR. BLACKMAN: First of all, excellent question.
23 The answer is absolutely.
24 So when I was just sort of briefly touching on
25 the different strategies that we think can be most

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1 effective for us to meet our mission, that point about
2 innovative approaches, ones that are not necessarily
3 easiest to -- where you wouldn't start at the systemic
4 level because systems have a lot going on and it's hard to
5 sort of move on a dime and to try new things. That's
6 something that we are acutely aware of and think that the
7 partnership can actually be a place to try things in
8 specific communities that could engage parents or an
9 entire community, and then figure out are, there lessons
10 that have been learned there that could be shared more
11 broadly to help other communities around LA county so
12 that, hopefully, it has a dual function of helping the
13 parents and families in that particular community, full
14 stop, but then also, are there ways to then share those
15 learnings that could then have a ripple affect; and then,
16 third, are there ways to then share those with public
17 systems in ways where they could adopt some of the
18 learnings that could have a broader, more sustained
19 systemic set of benefits to the broader LA community.
20 We haven't made an investment yet that -- that
21 meets the need that you articulated, but that is
22 definitely something that we are looking for and exploring
23 currently.
24 MS. BELSHE: If I may, I would also note that I
25 think, if this integrated communications operation were to

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1 be more fully developed and go forward, which I hope it
2 does, it could serve as a very important mechanism for our
3 public parent-specific education in context of Best Start.
4 So that would be a really good example of us not wanting
5 to just operated in a silo in the context of our Building
6 Stronger Families Framework and parent messaging and
7 engagement, but bringing that into a broader set of
8 partnerships that is envisioned as a part of this --
9 MR. BLACKMAN: That's a great example. Another
10 very quick one is the Campaign for Grade Level Reading.
11 Families and schools have said, one of the strategies that
12 they want to employ is to go deeply into five communities
13 around several important issues, engaging parents and
14 families in reading to their children. So that's a place
15 where we would then think about how do we from the
16 communications standpoint work with families and schools
17 to make sure that we are helping them to provide the most
18 culturally appropriate and sensitive communication
19 materials that are going to meet those families and
20 communities where they're at and help to move the needle
21 on the early learning that we all know is so important.
22 And then those lessons, whatever we learn in those five
23 communities, could be shared with Best Start communities,
24 it could be shared with the rest of the early childhood
25 community around LA county.

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1 Does that answer your question?
2 COMMISSIONER AU: In some ways. At least it
3 responds to the conversation that's occurring within your
4 thinking and your -- your group's thinking that it -- even
5 though the goal is to impact on the broad scale, that it
6 really means to having to focus in on a community-level
7 approach.
8 So that's -- and I think that First 5 LA could
9 truly look at sharing what we've been learning through our
10 Best Start place-based approach and sort of begin to, not
11 only within your organization's experience, really build
12 upon the experiences that First 5 LA is having as well.
13 MR. BLACKMAN: So just two quick points on that.
14 Hundred percent agree. And I had the benefit of actually
15 working with the First 5 team for a couple of years on
16 Best Start in my previous incarnation, so I'm really
17 familiar with it.
18 COMMISSIONER AU: Oh, okay.
19 MR. BLACKMAN: And secondly, just to
20 re-emphasize. Not only Kim but Theresa and Jennifer and
21 Jennifer Cowen, the community investments team, we work
22 really closely together. We have a monthly call
23 scheduled. We talk in between those calls just about the
24 approach, the strategies as you all are looking forward
25 your strategic plan, and then how can we look for those

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1 opportunities to learn from and coordinate on things like
2 Best Start. And then just the broader vision of where
3 First 5 LA is going over the next few years, how can we be
4 a good partner with you all.
5 I'm hopeful that -- and my experience so far is
6 that those kinds of relationships that we have is going to
7 allow us to look for the opportunities that you're
8 describing.
9 COMMISSIONER AU: Thank you.
10 COMMISSIONER DENNIS: Deamee.
11 COMMISSIONER TILTON: Communication, television,
12 First 5 California has been running back to back amazing
13 public service announcements on early learning and bonding
14 with your baby.
15 How accessible are those? Do they share those?
16 Can we utilize those in any way or -- how can we
17 incorporate those into our --
18 MR. BLACKMAN: I think it's a very good question
19 and I think it's something that we're just beginning those
20 conversations with First 5 California. That's something
21 that we want to do in concert with the public affairs
22 office here at First 5 LA since there's obviously a very
23 direct line and we could participate in that on a dotted
24 line kind of way just in terms of coordinating and
25 understanding what could we be doing with our

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1 communications operation that would build on and amplify
2 what First 5 California is already doing with their
3 broadcast and other marketing that they may be doing over
4 the course of the next period of time.
5 So yes.
6 COMMISSIONER DENNIS: Any other questions?
7 I have a couple. When you go to the projects
8 funded to date and you talk about like the LCFF, what are
9 the measures to determine whether or not that's a
10 successful piece? Is it -- is it a number of schools who
11 will now include in their funding strategy ECE? I mean --
12 and the same thing with KPCC and Deepa and the Home
13 Visitation, what are the -- what are the success metrics
14 which can come back to this commission and say, hey, this
15 is well worth our while as far as investment?
16 MR. BLACKMAN: Sure. Specifically on LCFF, we
17 were very targeted on this one, working with Advancement
18 Project and Children Now to see if we could collectively
19 -- and with First 5 -- get LAUSD in particular to include
20 in their LCAP, their plan that they submit to the State
21 for this first time early childhood learning programs,
22 funding specifically for early childhood learning.
23 So that's something that we knew as a partnership
24 was in some ways kind of a heavy lift because early
25 childhood is not necessarily embedded into the LAUSD

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1 K-through-12 system as an ongoing part of the structure.
2 It's not core to it. But we wanted to make sure that we
3 swung for the fences on this one. And our hope is that
4 the work that the agencies are doing collectively is going
5 to end up with early childhood education as part of that
6 plan and funding dedicated to early learning programs. So
7 that's the first one.
8 The second one on home visiting, it really gets
9 back to what I described as the goal here. And success
10 for us is that the consortium develops a data system that
11 all of the service providers in the county are putting
12 their information into so there's a coordinated data
13 system in the county on home visiting and, secondly, that
14 there is ultimately a very clear policy around what the
15 best practices are on home visiting here for LA county.
16 So that's the second one.
17 And then on KPCC, I think it was a little more
18 nebulous. It was more about volume, like who we, by
19 investing in KPCC basically raise the profile of early
20 childhood education development and health issues for the
21 general public here in LA, measuring that by the number of
22 stories Deepa is doing, the listenership, the kind of
23 feedback that they get there.
24 To me, it's more outpush than outcomes, frankly,
25 on that one to this point, but we feel like we've learned

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1 a lot from it in the sense that it has helped us realize
2 that the opportunity and the need for this more integrated
3 communications operation is there. So I think that, in
4 some ways, has been one of the best things that we've
5 learned from the partnerships' perspective what we've
6 learned from that investment in KPCC.
7 COMMISSIONER DENNIS: And I think this from a
8 staff perspective, it would be helpful, Jennifer and
9 (inaudible) that we have periodical reports on those
10 success criteria and what are we doing with regards to our
11 investment.
12 And then lastly, you -- in the projects funded,
13 you have Pew, KPCC, and the Local Control Funding formula
14 as being grantees. And for the communities' information,
15 how do people become grantees? Is it a selection process
16 through the Baby Future? Is there a competitive bidding
17 process? I'm just not sure. I know how we do it, but I'm
18 not sure how you do it.
19 MR. BLACKMAN: That's a very good question. So
20 for anybody who's wondering, investinkidsla.org is the
21 website for -- for the partnership, investinkidsla.org.
22 And so we have developed a set of criteria for
23 the kinds of projects that we evaluate. We haven't to
24 date been all that aggressive in sort of publicly
25 broadcasting we're open for business kind of thing for

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1 grants, but that's in part really just because we've been
2 -- it's fairly new, the partnership making these kinds of
3 grants. I mean, the three that we've made here is a good
4 indication of how new it is.
5 So we are now in a better position even than we
6 were a year ago to be able to handle incoming requests.
7 And so we are getting ready over the summer to do more of
8 an updated overhaul to the website to be able to push out
9 our information more publicly, to invite folks in, and
10 then just as staff, myself and the other two folks who
11 work for the partnership, have been aggressive in the last
12 six months in particular to really begin to reach out to
13 partners in the community to introduce ourselves,
14 understand what folks are working on, so that we can build
15 those relationships, have the networks, and have people
16 begin to come to us to propose ideas which we are open to,
17 and that's starting to happen.
18 MS. PIPPARD: I just want to add two quick things
19 to that: One is, under Parker's leadership one of the
20 sort of more aggressive elements this year was the
21 adoption of the protective factors, which very much aligns
22 with what we are doing here at First 5 LA. The other
23 pieces, there's an evaluator for the Baby Fund that will
24 be coming on that will give us some more robust
25 information that we can use.

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1 My third point actually goes to -- sorry to dump
2 this, but is what Nancy was saying. So the partner for us
3 includes business leaders, philanthropic leaders,
4 trustees. And we consider each one of them, their
5 foundation as a tentacle to their grantees. So in terms
6 of communications, all of their grantees are included in
7 us delivering a joint message. And then the reason I'm
8 saying family foundation leaders and trustees is because
9 they are influential people and we have talked a lot about
10 how they can help us and support us moving our policy
11 agenda forward.
12 COMMISSIONER DENNIS: I mean, in response to the
13 grant making process, it may be helpful that as you, you
14 know, draw this out, that it will be linked to the First 5
15 website as well so somebody going to First 5 can also get
16 connected to what's happening, you know, with the
17 partnership. And I think that would be extremely helpful
18 as far as the community is concerned.
19 MR. BLACKMAN: Ditto. Sounds great.
20 MS. BELSHE: Final word, Teresa. She said it.
21 She said it.
22 MS. NUNO: Jennifer did an excellent job, but one
23 thing that I think common interest and that Parker touched
24 on is the other measure potentially, is that there is
25 quite an extensive mobilization of parents in all of this

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1 in the work of the advancement project and around the
2 local control funding formula. So that's another measure,
3 and that's really key to a lot of hard work here.
4 COMMISSIONER DENNIS: Thank you very much, sir.
5 I enjoyed your time and effort. We'll see you in the
6 future. Okay.
7 MS. BELSHE: We have James, who's going to do a
8 quick update on Phase 2 of the development of the First
9 LA legislative agenda.
10 MR. LAU: Just a very quick update.
11 MS. BELSHE: And I think we have a couple of
12 slides that someone is helping.
13 MR. LAU: So while she's doing that -- so as you
14 recall last month at the last commission meeting, we
15 presented for your approval the legislative review
16 criteria that we used that the legislation goes through to
17 how we select the legislation as it's going to appear on
18 our legislative agenda. And then you all also approved
19 the legislative agenda one. So in this one, as Kim
20 mentioned, I'll just be presenting a quick update on the
21 bills that made it onto the legislative agenda too. So
22 that's the goals.
23 This is just to highlight the process that we
24 went through, a timeline. As I mentioned last meeting,
25 there are over 700 bills that we looked at. So we used

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1 that criteria that you all approved to winnow it down to
2 an agenda. And because many of the bills that were
3 introduced are still spot language, many of those bills
4 are still on our watch list.
5 So what we have today are four bills that we're
6 presenting to you for -- that's going to be included on
7 the legislative agenda. So we have AB-1805 by Skinner,
8 which intends to bolster provider participation in
9 Medi-Cal as the State implements the rollout of health
10 care reform. We have AB-1902, which eliminates the family
11 fees for California state preschool, SB-1000, which
12 requires labeling on sugar sweetened beverages and other
13 places where beverages are sold, and then one addition
14 that -- because the presentation for those that are
15 looking on the paper, one addition that got included in
16 this because the paper one got developed two weeks ago is
17 also SB-1002, which strengthens the alignment of Medi-Cal
18 and Califresh reporting periods to strengthen benefit
19 delivery and insure access to federally-funded nutrition
20 health if it's for low-income families in California.
21 So those are the four bills that are going to be
22 included as part of a legislative agenda that will be
23 brought to the commission next month for approval. And
24 then we also have, as I mentioned, about 36, 37 bills that
25 are on our watch list. So the bills that are on the watch

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1 list, they're still in spot language form or there's still
2 some questions about it so they didn't necessarily align
3 to a hundred percent -- or align to our -- our legislative
4 criteria.
5 So we're continuing to monitor it, to work with
6 the author's office. And any changes that are made to
7 that could potentially be included onto the legislative
8 agenda. So those that are placed on the legislative
9 agenda, I'll be bringing that back to providing regular
10 updates to you all so that you know which bills are
11 included on the legislative agenda.
12 So in terms of next steps, the -- as I said,
13 presenting the -- those bills to the commission for
14 approval and then providing continued updates on any
15 changes to the legislative agenda and our policy work.
16 COMMISSIONER DENNIS: Any questions of James from
17 the commissioners?
18 COMMISSIONER DELGADO: James, on AB-1902, is that
19 bill -- I'm familiar with that. Is that -- does that
20 include funding -- a funding source to offset the costs
21 that a local agency might incur because of the elimination
22 of fees?
23 MR. LAU: I believe -- are you asking if that
24 would -- if the fees appearance paid to a preschool
25 provider, does that help to support their -- their funds,

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1 their general funds?
2 COMMISSIONER DELGADO: If the families currently
3 are required to pay a fee, which I understand, and this
4 eliminates that fee, how does the agency sustain their
5 costs? Does the State come in and provide a funding
6 sources for them?
7 MR. LAU: I don't -- just looking at general
8 fund.
9 COMMISSIONER DELGADO: So the State is going to
10 allocate a certain amount of money. Do we know if it's
11 for a certain amount of time, for the next two years, five
12 years, whatever? Do we know.
13 AUDIENCE SPEAKER: Our understanding is forever.
14 COMMISSIONER DENNIS: I can give you a little
15 history here. This is kind of my bailiwick.
16 There was a time they never would have -- for
17 state preschool. This happened over maybe the last couple
18 of years. As a result, many low-income families were
19 unable to put their children in state preschool due to
20 these fees. And over the last, you know, year and a half
21 or so, there has been a lot of lobbying against these fees
22 because what we were finding, low-income parents had to
23 take their children out of care as a result of the fees.
24 So this has been a very big issue from an advocacy
25 standpoint in the child care community realizing that this

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1 was a prohibitive factor and families could not go into
2 state preschool. That was never the intent.

3 So to your question, Art, this -- this does have
4 fiscal note associated to it, and it is something that I
5 think the authorize realizes that there will be State
6 general funds used to offset these fees and it would not
7 be the responsibility of Layco or any other provider with
8 regard to the child care.

9 COMMISSIONER DELGADO: My question stems more
10 from the impact it might have on Prop 98. So if there's
11 going to be some money taken for this, where is it going
12 to come from, is it general fund. You know, you can't
13 formulate into Prop 98 or reduction there to make room for
14 this. That's where my question comes from.

15 COMMISSIONER DENNIS: And I don't know the answer
16 to that question.

17 Yes, sir.

18 AUDIENCE SPEAKER: In response to that question,
19 commissioner, there would be implications for Prop 98. In
20 the proposed budget for the Governor was 590-- two million
21 more than last year. So moving forward, something new
22 happens (inaudible) see how this one plays out with
23 budget.

24 COMMISSIONER DENNIS: Any other questions?
25 Thoughts?

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1 Thank you, sir. You got off the hook easy this
2 time. Okay.

3 Expiring grants, Item 5. We got a presentation
4 from Tara.

5 COMMISSIONER CURRY: Yup.

6 COMMISSIONER DENNIS: Right on. Let's go. And
7 with this item, we have six folks from the community who
8 wish to speak. We will do that after the presentations,
9 questions and answers, and then we'll have the folks from
10 the community come up and talk to us.

11 MS. BELSHE: And Armando is also going to be part
12 of this presentation, giving some observations and
13 findings regarding impact.

14 MS. FICEK: All right. So before we move into
15 reviewing each of the expiring investments, we wanted to
16 first set the stage and establish some context for today's
17 presentation.

18 As you will recall at the February 2014
19 commission meeting, the board approved a five-year,
20 long-term financial projection that indicates First 5 LA
21 must adjust its rate of future spending in the face of
22 continued declining revenues. The long-term financial
23 projections highlighted that, over the long term, our
24 current rate of spending is unsustainable. This is
25 primarily driven by the fact that First 5 LA spending has

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1 outpaced revenues since fiscal year 2008 and 2009
2 requiring us to depend on our existing fund balance to
3 cover the difference. The long-term financial projections
4 solidified that it is now time to begin making critical
5 strategic decisions that will determine the future
6 direction of First 5 LA.

7 Moving into March, we have initiated the
8 strategic planning process which will continue over the
9 next eight months. The 2015-2020 strategic plan will
10 serve as a decision-making document that will create a
11 clear path for First 5 LA's future focus. And, finally,
12 at the most recent board meeting, just a few weeks ago,
13 the board approved the governance guidelines to promote
14 greater focus, consistency, transparency, and
15 accountability in First 5 LA decision making.

16 The governance guidelines clearly express the
17 belief that First 5 LA funding cannot be a permanent
18 source for funding for our grantees and contractors.
19 Today, we will focus on governance guideline number seven,
20 which specifically states each First 5 LA contracting
21 grant has an expiration date, multiyear services related
22 investments will end pursuant to the time stated in their
23 original allocation or their grant award. And First 5 LA
24 staff will report to the commission on expiring grants
25 each spring. The long-term financial projections, the

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1 strategic plan, and governance guidelines are three
2 important milestones of 2014 that all support greater
3 discipline and accountability for commission decision
4 making and establish the expectation that contractors and
5 grantees not rely on First 5 LA as a permanent source of
6 funding.

7 In light of First 5 LA's declining revenue and
8 the development of our new strategic plan, the following
9 two areas now represent critical considerations and
10 establishing annual program funding. Those are impact and
11 sustainability.

12 For impact we looked at the ability of programs
13 to demonstrate positive outcomes on both a participant and
14 population level. We're defining population level impact
15 is an observable change in a set of desired program
16 outcomes within a specified geographic region. That could
17 be a school catchment area, the county, a service planning
18 area, or within an identified target group, such as teen
19 moms, foster kids, child care providers.

20 Achieving population level impact is necessary
21 now in order to meet the tremendous need and attempt to
22 reduce the significant disparities that exist. No
23 population level findings were demonstrated for any of the
24 investments that we're going to be reviewing today. And
25 as a result of that, the presentation is going to focus on

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1 participant level outcomes.

2 For sustainability, we looked at the ability of

3 these programs to identify and secure opportunities for

4 sustainability beyond First 5 LA funds. Of the

5 investments presented today, Partnerships For Families is

6 the one that has a clear, viable sustainability plan in

7 place. For the remaining expiring grants, sustainable

8 options do vary. Staff has found common themes across

9 some of these programs such as enhanced organizational

10 capacity, some that have secured alternative funding

11 sources and leveraging opportunities, others shifts in

12 policy in the federal landscape that have now and may

13 continue to benefit the programs in the future. But all

14 of these will be explored in greater detail throughout the

15 presentation.

16 So it's important to note that while these

17 expiring grants that are going to be reviewed today were

18 not designed or required to demonstrate population level

19 outcomes or to be sustainable, such considerations are now

20 critical to inform First 5 LA's investments moving

21 forward.

22 So presentation goals. Today's presentation is

23 going to serve as the annual board update on expiring

24 grants as noted and required in the governance guidelines.

25 Staff is going to be reviewing multiyear service-related

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1 investments that are expiring in 13/14. And as noted in

2 the board memo, we're not going to be presenting on grants

3 that are ending that were limited term., one-time

4 investments that were in the capacity building policy

5 change or capitol improvement. We're also not going to be

6 reporting on contracts that are funded on an annual

7 zero-based budget platform, which are considered part of

8 First 5 LA's annual budget process.

9 So for each of these expiring programmatic

10 investments, staff is going to be provide a program

11 description, which it's going to include its purpose.

12 We're going to walk you through First 5 LA's funding

13 history with the investment, noting whether or not they

14 have received multiple commission extensions, and then

15 we're going to go through some program stats, such as

16 annual number served. In addition, as noted previously,

17 we'll pay attention to population level impact and

18 sustainability.

19 Starting with Partnerships For Families, or PFF

20 as it's often referred, this is a child abuse and neglect

21 prevention program. It was designed to fill in gaps in

22 the current child welfare system. PFF was developed as a

23 five-year investment back in 2006 and it has been renewed

24 annually since 2011. As you may recall, the board decided

25 to extend PFF last year to allow DCFS more time to secure

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1 and confirm receipt of funding sources, specifically the

2 Title 4 funds to support the program. Fiscal year 12/13

3 statistics are represented here identifying both children

4 and families served.

5 I should have noted I'm going to be doing a light

6 touch for each of these investments and going through them

7 quickly to get to the rest of the presentation.

8 Early Head Start targets low-income toddler --

9 infants, toddlers, and pregnant woman providing child

10 development and family support services. As for First 5

11 LA funding history, you may recall the three Early Head

12 Start grantees funded as part of this investment were

13 originally a part of First 5 school readiness program.

14 That was an eight-year investment that began in 2003 and

15 ended this last December in 2013. Also, last year the

16 board authorized a one-year extension of these three Early

17 Head Start programs for fiscal year 13/14 to allow them

18 more time to identify non-First 5 LA funding that could be

19 used to meet their Early Head Start federal match

20 requirement. Program statistics are included here.

21 Family Friends and Neighbors, FFN, is a program

22 focused on improving the skill set of licensed exempt

23 child care providers while also strengthening their social

24 connectedness. FFN was initially funded as a three-year

25 investment that was to end in 2010; however, two two-year

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1 extensions were approved by the board in both 2010 and

2 then again in 2012.

3 Program statistics for this last fiscal year

4 demonstrate about 216 providers were served. And we

5 wanted to note that, on average, each of those providers

6 serves approximately two children.

7 Family Literacy focuses on both parent and child

8 aiming to improve parenting skills while strengthening a

9 family's economic situation. Funding history: Family

10 Literacy was initially funded as a three-year investment.

11 It was then expanded and funded for an additional five

12 years through 2010, and since then has been extended on an

13 on annual basis.

14 As you may recall, last year the commission

15 decided to continue funding 12 of the 19 Family Literacy

16 grantees that were located in or serving a Best Start

17 community. The commission decision also confirmed funding

18 of these programs until Best Start community plans were

19 contracted. Since that decision, however, the

20 implementation plan for Best Start has changed due to the

21 approval of the Building Stronger Families Framework and

22 the concept that the community plans would become

23 contracted has been eliminated. Program statistics for

24 12-13 are included here noting both children and parents

25 service served.

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1 Oral Health and Nutrition's primary focus was
2 directed at increasing children's access to oral health
3 services, both preventative and treatment. OHN was a
4 three-year, one-time investment due to end this year in
5 2014, and it has no history of extensions by the board.
6 Program stats include children, parents, and providers
7 since many of the OHN projects included a provider
8 training component.

9 Safe Sleeping campaign supported the development
10 of informational materials for public education campaign
11 to promote safe sleeping practices. First 5 LA funding
12 history for the Safe Sleeping public education campaign is
13 similar to Oral Health and Nutrition that it was a
14 one-time investment with no history of board extensions.
15 Program statistics include parents that were engaged by
16 focus groups and forums and providers that were served by
17 outreach.

18 211 developmental screening and care coordination
19 project provides a telephone-based screen to identify
20 at-risk children throughout the county and then connect
21 them to necessary services and interventions. First 5 LA
22 funding history: As you may recall, this investment began
23 in 2012 as a one-year match grant. 211 received funding at
24 that time from Robert Woods Johnson Foundation to support
25 this project, and First 5 LA funds were used at that point

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1 as a match. In 2013, last year, the commission directed
2 staff to continue funding for an additional year covering
3 the full cost of the program. Programs statistics are
4 represented here for both the full 12-month period, which
5 is the column that's identified as 12/13, and then a
6 six-month period, which is the column identified as 13/14.

7 So there's a lot going on on this slide, so just
8 to help you focus, the important takeaways are really
9 that, of the 10,000, which is the first row that's
10 highlighted yellow -- of the 10,767 children that were --
11 parents that were with a child that were offered a
12 screening in 12/13, and of the 5,769 for 13/14, the
13 following yellow highlighted sections below that represent
14 the number and the percentage of children that were then
15 connected to early intervention services but are pending a
16 confirmation that the services were received, or the very
17 last row which identifies the number of children in
18 percentage that were connected and confirmed receiving an
19 early intervention services.

20 So you can see if we just want to focus on 13/14,
21 just to keep it a little bit easier to manage, of the
22 5,769 kids that parents were offered a screening, 373 of
23 them were connected to an early intervention service but
24 are pending confirmation from that service provider that
25 it was received; or the 330 of the 5,769 received an early

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1 intervention service and it was confirmed that that
2 service was received.

3 Now, we're going to move on to Armando Jimenez,
4 our director of research and evaluation who is going to
5 walk you through the participant level findings for each
6 these investments.

7 MR. JIMENEZ: Good afternoon. I've been asked to
8 make a cameo appearance here. So I'll do my best to make
9 it short and succinct.

10 Before I begin, I just wanted to reiterate a
11 couple of things that Tara mentioned. One, that these
12 initiatives -- many of the initiatives were designed as
13 demonstration projects, not to actually achieve population
14 level impact. But the important thing is the
15 consideration moving forward. As Tara mentioned, the
16 long-term financial picture of the declining revenues and
17 our need to focus more and our need to think around broad
18 strategies, but also related to the impact that's needed.
19 And that's important because the needs are still large,
20 the disparities are still large.

21 One example from 2002 to 2012, third grade
22 reading proficiency improved ten percent, which is great,
23 but it improved ten percent from 33 percent to 44. So
24 that really means that there is still a significant number
25 of children that are not reading at third grade levels.

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1 For the poorest children, that number is even lower and
2 the gains made were much lower. Now, again, that's not
3 necessarily a role that the schools only can consume.
4 It's a much broader community prospective.

5 So the other example here is something that we're
6 doing moving forward, and that is our Welcome Baby
7 Initiative, which aspires to have population level impact
8 and the potential is there considering the number of
9 births that we will address and the number of families
10 that we will engage through the 14 communities and the
11 hospitals associated with them in addition to the impacts
12 or effects that the work that the Best Start programs will
13 be implementing, which covers about 20 percent of the
14 children zero to five in LA county. So the potential to
15 move the needle is there.

16 The other issue related to the Welcome Baby is
17 the aggressive approach that First 5 is taking on the
18 policy advocacy level and the work that James and his team
19 are doing to highlight the efforts at the federal and
20 state level to address and potentially think about
21 sustainable revenue for home visiting.

22 Again, the other issue I would like to bring
23 forward as we look at these evaluations -- not all of
24 these evaluations were done the same way. The evaluations
25 varied in intensity and in focus and length and duration.

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1 So I just wanted to preface that as we move forward.
2 So Partnership For Families, and we look at the
3 participant level findings. And we aspire to actually,
4 with this intervention, with this program, to actually
5 build upon and improve and enhance the strengths of
6 families to raise their children. And in fact, we did
7 find that. We found increased family functioning specific
8 to caregiver/child interactions, supports to caregivers,
9 developmental stimulation in children and interactions
10 between and caregivers. And this is critical in terms of
11 development and important to achieve the long-term
12 outcomes that we desire.

13 In addition to the family level impacts that we
14 saw as a result of participation, we found that there were
15 lower re-referral rates compared to similar programs
16 serving unsubstantiated cases, which was also -- although
17 that was obviously an outcome that we all desire, I think
18 one of the more important outcomes was the actual
19 improvement in family's functioning.

20 Moving on to Head Start, this is actually a
21 program that's federally funded. In addition to the
22 federal funds for the program, the Federal Administration
23 for Children and Families also supports the long-term
24 evaluation. In fact, the evaluation was done by our
25 colleagues Mathematica. What they found in their Head

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1 Start evaluation at a federal level, that the cognitive
2 and language development improved at age three as a result
3 of participation in Early Head Start.

4 Several dimensions of social and emotional
5 development were seen as significant improvements as a
6 result of participation. And this is critical because one
7 of the more important aspects of development is this
8 concept around executive function, which is a child's
9 ability to actually interact and pay attention and listen
10 to directions and be able to interact with their peers and
11 the teachers. So this is something that was found -- and
12 in fact, when they did the longer term assessment, they
13 found that those were found to hold at 5th grade and it
14 showed significant differences in several social and
15 emotional domains, as well as parental reports around
16 children's anxiety and depression, which is critical.

17 So Family Friends and Neighbors: This was an
18 effort that we did more of a qualitative study, but we
19 found that, as a result of participation, the Family
20 Friends and Neighbors, in other words, the licensed exempt
21 informal care providers, had a stronger desire to become
22 part of a formal system to become licensed. They also had
23 a desire to use more developmentally appropriate materials
24 and curriculums and efforts within their care environment.
25 We also found that the licensed informal care

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1 providers offered a viable forum to implement specialized
2 programs. And we actually implemented a pilot program
3 within FFN called, the Sesame Street Healthy Habits for
4 life, which was actually found to be very effective and
5 improving the care giver's nutritional efforts within the
6 environment as well as their own physical activity.

7 Family Literacy. We found, as a result of -- and
8 again, it's the combination of the four components as
9 Family Literacy was constructed to deal with not only the
10 early care instructional through preschool, but also adult
11 education at parent/child giver (sic) interactions -- or
12 parent/child interactions. And so this is kind of a
13 combined effect. And we found that there was improvements
14 -- significant improvements in child level language and
15 literacy skills. We also found that there was
16 improvements in the parents' literacy skills. This is the
17 added dimension that Family Literacy brings. We found
18 that there was improvements in parent engagement and
19 involvement in their child's education or learning
20 environment. Building a home-based or nonschool learning
21 environment is critical to development and development
22 outcomes.

23 One of the other things that we found is that, by
24 looking long term longitudinally, we found that Family
25 Literacy participants actually attended school at greater

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1 rates than comparable programs. So this is important. I
2 mean, the schools are funded through average daily
3 attendance. And so having an intervention that actually
4 can make sure that children are attending at higher rates
5 is critical.

6 The things that characteristic that I think I'd
7 like to highlight is our effort to do a long-term
8 assessment of the effects of Family Literacy. We actually
9 linked program participation with test scores and found
10 significant differences in school achievement from second
11 to fifth grade compared to participants in other similar
12 programs.

13 Very briefly the issues around Oral Health
14 Nutrition and the Safe Seating Campaign, they're really
15 around the process or performance measure elements. Those
16 are actually much better highlighted in the one-page
17 materials that you have, so I won't go into detail there.

18 And the 211 Developmental Screening, our
19 collaborators are here. Folks in evaluation are going to
20 bring a report that we hope to complete in May of 2014,
21 which will tell us a little bit more about the story
22 around 211 Developmental Screening.

23 The last thing I want to do is, I wanted to leave
24 some take-aways that are important to consider about our
25 future discussions. And one thing is that we found no

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1 evidence of population level impacts for any of these
2 program initiatives. And, again, I mentioned earlier that
3 they were not designed to have that, but we wanted to look
4 at that anyway when we found no evidence. Again, it's not
5 a reflection of the amazing work that all of the grantees
6 have done; it's just that they weren't at the level to
7 achieve population level impacts. They were only -- the
8 outcomes we found were only observed at the participant
9 levels.

10 The second issue is more of an issue around us at
11 First 5 LA about how we can actually make our
12 interventions and initiatives work better together. It's
13 the concept of the whole is greater than the sum of the
14 parts. But we found limited evidence that the program
15 initiative interacted or coordinated with each other and
16 any other First 5 LA effort. And I think this is an
17 important lesson for us moving forward about how we better
18 structure our initiatives to work together.

19 The other thing I wanted to mention is that those
20 outcome interaction exists. So the degree to which
21 programs participants did participate, the greater the
22 outcome. So an issue for us is that diluting the
23 intervention in the sense will also potentially dilute the
24 outcome. So that's an important consideration.

25 The last thing is implementing programs to

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1 fidelity and a high-quality matters for program outcomes.
2 And this is not just for those initiatives, but it's
3 initiatives moving forward.

4 MS. FICEK: Thank you, Armando.

5 The next section of the presentation is going to
6 focus on opportunities for sustainability for each of the
7 seven investments starting with Partnerships For Families.

8 As part of its original design PFF was to be
9 transitioned to DCFS. Staff is recommending First 5 LA
10 provide six months of bridge funding to support the
11 implementation of PFF sustainability plan. This funding
12 could cover the time period of July to December 2014.
13 DCFE would then cover the remainder of that fiscal year.
14 Staff will be bringing this recommendation as an action
15 item to the April commission meeting. And just a little
16 bit of background on that transition and that
17 sustainability plan, in June of 2012, DCFS released an RFP
18 that included PFF as one of its core prevention programs;
19 however, future funding for PFF was tied to and contingent
20 upon DCFE resources which have now been identified for
21 this next year.

22 Early Head Start grantees continue to research
23 various sources to meet their federal Early Head Start
24 match requirement and, unfortunately, haven't been
25 successful this past year in pulling in those additional

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1 dollars. Potential future opportunities for these
2 agencies include restoration of State child care funds,
3 which for these grantees that are also licensed child
4 facilities, could be a potential funding source to help
5 fulfill their match. And then in addition, SB-1123, which
6 is also called the California Strong Start Program, has
7 been introduced and could be another potential source to
8 fulfill their match requirement.

9 Family Friends and Neighbors, a distinct
10 initiative-wide sustainability plan does not exist for the
11 FFFN investment. However, some of the current grantees
12 have highlighted an ability to continue specific
13 activities of the work beyond First 5 LA funding.
14 Some of those include maintaining the social connectedness
15 opportunities that have been created for providers,
16 continuing trainings, and some of the implementation of
17 the ASQ early developmental screening tool, as well as
18 play tangle and then promotion of community events and
19 referrals will also be able to continue to take place past
20 First 5 LA funding.

21 Family Literacy. Family Literacy as well does
22 not have a sustainability plan for the investment as a
23 whole and, therefore, opportunities to continue vary
24 program to program as highlighted previously within the
25 evaluation. Family Literacy participants have shown

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1 higher school attendance rates in subsequent years. Of
2 the current 12 Family Literacy programs in operation,
3 eight of them are run by school districts. The
4 opportunity exists for these programs to advocate for
5 youths of their schools districts ADA funding to then help
6 support future Family Literacy program.

7 In addition, the local control funding formula
8 provides districts with additional funding along with
9 greater flexibility. Those resources could also be
10 directed to support Family Literacy.

11 And then lastly, some of the Family Literacy
12 programs that ended last June that are referred to earlier
13 have been able to continue part of their family literacy
14 program, often a less intensive or comprehensive model of
15 the program, but some components have been able to be
16 continued.

17 Oral Health and Nutrition. Of the three Oral
18 Health and Nutrition grantees we are referring to today,
19 many of them will be able to continue components of their
20 program as a result of securing alternative funding
21 sources. In particular one of them has become a DentiCal
22 provider and others have also identified private grant
23 funding.

24 In addition, ACA's coverage expansion allows for
25 clinics to receive revenues from a larger number of

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1 children that are now insured, of course, through DentiCal
2 or through other health insurance through Cover
3 California. And some of the programs have also integrated
4 ONH services into their clinic or into their school
5 policies and practices.
6 The Safe Sleeping campaign. Opportunities exist
7 for ICAN or another entity to license the public education
8 materials created for this investment and, therefore,
9 continue to print and distribute extending the life of the
10 campaign.
11 211 has been focusing their efforts on qualifying
12 their phone-based screening services for existing federal,
13 state, and county sources and are currently exploring
14 future funding opportunities as a result of the
15 Individuals With Disabilities Act, IDEA, and Medi-Cal
16 reimbursement. 211 is also in conversation with the DCFS
17 related to integrating developmental screening with
18 homeless children and families through the Family Solution
19 Center system and in the children's court office.
20 Also, as a part of ACA, developmental screening
21 is now a funded benefit conducted as part of the well
22 child visit, which means more children will be screened
23 and receive early identification, thereby complementing
24 211's phone screening program.
25 To recap and conclude, staff does recommend the

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1 six months of bridge funding for PFF because they are the
2 only expiring investment with a clear, viable
3 sustainability plan. This bridge funding would support
4 the implementation of their sustainability plan which
5 includes transitioning the investment to DCFS. This
6 recommendation, again, will be presented at the
7 April board meeting as an action item.
8 And, finally, to reiterate the two areas of
9 critical consideration now and moving forward in light of
10 our declining revenue, the governance guidelines and the
11 development of our new strategic plan, it is necessary to
12 consider the ability of programs to demonstrate positive
13 outcomes on both participant and a population level and
14 that programs garner opportunities for sustainability
15 beyond First 5 LA funds.
16 This concludes the presentation, and we can now
17 open it up to questions.
18 MS. BELSHE: And who's that?
19 MS. FICEK: That is Nathaniel who is the son of
20 our contracts compliance manager, Jennifer Eckhart.
21 COMMISSIONER DENNIS: Okay, folks. Obviously
22 there was a lot presented and I think the best way to deal
23 with it, commissioners. Are there any clarifying
24 questions that we want to -- that we had of staff? Is
25 there anything that was unclear that folks want to deal

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1 with?
2 COMMISSIONER DELGADO: Just so I'm clear. The
3 recommendation is a six-month bridge support of PFF and
4 then the rest would be allowed to expire. Is that the
5 theory?
6 MS. BELSHE: Consistent with the governance
7 guidelines approved by the commission, yes.
8 COMMISSIONER AU: Yes.
9 COMMISSIONER DELGADO: Okay.
10 COMMISSIONER DENNIS: Any other clarifying
11 questions?
12 COMMISSIONER BROWNING: Is there a motion needed?
13 COMMISSIONER DENNIS: No, we don't take action
14 here during this committee meeting. What we do is make
15 recommendations to the whole board. And so at the end of
16 this, that's what we will do, make a recommendation on
17 what has been proposed by staff.
18 MS. BELSHE: And to be clear, this is a report
19 consistent with direction from the commission for the
20 governance guidelines with one recommendation as it
21 relates to the six-month investment to implement the
22 Partnerships For Families sustainability plan.
23 COMMISSIONER DENNIS: Deame.
24 COMMISSIONER TILTON: I'm really glad we're
25 sustaining partnerships with families an I'm glad DCFS is

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1 able to pick up on it after all these years. It's been a
2 really important focus for us to prevent children from
3 being abused in a way that doesn't mandate (inaudible) the
4 system.
5 My one question is that, the Partnerships For
6 Families was also focusing on high-risk pregnancies and
7 what is the (inaudible)? Has that been a part --
8 COMMISSIONER BROWNING: That's been a part of the
9 proposals.
10 MS. FICEK: That's one of the target populations.
11 It was both families, the parents that received a hotline
12 call, but it was determined the risk wasn't significant to
13 open up a case. Those were referred to be served and
14 supported by PFF, and then high-risk pregnant women that
15 were identified within the community. So both of those
16 populations continued to be served by PFF and then, of
17 course, continue to be served by the bridge funding as far
18 as moving into -- once the initiative is DCFS -- once it's
19 transitioned to DCFS, it's my understanding it will
20 continue to serve that population as well.
21 COMMISSIONER TILTON: The reason I ask is, we
22 have the pregnant and parent teen task force. And I asked
23 them what the impact of PFF had been. And it wasn't as
24 though it wasn't. The issue is that they weren't clear
25 how.

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1 So if that is a resource they should know about,
2 I think we should share that information with that
3 individual focusing on (inaudible).
4 COMMISSIONER AU: I think they're captured in
5 your data in terms of impact data, but it wasn't spelled
6 out specifically in terms of, this is the population, this
7 is the percentage of folks that were not referred into the
8 system. Am I correct?
9 MR. JIMENEZ: We can look deeply into the
10 subgroup of high-risk pregnant moms and come back and
11 bring some information specific --
12 COMMISSIONER AU: I think that would be helpful.
13 I think that's what Deanne is really asking for.
14 COMMISSIONER TILTON: Also, I do want to comment
15 on (inaudible) because what's not reflected here seems to
16 be the higher number -- the higher number of individuals,
17 families, and groups that have actually been part of the
18 community forums, have received information, and certainly
19 have been affected by a change of general thinking even in
20 the population groups that culturally had supported
21 co-sleeping, safe bed sharing, et cetera, and that -- that
22 to me has been kind of a population change as well as I'm
23 happy to report that after running 70 unsafe sleeping
24 deaths for years, we were down to 55. That's 15 less
25 babies dying from unsafe sleeping. And since January 23rd

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1 of this year, there has not been a single unsafe sleeping
2 death in this county. And so, to me, that says that
3 there's incredible positive impact and the need to
4 continue this message to bring it out to the childcare
5 facilities.
6 And I agree we, should license this fantastic
7 information material. I just worry about the gap between
8 now and when we are able to license. There's also a
9 federal grant opportunity I know that is being pursued for
10 a national infant safe sleeping program.
11 So I guess my question would be, who is going to
12 be the interim -- are we able to support even the basic
13 interim connection from -- to respond to the literally
14 dozens and dozens of requests for presentations on infant
15 safe sleeping to community groups, churches and --
16 MS. BELSHE: That's something we'll follow up
17 with you on again in terms of what can be done in this
18 interim period as we move forward on the licensing
19 approach we talked with you about.
20 COMMISSIONER TILTON: Say that again.
21 MS. BELSHE: I said, let's follow up with you
22 when we have Francisco who's developing, along with Larry,
23 the approach to licensing. I just don't have a good
24 picture in terms of how long that's going to take and what
25 types of efforts might exist in the interim.

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1 COMMISSIONER DENNIS: One clarifying piece on
2 PFF, you all realized that from --
3 Commissioner Fielding, welcome.
4 COMMISSIONER FIELDING: Thank you.
5 COMMISSIONER DENNIS: Welcome. Congratulations.
6 MS. BELSHE: After your major announcement.
7 COMMISSIONER DENNIS: Congratulations. I mean,
8 did you really want to come?
9 MS. BELSHE: He cares about the kids.
10 COMMISSIONER FIELDING: This one of the most
11 positive parts of my -- when you talk about kids, I'm
12 there.
13 COMMISSIONER DENNIS: All right. Glad to have
14 you.
15 Anyway, with regards to PFF, I just want to have
16 some, you know, clarifying overview. We have been
17 providing support in the form of nonorganizations for the
18 past so many years, and this recommendation does support
19 what DCFS has decided as far as ongoing PFF agencies,
20 which will be five as of January 1st.
21 MS. BELSHE: Pending appeals.
22 COMMISSIONER DENNIS: Yeah. And so I just wanted
23 to make note of that. We are not, in essence, planning
24 nor going to in -- as far as commission standpoint move
25 forward with the nine that we had supported over the past

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1 number of years. And I just wanted to make that very
2 clear so that everybody's aware of that.
3 Any other questions?
4 COMMISSIONER FIGUEROA-VILLA: So we're going with
5 the five?
6 COMMISSIONER DENNIS: It's the five organizations
7 that DCFS has approved through their RFP that went out
8 some time ago. Now, there is --
9 MS. BELSHE: There is a pending protest so -- and
10 we're working with Phillip and his team on this bridge
11 plan. But given the time associated with the appeal
12 effort, we don't want to presume what that outcome is
13 going to be. Staff's recommendation is that we would
14 provide bridge support for eight of the nine PFF grantees
15 that are either the five that have been awarded or the
16 four that have offered or have submitted appeals.
17 Now some of the PFF grantees that have submitted
18 appeals have stopped enrolling new families. So we're
19 going to need to talk to them about what makes the most
20 business sense for them given the status of the appeal.
21 MS. FICEK: The recommendation will actually be
22 to continue all nine for July through December.
23 MS. BELSHE: Oh. Okay. I thought it was eight
24 of the nine.
25 MR. WAGNER: And then the five that were selected

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1 through DCFS. Those would be the ones --
2 MS. BELSHE: That would transition --
3 MR. WAGNER: Exactly.
4 MS. BELSHE: -- and First 5 LA support would end
5 for the balance.
6 COMMISSIONER DENNIS: So my question to staff a
7 couple of days ago: If, in fact, any of those that were
8 -- are -- when they appeal, does that change what we would
9 do from an organizational standpoint? And so are we of
10 the position that, regardless of what happens as a result
11 of appeal, we will still maintain our commitment as is?
12 MS. BELSHE: Through the calendar year. First 5
13 LA's support of PFF comes to an end at the end of the
14 calendar year.
15 MS. FICEK: And the intention is really to
16 maintain those services in each of the nine PAS until DCFS
17 has completed their appeals process and (inaudible) fund
18 who they've identified as the PFF contractors that they're
19 funding in January.
20 COMMISSIONER DENNIS: And that's important
21 because now what we're doing -- now we're saying we're
22 going to support all nine until December 30th. And as of
23 January 1st, we will be out of the PFF business, you know,
24 for lack of a better term, and it will be taken over by
25 DCFS. I just want everybody to be clear. We will fund

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1 all nine through December.
2 MS. BELSHE: That's right.
3 COMMISSIONER DENNIS: I just want to make that
4 very clear.
5 Any other? Nancy.
6 COMMISSIONER AU: May I ask what the appeal time
7 frame is? When do you expect to have a final
8 determination?
9 COMMISSIONER BROWNING: Well, I think we have
10 anticipated that we will have final decisions by the fall
11 allowing enough time for contractors to come on board or
12 transition. December was the end of our expectation.
13 COMMISSIONER AU: I see.
14 COMMISSIONER BROWNING: That was the target date.
15 COMMISSIONER AU: So sometime end of December,
16 early October?
17 COMMISSIONER BROWNING: That's when we think
18 there will be a decision. This is all contingent on the
19 board approving this. These are recommendations made on
20 us, and we were -- and we may have to have an offline
21 conversation on some of the funding. It's our
22 understanding that there was going to be a transition
23 period that would extent more than just the six months.
24 So we'll have to talk about that.
25 COMMISSIONER AU: Oh, okay. Okay. So it seems

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1 like the story is -- has an addendum to it.
2 COMMISSIONER BROWNING: Maybe a little footnote.
3 MS. BELSHE: Well, and we will continue to have
4 those discussions with Phillip and his team on an approach
5 that makes sense to both First 5 LA and also a decision to
6 be made by our commission, our governing board as well as
7 for the county. I think we share a commitment to
8 implementation of a sustainability plan for these
9 important services. And given what DCFS has reported
10 relative to the timing of their appeals process, it was
11 our best consideration or best judgment informed by those
12 discussions that support through the calendar year would
13 make sense. We'll be coming back with a more refined
14 proposal for the April commission.
15 COMMISSIONER DENNIS: Any other comments? Trish.
16 COMMISSIONER CURRY: It's not a question but it's
17 more of a comment and perhaps a lead-in to our thoughts on
18 strategic planning that we're going to do, and that is
19 that -- while I think it's great that the Department of
20 Children and Family Services is going to pick this up
21 through 4A waiver, when you look at who the PFF program
22 and serving, it is not kids that are necessarily in the
23 system and have been abused and neglected; they are, from
24 my understanding, you know, families in the community and
25 young children in the community. And I think that, as we

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1 start looking at how we're going to discontinue grants in
2 the future and fund grants in the future, that we have to
3 look at -- I think this is a really telling statement
4 right here in evaluation things that limited evidence that
5 these program initiatives interact with or are coordinated
6 with each other or any other First 5 LA effort. And I
7 would add to that, or county effort.
8 In other words, what I'm suggesting is, is that,
9 if we're not going to be able to continue funding grants,
10 then I think we need to find a way to work together as a
11 county, as First 5, as a community, as private foundations
12 and fund these as -- as a team effort instead of, oh,
13 good, we found DCFS is going to pick this one up, so We
14 don't have to do anything else.
15 How can -- if this is geared towards young
16 children and babies, how does Welcome Baby fit into this?
17 And does going down the road, you know, a few years, there
18 may be cuts in the 4-A funding or funding may not be
19 available at all. I think we always need to be looking at
20 not just, well, we found something now, but how are we
21 going to build and sustain things? How does Best Start
22 fit in to PFF? How do we work together and pull funding
23 together to accomplish things we need? And as our grants
24 continue to expire, you know, how are we going to sustain
25 them?

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1 MS. BELSHE: Good points.
2 COMMISSIONER DENNIS: Anyone else?
3 Commissioners?
4 COMMISSIONER PLETTEZ-HOWELL: Duane, just a
5 really quick question for Armando maybe. Has any of this
6 work guided our policy work, has it connected and can we
7 get some of that information in terms of how to work with
8 these grantees? Is that in the policy work that First 5
9 LA is taking on or has taken on?
10 MR. JIMENEZ: Yeah. In fact, I think that
11 there's been more recent evaluation findings in forming
12 the policy work that -- the best example is the Welcome
13 Baby experience. There has been some efforts to integrate
14 the findings from earlier evaluations into the policy work
15 around early care and education. And I would say that we
16 could do more to inform policies related to that. So I
17 mean, I think that's one of the things that, for me, is
18 exciting about the evaluation work, is it has an ability
19 to translate it to a policy discussion.
20 So, yeah, I think that that's something -- and I
21 would encourage folks also to use their networks to
22 actually communicate the evaluations to folks. They're on
23 our Website. And the findings I described are only
24 limited snippets. But I always hope that we could do the
25 job collectively of spreading the word.

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1 COMMISSIONER DENNIS: Any other comments from
2 commissioners? Any questions?
3 All right. We have several speakers on this --
4 this item, and I'm just going to take them randomly
5 because I'm just not sure on what subject they will be
6 talking to.
7 So Rick Wilson, just remember have you 2 minutes.
8 MR. RICK WILSON: Thank you. Sorry Commissioner
9 Fielding left. I don't know him, but I agree, any day
10 that you can improve the life of a child is a good day.
11 This is a good one.
12 My name's Rick Wilson. I'm a volunteer and a
13 board member at North Valley Caring Services. And I'm
14 going to go a little off book here, but I just wanted to
15 say thank you for this -- this commission and for the
16 stakeholders who are here. There's a lot of really good
17 work being done. And as you revision going forward, we
18 look forward to working with you in new ways.
19 My family and I personally have put in about
20 \$350,000 this last year in improving the facilities at
21 North Valley so that we can continue to serve that
22 community, which is one of your Best Start communities.
23 You've been a tremendous amount of help in the Family
24 Literacy foreman and the FFN program, and I just -- I'm
25 very, very grateful for what you're doing and look forward

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1 to how things restructure here.
2 So on behalf of myself and my family and the
3 board of directors, I want to say thank you for your help.
4 I want to say thank you for the other stakeholders who are
5 here for the great work you're doing in this community
6 because together we're going to get some great things
7 done.
8 So thank you very much.
9 COMMISSIONER DENNIS: Thank you.
10 Kathy -- Kathy Shriner.
11 You don't have to run, Kathy. Your two minutes
12 don't start until you start talking. You don't have to
13 run.
14 MS. KATHY SHRINER: I'm Kathy Shriner. I'm a
15 member of the guidance body of Best Start Panorama City
16 and Neighbors. I'm not speaking for the guidance body
17 because this issue didn't come to our attention in time to
18 really have a discussion about it. But I feel like it
19 doesn't represent good faith with the Best Start
20 communities that First 5 did not reach out to us to let --
21 to notify us about the programs that were expiring in our
22 community, and we do know that they were extended. And
23 particularly, I didn't talk to West Valley Caring
24 Services. I'm just speaking about the benefits they
25 provided our community in Family Literacy, and that's a

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1 very complex program. As Armando noted, it as level --
2 you know, influences at all levels. It supports all three
3 family results in the Best Start framework, and it's one
4 of the four of the 12 that is not with the school
5 district. So I don't see how an LCFF solution could
6 impact them for at least another year because we know
7 those plans are even being put together until the summer.
8 And if we had been asked whether this was a
9 necessary service in our community, we would have said
10 absolutely. And I don't really know about other family
11 literacy workout side of the school districts that's being
12 done. And if you know the Panorama City and Neighbors
13 areas, we have a high immigrant population, a
14 Spanish-speaking. And so the literacy gives the parents
15 not only better ability to support their children's
16 education, but it helps them get jobs.
17 So in every kind of concrete support or -- and
18 the program has social connections built within it and the
19 parents get educated and the results show the long-term
20 benefit of the program. So I really don't understand how
21 Best Start communities can have some input into these
22 kinds of decisions and to only find out now at the end of
23 March, when the funding ends at the end of June, makes it
24 very hard to address as well.
25 I know that Best Start cannot initiate any

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1 programs, but not to be able to support programs that are
2 proven while we work on other solutions like something
3 with LCFF or some other funding sources seems like you
4 don't give us a chance to work at all.
5 I also wanted to just mention the 211 program
6 because I attended all the meetings with Margaret
7 (inaudible) consortium that put this together. And that
8 filled a huge gap in terms of families just being able to
9 call and ask questions about taking care of their kids.
10 And I don't see that the sources of funding would really
11 pick up the infrastructure that allows that -- those more
12 general kinds of questions that are not specifically
13 related to the developmental screening, but then the
14 children who have been screened through that program, I
15 don't think there was any other source. And certainly in
16 terms of the Affordable Care Act, that's not going to
17 impact undocumented families. So I believe there's still
18 a need a for that as well.
19 COMMISSIONER DENNIS: Thank you, Kathy.
20 Alex and Joseph Martinez. Right in time, Alex.
21 MR. ALEX MARTINEZ: Well, the main part now, but
22 I know we're on third base, and I've been -- is to thank
23 people. I think the commission, has worked very hard
24 right from the very beginning when they initiated First 5
25 to have -- the PFF program to have the wisdom to put in

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1 the research component that would allow it to evidence,
2 and fortunately the evidence is yielding that it does have
3 benefit. DCFS has been a great partner over the years and
4 I know there's a lot of work that everyone has had to do
5 and is still having to do, but I know that agencies are
6 very appreciative for -- you've been trying to --
7 Children's Bureau is one of the oldest adoption
8 organizations in the country. And, unfortunately,
9 adoption can sometimes be a one or two-year process
10 instead of getting done in three months. And you've been
11 working at this for it years and not giving up on us, and
12 we're all grateful for the hard work.
13 Thank you.
14 COMMISSIONER DENNIS: Thank you, Alex.
15 MR. JOSEPH MARTINEZ: Hello, board members. My
16 name is Joseph Martinez, and I'm here on behalf of LAUSD
17 board president, Dr. Richard Vladovic. And if he were
18 here today, he would say that he very much supports the
19 program of Family Literacy. It's been great. You know,
20 he has a school in his district, 15th Street Elementary.
21 And we've seen tremendous gains in the students. And the
22 teachers have also seen tremendous gains within the
23 students. And not only are you affecting one child in a
24 family, but sometimes you're affecting two and three
25 children within a family.

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1 And like I said, again, we've seen tremendous
2 gains and we would like to encourage you to extend the
3 program. And with that said, I just wanted to thank you
4 for the funding that you have supported up until this
5 point. And we do understand that you have decisions to
6 make, but, again, we'd like to advocate for the program
7 for the funding to be extended.
8 Thank you.
9 COMMISSIONER DENNIS: Thank you.
10 Roberto Landerman and Yvette Pineta.
11 MS. ROBERTO LANDERMAN: Good afternoon. I'm
12 Roberto Landerman, and I am with Long Beach Unified School
13 District. We've been very fortunate over the past 20
14 years to be able to implement Family Literacy in our
15 community. Since 1992, we've been able to sustain.
16 And Lillian's here from our Central Long Beach
17 Best Start. She was -- we worked together in the
18 Cambodian community over many years ago with this model.
19 I'm here to speak to the opportunities for
20 sustainability. We surely appreciate you thinking and
21 helping us with that because it's been a challenge for us
22 over the years, but we've been able to did it. The LCFF
23 funding for Long Beach, it's already done. It's -- the
24 schools have already submitted. The process is -- the
25 planning process is over. They're submitting their funds.

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1 So I don't see that as a viable option at least in my
2 community for 14/15. I certainly would look forward to
3 15/16 school year. I could see where they would might
4 look into an early learning program.
5 Right now the schools are putting back nursing
6 from one day to two days to three days. Librarians,
7 psychologists, school counselors, they're just trying to
8 get back into their basic needs. So for them to come and
9 fund an early learning program at this point I don't see
10 it for that particular school year.
11 And I -- we just look forward to more continued
12 support. Certainly, there's lots of great things going on
13 out there for early education. It's a dream come true for
14 me to see all the federal and the public announcements out
15 there.
16 And I also wanted to let you know that we still
17 are making -- this initiative, Family Literacy initiative,
18 is making impact on a federal level still. Several of us
19 were able to go to Washington to their annual conference,
20 and we had a student speaker in from Long Beach who shared
21 her story. We presented -- we have the teacher of the
22 year and we presented and were asked to do Twitter chats.
23 We're part of a national research publication that came
24 out.
25 So thank you for starting this intergenerational

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1 approach that now stand and the Casey foundation is
2 looking at. And we look forward to keeping a partnership.
3 Thank you.
4 COMMISSIONER DENNIS: Thank you very much.
5 MS. YVETTE PINETA: Good afternoon,
6 commissioners. My name is Yvette Pineta. I'm the
7 executive director of North Valley Caring Services. And I
8 would just like to express my gratitude for financial
9 support throughout the years. NVCS is a recipient of two
10 initiatives, Family Literacy and FFN.
11 Because of your initial and continued investment
12 in our agency and in our family literacy program, you have
13 allowed us to leverage your dollars to further enhance and
14 increase the family supports we provide for families with
15 young children in the San Fernando Valley.
16 For example, in 2012/2013, NVCS leveraged \$70,000
17 in public funding -- in private funding, I'm sorry, for
18 family literacy. In addition, we have documented th
19 NVCS's community partners provided 64,000 worth of in-kind
20 support by providing key instructional components of the
21 Family Literacy program. It's important to know that FLI
22 grantees have reported that they partner with 17 community
23 organizations and groups on average that helps sustain the
24 family supports and sustain the program.
25 Lastly, as my board member mentioned, last year

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1 received a new state-of-the-art playground valued at
2 \$100,000 for the Family Literacy program and Best Start
3 community.
4 Unfortunately, without the Family Literacy grant,
5 we most likely will have to close our doors to families in
6 regards to offering a comprehensive family literacy model.
7 Our Family Literacy program aligns with Best Start
8 efforts. Going forward, we will continue do our best to
9 continue with that alignment.
10 As a family literacy advocate, NVCS looks to the
11 release of the family education model, RFP. It's not as
12 intensive and comprehensive a model as FLI, but at least
13 it will help fill the gaps needed for parents and young
14 children.
15 I'd also like to thank you for your investment in
16 workforce development through the FFN initiative. Thank
17 you for creating the entrypoint into a workforce and
18 career pathway for individuals with a limited educational
19 background. The FNN program has been a starting point for
20 many license exempt childcare providers who, after the
21 program have enrolled in community college, obtained jobs
22 in the ECE field, and have become licensed.
23 I'd also like to say how the two initiatives
24 interact. Our FNN graduates have been hired in our Family
25 Literacy ECE center. And we also have Family Literacy

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1 participants attending the FNN trainings.
2 And for the record, we would not be able to keep
3 the FFN program without First 5 funding. We would be able
4 to provide community resource information and referrals.
5 We would be happy to share lessons learned with First 5
6 and we will appreciate anything you can do to help us
7 sustain both programs past June 30th.
8 Thank you again for your partnership.
9 COMMISSIONER DENNIS: Lutia Gonzalez and Rick
10 Overdorf.
11 MS. LUTIA GONZALEZ: Good afternoon. My name is
12 Lutia Gonzalez. I am here to say thank you. I am -- I
13 have been selected as a Family Literacy partner leader and
14 I am representing our learning community is (inaudible),
15 a Best Start community. We are dual education students
16 have written letters to give you and ask me to deliver
17 them today. For Family Literacy program has created a
18 significant learning community which has helped hundreds
19 and hundreds of families in southeast Los Angeles. We
20 want to celebrate a learning community and we invite you
21 to see us in action as we celebrate women in history. I
22 have flyers to give you.
23 We hope -- we hope to see you at our event once
24 again. Thank you for your support. We have done good
25 work.

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1 COMMISSIONER DENNIS: Thank you.
2 MR. RICK OVERDORF: You know, who I am. I've
3 been here before. The last time I was here I gave a
4 letter to each commissioner regarding the impact of loss
5 of Family Literacy in our community that was not
6 exaggerated.
7 We're a town of -- the area we serve is a town of
8 13,000 people. We have no industry. It is by
9 documentation the poorest community in Los Angeles county.
10 I am devastated because I can't find the money. I don't
11 know where it is, and I really -- it just hurts me very
12 badly because our families have progressed.
13 There is nothing more successful than this
14 program that we put on. I'm speaking strictly for our
15 community. We have helped a lot of families. The area
16 has been improved because of our presence. If we close
17 our doors, they will not open again because the staff that
18 I -- my wife and I have accumulated or hired are -- will
19 not be replaced because they work so well together.
20 I -- I just cant tell you. I'm almost at a loss
21 for words, but the loss of this program will be huge in
22 that community. And if I knew where to get the money, you
23 could be sure I'd be there looking for it. We filed for
24 grants. We've tried everything we can think of. I
25 haven't stood on the corner yet with pencils trying to

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1 sell them, but there's just not that much money there to
2 get unless I go in.

3 We do not feed into the bigger Palmdale-Lancaster
4 communities. We feed simply into the small poor community
5 of Lake Los Angeles.

6 Thank you.

7 COMMISSIONER DENNIS: Thank you. Kathy Overdorf
8 and Rosie Pike.

9 Kathy Overdorf.

10 MS. KATHY OVERDORF: Hi. I'm Kathy Overdorf.
11 I'm currently a faculty -- full-time faculty at Antelope
12 Valley College. And I am here to speak on the loss of the
13 Family Literacy program in the Lake Los Angeles community.

14 I actually was one of the starters, founders,
15 whatever of that program. And I'm here to tell you that
16 we have looked extensively for funding from other sources,
17 and it's just really hard to sustain a program in that
18 community because we're just so isolated out there.

19 The other big loss is actually the partnership
20 with the college. That is, if not the best, one of the
21 best early childhood programs in all of the Antelope
22 Valley. I teach one of the practicum classes, and we
23 place practicum students because it is such a
24 project-based, excellent program. When that program
25 closes, then that is just another loss to the community

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1 college because we don't have another excellent place to
2 place students.

3 And so I -- I do thank you previously for your
4 funding. It has made a tremendous difference in Lake Los
5 Angeles, and I really hope that you will consider bridging
6 until -- you know, we're out there. We're looking. We're
7 trying to find funding. We have a workforce initiative
8 grant through the college, and we're trying to leverage
9 other funding, but we need some additional time do that.

10 Thank you.

11 COMMISSIONER DENNIS: Thank you. Rosie Pike and
12 Karen Salazar.

13 MS. ROSIE PIKE: Good afternoon, commissioners.
14 My name is Rosie Pike. I'm with the adult division. I'm
15 at central office. And last year I was able to get our
16 executive director behind the cause of family literacy.
17 And, unfortunately, he's not longer with us. He's been
18 replaced. We're forever finding new champions to stand up
19 for what we believe in. We believe you are our champions.
20 And it's exciting to hear that -- to hear it mention that
21 we need to find a way to work together. I'm ecstatic to
22 see our board member representative here. I do believe --
23 I want to thank you from the bottom of my heart for all
24 the work that you've allowed us to do for the last 12, 13
25 years for family literacy. Families have been truly

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1 blessed and have shown outcomes, not just for their
2 children, themselves, they're on their way to getting
3 careers, they're involved in schools, they're leaders.

4 But adult education right now is not funding
5 parent education. Without the Family Literacy grant, we
6 are set to close all our family literacy sites. We have
7 six of them, and probably stop supporting our
8 community-based organizations because there's not funding
9 right now designated for this program.

10 I'd like to recommend that you consider working
11 with our board members, talking to them about a plan to
12 set in place for the future to not let this close down.
13 We invested a lot of money this last year in new
14 equipment, training for our staff, curriculum. And it's a
15 wonderful program, but I just -- I want to thank you and I
16 want to ask that if you can extend it for one more year, I
17 would suggest that collaborating with our board members,
18 with our -- the people at the top, not people like me. I
19 have no say. I can only go back and say, please, don't
20 cut us. But at this point, the letter has been sent out
21 saying that, without the grant, we will shut down our
22 programs.

23 Thank you.

24 MS. KAREN SALAZAR: Hello, everybody. My name is
25 Karen Salazar, and I work in the city of Cudahy, a Best

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1 Start community. I have been an active member in the Best
2 Start meetings. I've been asked to attend the small
3 committees and the large committees. And I've had this
4 letter from one of our contractors that I'm going to read
5 to you. It's from SSG.

6 Ms. Salazar: The research and evaluation unit at
7 Special Services for Groups, SSG, would like to formally
8 thank you for supporting our First 5 LA Best Start survey
9 project. This project had a very ambitious timeline and
10 we were able to complete Southeast LA community capacity
11 assessment surveys because of your efforts.

12 We are especially thankful for your thoughtful
13 support in collecting surveys in your Family Literacy
14 classes which you have probably over a hundred students'
15 signatures being passed around. We continue to be very
16 impressed with your center for being so welcoming and
17 supportive to the community.

18 On behalf of our team at SSG, we would like to
19 commend you for your commitment to the Southeast
20 Los Angeles community.

21 The survey data will be used for Best Start
22 Southeast LA community partnerships to help them make
23 decisions on strategies to improve the health and
24 well-being of young children and their families in this
25 community. Your assistance was a huge help for our team

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1 and we appreciate you for taking the time to talk to us.
2 The work that you do is so important and powerful
3 to the community. We wish you the best in your future
4 endeavors and please continue to do the great work.
5 This is from one of your contractors that we work
6 with Best Start. I was optimistic that we -- our Best
7 Start, we are doing the work of Best Start and we would be
8 continued and included. Our celebration is April 25.
9 We've invited Bennett Kaiser and Steve Zimmer, along with
10 council members from Bell and other areas of Southeast
11 Los Angeles. Our collaborative, tri-cities (inaudible)
12 Best Start will be there.
13 Please come and help us make bridges so that we
14 continue the good work and provide our families the best
15 start. I have a copy if you'd like it.
16 COMMISSIONER DENNIS: Thank you. Liz.
17 MS. LIZ GUERRA: Good afternoon. My name is Liz
18 Guerra, and I'm the project director for the Family
19 Literacy support network at the LA County Office of Ed.
20 I couldn't sleep tonight if I didn't get up and
21 say something today in front of a public forum. Many of
22 the grantees are here today because they, like you,
23 commissioners, feel that this important. And, yes, we
24 know it's been 12 years. It's been a long time, but we
25 were kind of birthed with you, and all we know is that you

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1 asked for two recommendations. The grantees have been
2 meeting on their own time after work, on weekends, trying
3 to strategize. The strategy that we decided as a group
4 was that we were going to come in and say thank you.
5 In our hearts, we really wanted to add two
6 recommendations. So as a person who works with the staff
7 in building their capacity, both for families and parents,
8 the two recommendations that they wanted to share are
9 these: One, is that there is an alignment with Best Start
10 LA. We have -- the picture that they painted for us is
11 that parents have to go to the hospital, have a baby,
12 Welcome Baby comes, steps in, gives them resources. Later
13 they go home, home visitors step in and provide resources
14 and referral. To us it made perfect sense that, on that
15 last visit, when the child turns nine months, that they
16 share with them the options available in the community for
17 school readiness like Family Literacy.
18 That was recommendation number one, to show that
19 there is an alignment with Best Start. That really came
20 from a parent from Hunting Park on a drive home.
21 The second recommendation that the grantees
22 wanted to make was that, in your new guidelines, there is
23 also a strategy that says, redirect funding. Back in
24 2011, there was a funding strand that was approved for
25 family education model. We were all for that initiative

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1 because, basically, we felt we were against the wall and
2 we were told, we're not going to do family literacy, come
3 up with something else that might work for us and we'll
4 consider it. They did. They approved the family
5 education model, which is in your budget for the next four
6 years.
7 The policy language in that governing language is
8 about redirecting funds. So in addition to the two
9 strategies that you have as recommendations for how to
10 sustain these programs, there is also that one of
11 redirecting those family education funds to support a
12 model that you have evaluated with nine different
13 evaluations that national synthesis is showing family
14 education work.
15 So, again, I do come with a grateful heart to
16 thank you for the partnership. I thank all our
17 stakeholders who are here from public and private and our
18 family members. There were hundreds of other parents who
19 wanted to come. We held them back, but we did bring
20 representation from Huntington Park.
21 I thank you.
22 COMMISSIONER DENNIS: Thank you, Liz.
23 Okay. That ends public comment. So we have a
24 recommendation from staff and -- so do we need to have any
25 other discussion before we come to consensus with regards

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1 to recommendation to the full commission?
2 COMMISSIONER CURRY: Duane, I just have one
3 question.
4 COMMISSIONER DENNIS: Trish.
5 COMMISSIONER CURRY: Just in general on all the
6 initiatives and the grants coming in the future that will
7 (inaudible). I don't know how much work does our staff do
8 in trying to help find ways to sustain or -- I don't know
9 what the process is.
10 MS. FICEK: I think through the years, it has
11 varied investment by investment. Early on, some of the --
12 some of the support that was provided was technical
13 assistance. Some of the investments have benefited and
14 participated in specific efforts around focusing directly
15 on sustainability. We implemented the sustainability
16 project for the School Readiness investment, for the
17 Family Literacy investment. Some of the investments have
18 technical assistance and training providers that are a
19 part of the investment whose charge is to help these
20 programs identify future options for funding.
21 So it does vary in investment by investment. And
22 some of them earlier on, when they were designed, have
23 more of an emphasis on sustainability and was, therefore,
24 placed earlier on in the -- in the design of the program,
25 such as Oral Health. And, as you saw, there's more

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1 success with some of those investments continuing.
2 So through the years, it has varied, but there
3 has been effort put in to addressing and acknowledging and
4 doing what we can to help identify support through
5 sustainability moving beyond First 5 LA.
6 COMMISSIONER DENNIS: Jonathan.
7 COMMISSIONER FIELDING: I'd like to move the
8 staff recommendation the -- withhold comments, you know.
9 COMMISSIONER DENNIS: Jonathan, you probably need
10 the microphone over there. You usually don't need a
11 microphone, but since you made that announcement this
12 morning, you can't talk loud -- you can't project that.
13 COMMISSIONER FIELDING: I can project.
14 COMMISSIONER AU: You're in a cruising mode.
15 COMMISSIONER FIELDING: I move the staff
16 recommendation and I -- I -- I do both with a heavy heart
17 and with a sense that what we've done is very important
18 and very good. And I think it's done -- you know, the
19 benefits that we've heard about over time are so real, so
20 many, so varied that it's really -- it's nothing to
21 ignore. On the contrary, it's something to celebrate.
22 But on the other hand, we have to make choices.
23 And you see that chart. It's almost ever present in my
24 vision about revenue versus expenditures. And we have to
25 also -- when we started this and several other programs,

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1 we didn't really talk about sustainability, you know, and
2 that was 12 years ago. And the sustainability is very
3 clear. It's been us. But we're not the answer long term.
4 We're the catalyst. We're working with these folks and
5 others as pioneers. And my hope is that there will be
6 other sources of funding, but I think staff made a
7 reasoned recommendation. And I don't doubt this is a good
8 investment. I just think that it's not the best
9 investment given limited resources. It's great for
10 individuals who participate. It's relatively expensive.
11 And we can't -- it's not scalable. We can't really make
12 this a county-wide initiative or even for significant
13 parts of the county with the available resources. For all
14 those reasons, I reluctantly but clearly make the -- move
15 the staff recommendation.
16 COMMISSIONER BROWNING: Seconded.
17 COMMISSIONER DENNIS: Again, we don't take
18 action.
19 COMMISSIONER BROWNING: But you got a motion.
20 COMMISSIONER DENNIS: We will have a consensus
21 recommendation that this committee will take to the
22 commission at the April meeting. And that's what we will
23 be doing, taking a consensus recommendation.
24 Let me be clear. We do not take action in this
25 committee. We will have a consensus recommendation.

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1 COMMISSIONER AU: And Craig is sitting right
2 across from Duane.
3 COMMISSIONER DENNIS: When the attorney came in
4 the house, I realized that I want to make sure that I
5 maintain the fact that we don't take action right here in
6 this committee.
7 MR. STEELE: I interpreted Dr. Fielding's motions
8 to be direction to take the consensus forward.
9 COMMISSIONER DENNIS: Okay. Thank you, Craig.
10 MS. BELSHE: Well said.
11 COMMISSIONER FIELDING: My English just isn't
12 good enough. It was wonderful to have somebody to
13 interpret it there.
14 COMMISSIONER FIGUEROA-VILLA: So is this
15 recommendation coming -- being recommended by planning
16 committee members because you have some commissioners?
17 I'm not on the planning committee.
18 MS. BELSHE: It's really, Sandra, just a -- it's
19 a staff recommendation. So with -- we want to get
20 feedback.
21 Again, the governance guidelines are very clear
22 around expiring grants. So for the reasons noted, we felt
23 there was a basis for the recommendations specific to
24 implementation of the Partnerships For Family
25 sustainability fund. So with consensus of the committee,

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1 that's what we would be bringing for a formal board vote
2 at the full commission meeting in April. So this would
3 count as the first information or hearing of that issue
4 with April board being the second action taking, again,
5 consistent with the governance guidelines.
6 COMMISSIONER DENNIS: So in April this
7 recommendation goes to the commission and the commission,
8 in essence, will vote on the recommendation.
9 MS. BELSHE: And it will require, to be clear, a
10 seven of nine vote consistent with the new guidelines.
11 COMMISSIONER DENNIS: All right.
12 COMMISSIONER FIELDING: My question has to do
13 with the type of services that obviously are going to be
14 discontinued unless there's independent funding for some
15 of these organizations on their own. And the -- the idea
16 that we're going to probably be looking at new proposals
17 in the future for the Best Start areas.
18 And -- and then the third piece of this that I'm
19 concerned about is an area like Lake Los Angeles, for
20 example, that I'm very familiar because of the Wilsona
21 School District out there and happen to know their
22 situation.
23 Is there a possibility for some of these state
24 organizations to -- to be repurposed in a way that they
25 are serving the Best Start areas so that we don't have to

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1 start over with the organizations? Are we exclusively
2 looking for new contracts? Are we trying to look at those
3 that have served us well in the past to try to see what we
4 can do to support efforts that are already well underway
5 and then maybe just a movement is all that's needed? How
6 does that look?

7 COMMISSIONER DENNIS: I think -- I think -- I
8 don't know if you're asking me the question. Obviously, I
9 cannot answer that question. I think that's a staff
10 question. And I don't know to what degree staff is
11 prepared to answer that because I think what you're saying
12 is, are there plans with regards to integration of those
13 services that would be lost into the communities that are
14 being affected, and -- and I cannot answer that question.
15 That will be a staff question.

16 MS. BELSHE: But I think -- if I may, I think
17 there are two pieces here. In the near term -- and we're
18 going to be hearing more about Best Start community
19 partnership work activity in a moment using Central Long
20 Beach as an example. So we're moving forward with
21 implementation in the near term in the Building Stronger
22 Families Framework. But what's contemplated there --
23 consistent with the framework endorsed by the board and
24 the implementation plan, what's envisioned there is not
25 funding through the Best Start partnerships direct

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1 services. So that's a near term -- that's a key piece of
2 our work, which is investing in community capacity
3 building, not direct services in the context of those
4 partnerships.

5 The second piece, which is a longer term question
6 around the strategic plan is in the context of our
7 declining resources, competing demands, commitment to
8 achieve greater focus and impact, what are the strategic
9 investments First 5 LA is going to make over the course of
10 the next five years, which that -- those are decisions yet
11 to be made in terms of the mix between direct services
12 versus policy and advocacy, strategic communications,
13 capacity building, et cetera.

14 COMMISSIONER AU: And may I comment as well
15 because I -- I think that taking on Jonathan's comment --
16 not taking it on, but actually supporting his comment
17 about the good work and the really celebratory investments
18 we have done because what we've seen just based on the
19 folks that came up to give their testimony and wanting to
20 implore us to reconsider is that we really truly with our
21 investment have opened up a door in terms of how -- a
22 different way of supporting children and families in
23 communities. And they have stepped to the plate and
24 they've done great work. And it is sad that we're --
25 we're in a fiscal situation where we're not able to really

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1 get into sustaining really great programs.

2 But it always has been from the beginning -- even
3 our current strategic plan, we made it a point that these
4 investments was not going to be sustainable. And that's
5 why we created the community investment department,
6 because we said we needed to begin cultivating
7 relationship with other funding and revenue generating
8 entities and the focus on the policy arena because we also
9 knew that we needed to change a lot of legal (inaudible)
10 policy that was going to support this good work that we
11 were experiencing.

12 So it is -- it's sad that we don't have everyone
13 in alignment right now, that there is this disconnect and
14 there are going to be gaps, but it does mean that, as
15 community advocates, you could not begin looking locally
16 and looking at ways in which you can change policy within
17 your community or even tapping into the -- I know they're
18 not quite there in terms of Parker's group and the
19 partnership there, the future's fund. But I -- I see a
20 potential there that they can perhaps look at partnering
21 with many of these organizations to look at local funding
22 opportunities as well, to connect with many of the private
23 foundations. I'm thinking about the Smart Family
24 Foundation, which wanted to focus on supporting families,
25 as a funding opportunity to begin looking at supposedly

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1 sustain some of these programs.

2 But, yeah, I -- our strategic planning that we're
3 going to engage in and we're starting to, we really need
4 to -- to look at a different way that we communicate and
5 partner with our many of our grantees and build from
6 there. It is -- it's tough.

7 COMMISSIONER DENNIS: So anyway, other than those
8 who had testimony, is there any questions, comments, or
9 thoughts from those of you in the audience?

10 SPEAKER: Well, I think Family Literacy --

11 COMMISSIONER DENNIS: You had testimony. You
12 testified. I want to give other people in the audience --
13 other people in the audience.

14 So if there are questions or thoughts or
15 comments?

16 Yes, ma'am. Give your name and say something.

17 MS. DIANNA PINTO: My names Dianna Pinto, and I'm
18 the executive director for the South Central Lamp. We're
19 a really small organization, but we do a lot.

20 But what I wanted to share with you is that, when
21 I was little, my mom used to clean houses and she used to
22 take me to clean houses with her. And one day her car
23 broke down. And sometimes, when she got to clean two
24 houses, we used to get more money. So there was this
25 woman who was so kind to her and she gave her \$5,000 and

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1 said, buy yourself a new car so you can continue working.
2 Every time I think of that woman, I think about
3 the families that we serve because my mom was one of those
4 families. She knew very little English. She strived very
5 much to make sure that we worked. And she expected me to
6 go college. There was no but, if, or and. She just
7 didn't know how to get me there.
8 So when I think about the families that we serve
9 and the impact that we make, I think about each and every
10 one of those kids that one day, in my view, will become --
11 will change our community. Because we're in south central
12 Los Angeles, which is one of the hardest communities, as
13 you probably know. And I hope to God that the work that I
14 do and for the moms will one day impact their children as
15 well.
16 So I share this with you because I love the
17 family literacy model. It's so different than anything
18 I've ever seen. They work with the moms and they work
19 with the children. And more than anything, they give
20 dignity to the women that come to the programs and it
21 makes them seem like -- it tells them that they are
22 important to the children, that we are their first
23 advocate. So I love your Best Start idea. I think that
24 Family Literacy is something that can work with Best
25 Start, mainly because we're doing it already.

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1 COMMISSIONER DENNIS: Thank you very much.
2 Yes, ma'am.
3 MS. JEN RAWLS: Question.
4 COMMISSIONER DENNIS: Yeah. What's your
5 question?
6 MS. JEN RAWLS: This is a clarity question. I'm
7 Jen Rawls. I'm with Para Los Ninos, and I have a PFF
8 question. I was trying to keep my notes straight.
9 So as I understand it, there's going to be a
10 recommendation to bridge to implement the sustainability
11 plan and bridge all nine programs for six months. Does
12 that change at all by some confusion about -- between DCFS
13 and First 5 about the six months, maybe more than six
14 months.
15 MS. BELSHE: This is the recommendation we've
16 made to the commission. This is a special meeting of the
17 commission, and we'll continue our conversations with
18 DCFS, but I expect it will be the recommendation we bring
19 to the April board meeting.
20 COMMISSIONER DENNIS: All right. So hearing no
21 other comments, the recommendation from staff is the
22 recommendation that this committee will take to the full
23 commission at the April meeting. And I will say to the
24 commission that there was consensus by commissioners at P
25 and P that staff recommendation moves forward as an action

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1 item on the April docket.
2 If that's it for Item 5, I think now take a
3 break.
4 MS. BELSHE: Well, actually -- they always say
5 know your audience, but you are the chair. Just for
6 context, we have one more presentation which we can
7 certainly do after the break on Best Start. And we have
8 some guests who have joined us. And then we were going to
9 take a break, but we can take a second break and get into
10 a strategic planning focus conversation. So whatever you
11 choose.
12 COMMISSIONER DENNIS: I think we take a break now
13 because a lot of folks who came, came for item five, and
14 they may want to -- this will be a good time to break.
15 Thank you all very much.
16 (Brief recess.)
17 MS. BELSHE: So I'm going to turn it over to
18 Antoinette. This is the last agenda item we have before
19 pivoting into strategic planning, not just update, but
20 work. So let us turn it over to Antoinette Andrews, our
21 still relatively new assistant director of Best Start
22 Communities.
23 MS. ANDREWS: Yes. Thank you. Good afternoon,
24 everyone. Good afternoon, commissioners.
25 Since our last update at the March 4 commission

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1 meeting, we've actually attended a total of 13 community
2 partnership rollout meetings with over 680 individuals who
3 have participated in those meetings as well. These
4 meetings have provided important context for us and it
5 really drives the decisions that we make daily. And so
6 today's presentation is an attempt to bring this context
7 to the commissioners. So what we're going to do today is
8 talk about the selection purpose and plan for the Building
9 Stronger Families Framework indicators. And we have our
10 colleague, Mamatha Mahajan who's here from the R and E
11 department who is going to --
12 MS. BELSHE: For the first time.
13 MS. ANDREWS: For the first time, yes. We do
14 great things for the first time in Best Start.
15 And we also want to acknowledge Lillian Liu, who
16 is representing the Best Start community in central Long
17 Beach are who will also be a part of this presentation.
18 And finally, we want to acknowledge our colleagues in the
19 public affairs department who's really helped us to bring
20 this story to life.
21 I'm going to turn it over to Mamatha.
22 MS. MAHAJAN: So as Antoinette mentioned, we
23 wanted to come here today and describe how we chose our
24 indicators and how we're using them. So in May of 2013,
25 the reviewed the core results that were a part of the

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1 Building Stronger Families Framework, and we tried to
2 figure out how we could operationalize and measure each
3 one of those core results. So during this process, we
4 came up with a list of 49 indicators that addressed each
5 of those results and we made sure that each one of those
6 indicators had data that was available in the Best Start
7 community. And we presented these 49 indicators to the
8 commission at the Best Start commission retreat in June
9 2013, and the commission approved that list, but they told
10 us it was quite long and we should go back and see if we
11 could reduce the numbers -- the number of indicators. So
12 we did just that.

13 We worked at the folks with the Advancement
14 Project or Healthy City and tried to figure out how we
15 could reduce these indicators. So we evaluated or rated
16 each one of these indicators on a number of criteria. So
17 we looked to see how valid and reliable those indicators
18 were or data for those indicators were, whether they were
19 measurable or they have high quality and then how
20 actionable each one of those indicators was. So in other
21 words, could the communities actually create change for
22 that indicator.

23 So in December 2013, we were able to narrow down
24 that list of 49 indicators to 29 by keeping those with the
25 highest scores within each of the six core results. And

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1 then we looked at the list again and we noticed that,
2 while some of those indicators rose to the top of the list
3 because of those scores that they had gotten, they were
4 actually overlapping quite a bit with each other. So, for
5 example, we had the percent of parents who report that
6 people in the neighborhood watch out for each others'
7 children. We also had the percent of parents who report
8 that people in their neighborhood could be counted on in
9 times of need. And then we also had the percent of
10 parents who report that people in their neighborhood help
11 each other out. All three of those are quite similar, as
12 you can see. And we didn't need to have all three of them
13 in our list.

14 So we looked at -- when this was the case, we
15 looked at the list -- we looked at the indicators, we
16 looked to see which one of those was the most relevant, we
17 looked to see if there was one that possible could
18 encompass the rest of the indicators within it, and we
19 looked to see whether there was one indicator that the
20 communities could impact more than another. And so within
21 this example, we ended up choosing the percent of parents
22 who report that people in their neighborhood help each
23 other out.

24 And so during this process, we were able to
25 narrow down that list of 29 indicators to a list of 22

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1 indicators, and that's where we're at today.

2 So what are we actually doing with these
3 indicators? There are two ways that we're using them:
4 First, we're tracking data related to each one of those
5 indicators which will allow us to monitor First 5 LA's
6 progress in making changes in the population level in the
7 Best Start communities over time.

8 And then the second way we're using these
9 indicators is using them as part of the learning by doing
10 process where communities are deciding on one or more of
11 these indicators that are important to them and their
12 neighborhood and the folks in their communities and
13 looking to see what they can do to create impact and
14 change those indicators for their communities.

15 I do want to mention that, you know, we of course
16 looked at research, we looked at the current data that
17 were available, we looked at other folks who do this kind
18 of work when we were coming up with this list of
19 indicators. We definitely recognize that it's the
20 communities and the partnerships that really know their
21 neighborhoods the best and they know what's important to
22 them and they know what their needs are in their
23 communities.

24 By the -- through the learning by doing process,
25 we're asking community partnerships to give us feedback on

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1 these indicators and to also feel free to propose new ones
2 if there isn't something that's being captured here. And
3 we welcome that feedback. And if they do have any
4 indicators that they are proposing, we will vet them and
5 evaluate them using the same process that we did the other
6 indicators that I just described.

7 And in addition to doing this work, we are also
8 working on a data development plan so that we can be able
9 -- we will be able to gather information and data related
10 to any new indicators that are proposed as well as
11 indicators that already exist.

12 I do want to say that it's important to note that
13 the change that we seek within our communities is not
14 something we can expect to see right away. It's not
15 something that's seen in the long -- short term, but it
16 will be seen over time. And there are multiple efforts in
17 place that will lead to this change. So together with the
18 work that we do here at First 5 LA, along with our
19 strategic partners and the work that's happening within
20 the community partnerships due to this learning by doing
21 process, I think can lead to a lot of great impacts in our
22 communities at the population level, but over time.

23 And this is something that, you know, we've
24 talked to the communities about and they have really
25 embraced this idea of coming up with indicators and coming

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1 up with data and coming up with activities that are going
2 to create long-term changes in their communities; not
3 something that's going to be seen tomorrow and not
4 something that's short term, but really long term over the
5 next several years.

6 MS. ANDREWS: So as Mamatha pointed out, this is
7 change over time that we're looking at. So the work that
8 we're asking the community partnerships to do today might
9 start out small, but the intent is that over time there
10 will be greater and greater impact. So the question you
11 may be asking is, how will we know that these smaller
12 activities will actually lead there. So we want to remind
13 everyone that the learning by doing process is actually
14 grounded in results-based accountability. And so it
15 starts with the end. So that's why the indicators are so
16 important and the partnerships are working towards
17 achieving those particular -- or achieving change in those
18 indicators. This is a very disciplined process that we're
19 taking them through, and it also includes performance
20 measurement so that, as we're tracking population measures
21 over time, we're also looking at the progress of the
22 partnerships.

23 And just as a reminder, the learning by doing
24 process as several steps. One is that they will choose a
25 family core result and the associated indicator as Mamatha

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1 mentioned. They will review data and really understand
2 the story behind the data. So often we throw data out
3 there and then that's it. But what we really want to
4 understand is, why is this number the way it is, what does
5 it really mean for communities. From that, they will
6 identify a target population, make some decisions around
7 strategies, and they'll take action. So this is the doing
8 part of learning by doing. And as I mentioned also,
9 identify and track performance measures.

10 So the commissioners have received a lot of memos
11 on this. You've heard this over and over again, but we
12 really wanted to bring this to life. So I will invite
13 Lillian Liu to actually come and because we want to use
14 central Long Beach as a case example. They had their
15 community partnership meeting just last Thursday to choose
16 a core result. So we wanted her to talk about what does
17 it actually mean to use these indicators and other data to
18 make these decisions.

19 MS. LIU: Thank you for having me here. First, I
20 want to say I have some butterflies in my stomach. So if
21 I make some mistakes, you'll know why.

22 I want to say that I have been a member of the
23 Long Beach Community Partnerships since its inception. As
24 you can see -- slide -- Long Beach, we are your most
25 southern neighbor in LA County. Central Long Beach for

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1 the purposes of Best Start encompasses our intercity, the
2 high-risk intercity area, plus there's a little strip that
3 goes out to West Long Beach that has one of the highest
4 gang activities in our city.

5 Next slide. The population of Long Beach -- of
6 Central Long Beach is approximately 20 percent of the
7 total Long Beach population. As you can see, Central Long
8 Beach is very diverse and has one of the high -- has the
9 highest Asian population of all the Best Start
10 communities, and that is the high-risk Cambodian
11 community. Unfortunately, Central Long Beach also has one
12 of the highest rates of reported cases of child abuse and
13 neglect in the county.

14 Next. Thank you. Our vision is Central long
15 Beach is a community where babies, children, and their
16 families are healthy and safe with a passion for learning.
17 This mission statement was accepted by consensus of the
18 entire Central Long Beach partnership. And there's a lot
19 of work that went into this vision statement. It looks
20 very simple, but we had multiple meetings and a lot of
21 discussion. Much like all the decisions that have come
22 out of our partnership, we utilized data and we utilized
23 the community voice in making our decision.

24 Next slide. Thank you. One of the things is our
25 partnership is very intent on making long-term impact on

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1 our -- with our work, which is the reason we embrace data
2 for decision making. We're not looking for short-term
3 fixes. We know this is an opportunity to do something
4 that will be lasting.

5 First, I have to commend First 5 -- the First 5
6 LA evaluation team and Harter and Company for moving to
7 infographics. It really has made the data very community
8 friendly, which you will see later in the video.

9 During our ad hoc meeting, the indicators
10 provided a framework for us to understand where our
11 community stands in relationship to the family core
12 results. During the planning sessions, we used the
13 indicator data, along with a lot of other data that was at
14 our disposal. And some of that other data included the
15 community capacity assessment, which has been done several
16 times, which is a survey that's conducted with the
17 community members in all the Best Start areas. And what
18 they documented or tried to capture was the community
19 members' experiences, the community assets, and the
20 barriers to -- for the community members to access those
21 supports.

22 We also are lucky in Long Beach because we have
23 our own health department, so we also had access to the
24 very recently put together community health improvement
25 plan. Also the local hospitals got together and just

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1 recently rolled out their community assessment plan, along
2 with the community clinics that we have. Of course,
3 because we have do agencies in Long Beach, we also utilize
4 a lot of the data that has been collected by the agencies,
5 like our program does a lot of focus groups in the
6 community to collect data.

7 All these different sources of data assisted as
8 -- in being strategic about the selection of our core
9 result and our indicator choice. In fact, with all the
10 data that was available to us, I think our major -- our
11 longest discussion was, what can we choose that would have
12 the longest and most comprehensive impact on our
13 community. And as we looked at all of this, we realized
14 that some indicators were -- could influence other
15 indicators. And I think that's why they finally chose us
16 to choose the indicator of parents feeling confident in
17 their parenting skills because we felt that, if parents
18 were practicing good parenting skills, they will also be
19 more likely to read to their children and eat regular
20 meals with them, which is two more indicators that have
21 been chosen.

22 And just to piggy-back on some of the comments
23 that were made earlier, our current expiring -- expiring
24 and inspiring Family Literacy program and Family Friends
25 and Neighbors programs could serve as valuable tools in

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1 the development and implementation of any infrastructure
2 changes that need to be made to support this particular
3 change in Long Beach. Since our Long Beach partnership is
4 diverse and ranges from community providers to our diverse
5 communities, I wanted to bring the voice here to the room,
6 and so we have this video.

7 (Video plays.)

8 MS. LIU: As you can see by the video, data is
9 very important to us in making our decisions. And so
10 we'll continue to do this, the learning by doing process.
11 And you can also see how diverse we are in this community
12 and we're -- we have so many different perspectives, but,
13 you know, we all came -- I'm proud to say we came to a
14 consensus on the choices, and I think it's because we all
15 share the same hopes and dreams for Long Beach and its
16 future generations.

17 Thank you.

18 COMMISSIONER DENNIS: Thank you.

19 MS. ANDREWS: Perhaps we should have just ended
20 there because that was -- however, I do have to come back
21 and say that this is an example. But this is happening
22 across the 14 Best Start communities. As I mentioned
23 earlier, in the community rollouts, we've met with over
24 680 individuals who are committed to this work. And in
25 fact, right after this, we have to leave because we have

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1 the last community rollout in Lancaster starting at 5:00
2 p.m.

3 MS. BELSHE: You're going to be late.

4 MS. ANDREWS: Yes. But just to -- again, you
5 know, the community partnerships are very interested in
6 this, they're really embracing data. And what we know to
7 be true in April is that additional community partnerships
8 will go through a very similar process of reviewing data.
9 And we believe some, like Central Long Beach, will have
10 selected their target population. And then in terms of
11 other next steps, we will present another implementation
12 of data at the commission meeting and at the April P and P
13 talk about results focused actions.

14 Thank you.

15 COMMISSIONER DENNIS: Thank you.

16 Commissioners, any clarifying questions of staff?
17 Any comments?

18 COMMISSIONER FIELDING: I think it's heartening
19 and also instructive and illustrative. I think this is a
20 good, healthy example of how we can better understand
21 what's going on in those communities. So thank you.

22 COMMISSIONER DENNIS: Anybody else? Suzanne and
23 then Nancy.

24 SPEAKER SUZANNE: I really appreciate the video.
25 I've been to the Long Beach Best Start, and it's -- it

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1 picks up the exact flavor that I got from attending that
2 personally. So thank you very much.

3 COMMISSIONER DENNIS: Nancy.

4 COMMISSIONER AU: I guess I'm -- I really
5 appreciate the fact that there's the community in there
6 and their partnership conversation and then embrace the
7 data focus process. And then again, I'm looking at some
8 of the indicators that have been embraced. I guess I'm
9 trying to sort of connect that partnership process and
10 embracing it with data and the core indicators to how we
11 then facilitate the actual doing within the neighborhoods,
12 within the families and the -- and the community.

13 You know, how do we promote this notion of early
14 childhood development among parents. And what we're
15 getting at, it's the actual activity or the behavior or
16 the change we want to -- to -- to have with our work with
17 Best Start.

18 MS. ANDREWS: Right. So -- so what we're
19 presenting today are the first two steps of learning by
20 doing process. And we actually have -- if you want to see
21 the infographics that Long Beach actually used, what
22 they've done is determined, based on all the information
23 and based on the indicators that they have selected, they
24 will then have a conversation about what do we do about
25 this.

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1 COMMISSIONER AU: Okay.
2 MS. ANDREWS: And the partnership will then
3 determine what are the strategies that we need to
4 implement in order to address the issues that we have
5 unsurfaced -- is that right? Unsurfaced.
6 COMMISSIONER AU: Revealed.
7 MS. ANDREWS: -- revealed as a part of the review
8 of the data.
9 So the point that we really want to make today is
10 that the decisions that the partnerships are making are
11 not arbitrary; that they're making these decisions based
12 on data and information about what's happening with
13 families within their communities, and that the actions
14 that they take are directly aligned with the change that
15 they want to see in those communities.
16 COMMISSIONER AU: So this is just the first sort
17 of step in the process?
18 MS. LIU: Nancy?
19 COMMISSIONER AU: Yes, Lillian. And by the way,
20 I've known Lillian a long time.
21 MS. LIU: Not that long. I'm very young.
22 COMMISSIONER AU: Long time in our years.
23 MS. LIU: Right, we were child friends together.
24 Anyway, I'm also a member of the Wilmington Best
25 Start. I think those two communities are very, very

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1 different. So how the community is going to be rolled out
2 by the community, and I have to tell you, we haven't even
3 made that decision yet because we need to get the voice
4 around and figure out what is the best for the Long Beach
5 Best Start, what is best for the Wilmington community.
6 And so I think we're going to find it's probably the plans
7 are going to look different, how they're going to roll it
8 out is different. Each community is at a different level.
9 So I mean, it's going to be exciting, but I think
10 -- I'm really happy that there's going to be a lot of
11 evaluation done. Some will be better than others, or
12 maybe the lessons learned that we can see some commonality
13 and things to spread to other communities.
14 MS. BELSHE: And the fuller picture, Nancy, at
15 our next P and P meeting will be on the broader, more
16 complete learning by doing activity.
17 COMMISSIONER DENNIS: Any other questions?
18 Thank you. Thank you very much.
19 MS. BELSHE: Thank you for joining us.
20 COMMISSIONER DENNIS: Item 7, PCIT. Kelly,
21 you're going to talk about it.
22 MS. BELSHE: Yes, this can be a receive and file.
23 Kelly, if you can give a very little brief snippets so
24 board members know what's in the packet.
25 MS. GOODS: So what is in the packet is a summary

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1 of the evaluation for an RFQ, request for qualifications,
2 that we would like to submit for an evaluation of the
3 parent/child interaction therapy training program. So
4 we're proposing a four-year evaluation plan. Total budget
5 of approximately exactly \$400,000. We have a few mingles
6 I want to really carefully describe the efforts being put
7 forth in this evaluation or the training program to extend
8 the capacity to provide PCIT services and evaluate some
9 preliminary outcomes of that program.
10 So that's the quick snippet, and I'm happy to
11 elaborate or answer any questions.
12 COMMISSIONER DENNIS: Kelly, I had the
13 opportunity, along with other commissioners, to actually
14 go to some of the PCIT sights maybe a few months ago, and
15 that was something that I think staff, you know, put
16 together. And at that time, I remembered talking to the
17 representative from mental health saying that we were low
18 on folks who would actually be willing to sponsor a
19 program.
20 Where are we with that with regards to having
21 enough vendors to actually do what we need to do and how
22 we -- in -- on that uptake in getting the number of folks
23 to do it?
24 MS. GOODS: To be honest, I'm probably not going
25 to be able to articulate --

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1 MS. BELSHE: That's probably a great program
2 question.
3 MS. GOODS: Right, exactly.
4 MS. BELSHE: But Kelly's going to give it her
5 best shot.
6 MS. GOODS: What I can speak to -- one of the
7 things we want to document in the evaluation is I know
8 there are efforts to go out to the various agencies within
9 IDMH and they're also working with DCFS to promote some
10 more outreach and promote outreach to get more therapies
11 into the program to train them and outreach to get --
12 build referral networks, actually bring more clients in.
13 So the biggest part I guess that I can say about
14 the actual program is to promote the capacity to provide
15 the intervention and that client base.
16 COMMISSIONER DENNIS: And the only reason I ask
17 is because I would assume that -- that the number of
18 providers we will have will, in essence, affect the
19 research outcomes that you perhaps are looking towards.
20 So that's why I ask.
21 MS. GOODS: And tracking some of those -- how
22 many clients are -- or how many therapists are trained, to
23 what level they're trained, looking at the (inaudible) is
24 a big component of what we want to look at in this
25 evaluation.

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1 COMMISSIONER DENNIS: Nancy.
2 COMMISSIONER AU: And maybe to reiterate, just
3 given what we've gone through earlier is, do we have a
4 firm agreement with Department of Mental Health that they
5 are going to maintain and sustain what we're investing in
6 in terms of continuing this work?
7 MS. GOODS: So --
8 MS. BELSHE: And, again, that -- I'm going to
9 step on in here, Kelly.
10 So PCIT is one of many county-wide augmentations
11 that is multiyear in nature. And consistent with the
12 governance guidelines, absent seven of nine voting member
13 vote, it would come to an end when it is slated to come to
14 an end, which is when, Liz?
15 SPEAKER LIZ: Five years.
16 MS. BELSHE: Actually, I'm fairly confident it's
17 sooner than that since we're about --
18 COMMISSIONER DENNIS: It's 2017, right?
19 COMMISSIONER BROWNING: They're training 20
20 providers a year I think. UC Davis is doing it. And they
21 didn't see any problem or didn't say anything yesterday
22 about having any lack of vendors or potential providers
23 that were interested.
24 COMMISSIONER DENNIS: Okay.
25 MS. BELSHE: And then there is sustainability

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1 opportunities through Title 19 in terms of Medicaid
2 funding for at least some, if not all, of the PCIT model.
3 So, you know, we have a little bit of time to continue to
4 work with DMH and DCFS and others. But it's an exciting
5 project and we'll learn a lot through the evaluation
6 project that Kelly just outlined. And that, no doubt,
7 will help inform other ideas that perhaps we haven't
8 thought of relative to sustainability.
9 COMMISSIONER AU: Okay.
10 COMMISSIONER DENNIS: All right. Anything else?
11 COMMISSIONER CURRY: Just along with the question
12 about sustainability --
13 COMMISSIONER DENNIS: Trish, you got to talk up
14 so those folks back there can hear you.
15 COMMISSIONER CURRY: One of the other things to
16 look at might be the MHSA prevention and early
17 intervention dollars, and DMH is putting together the
18 three-year plan right now as we speak. So we always, I
19 think, have to be looking ahead for funding and
20 sustainability.
21 COMMISSIONER DENNIS: Right.
22 MS. BELSHE: So this is a quote/unquote receive
23 and file. This will be on the consent -- is that right,
24 John?
25 COMMISSIONER FIELDING: Yes.

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1 MS. BELSHE: We have an interesting policy -- no,
2 it's not.
3 SPEAKER: This one's not. It's just information
4 because it's under \$500,000.
5 MS. BELSHE: If it's over 500, then it would go
6 to the board. Go it. So this is keeping P and P apprised
7 and giving us an opportunity to hear from you if anything
8 comes to mind. So we definitely take back the focus on
9 sustainability.
10 COMMISSIONER DENNIS: Thank you.
11 Any other thoughts, comments from commissioners?
12 Now, we are engaging in part of the agenda that
13 would require us as commissioners to really think and to
14 give reasonable input. And so to that end, we're going to
15 talk about strategic planning and we're going to open it
16 with Jessica.
17 MS. KACZMAREK: Good afternoon, commissioners.
18 So this is our very first Program and Planning
19 committee meeting kicking off strategic planning. So this
20 is a very exciting moment for us and we look forward to
21 the good work ahead of us this year.
22 This afternoon, we are going to be covering three
23 items with you. We have our consulting partners here,
24 Learning For Action, to talk in more detail about the
25 strategic planning process that's ahead of us to make sure

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1 that we are all on the same page as to what will transpire
2 over the year and some key points related to feedback and
3 discussion items with the board as well as with staff and
4 the public. Then we will also share with you a little bit
5 about the process that has occurred over the last couple
6 of weeks to jump start our strategic planning efforts.
7 We did this work with the Claremont Graduate
8 University, director school of management. A small number
9 of staff and commissioners were interviewed prior to the
10 actual workshop, which was held yesterday. And we will
11 share with you more information about what transpired and
12 how it will fit into the broader strategic planning
13 efforts.
14 And then lastly, you will -- we will engage with
15 you around the draft decision making criteria which should
16 be at your table. Each you have that supplemental sheet
17 that was added today. This is a draft document, but we
18 are interested in getting your feedback and really start
19 to layout how this criteria will be used as we move
20 through the process.
21 So with that being said, I'm going to pass it off
22 to Steven LaFrance. He's the president and CEO of the
23 Learning For Action, and he will facilitate our
24 conversation this afternoon, along with Alex Hildebrand,
25 who is the director of strategy consulting for Learning

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1 For Action.

2 MR. LaFRANCE: Wonderful. Thank you, Jessica.

3 Good afternoon, commissioners and staff, members of the

4 public.

5 It's a very exciting and momentous occasion to be

6 launching this work together with you.

7 As Jessica indicated, we were hoping to share

8 with you a little more in depth about what the planning

9 process will look like so we can engage in more

10 discussion. We did share this at the last commission

11 meeting very briefly and at a high level, but today's an

12 opportunity to really dig in a little bit more about what

13 the process will look like, ask questions, provide your

14 input and recommendations regarding the process.

15 And so we're -- we're starting here revisiting

16 the overview graphic that we've developed about our work

17 plan and timeline. Just note of interest, certainly, to

18 this -- to the Programming and Planning committee, but

19 also to commissioners -- other commissioners present that,

20 along the bottom of the timeline graphic, we note each

21 month what the nature of involvement for the P and P

22 committee and for the commission will be. Essentially, as

23 we are getting started at this point in the process, as

24 Jessica indicated, there have been interviews in the key

25 choices meeting with the Drucker team that happened

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1 yesterday. We'll be discussing that -- some of the --

2 what came out of that with you today.

3 But along a parallel track, our team has really

4 been mining all of the reports and materials and documents

5 from the I-3 process, and your -- all of your extensive

6 research and evaluation efforts and other data collection

7 work to synthesize it with a lens for understanding where

8 your investments and focus has been to date and what the

9 implications are of a shifting environment and policy

10 context and needs in the community for your focus moving

11 forward. And we will use that to pull together what we're

12 calling first kind of a -- a planning framework.

13 So we'll be putting together and we'll discuss in

14 fact today a very early draft of the types of decisions

15 and some criteria that may be used to make those decisions

16 as well as beginning to develop what we're calling a

17 framework for impact. So that is where we will be

18 thinking about what your future goals, pathways for

19 achieving those goals, and target populations for the

20 focus of the work may be moving forward.

21 As we work on that kind of framework for impact,

22 we will also be coming back to the question of the mission

23 and vision for First 5 LA. And I want to just underscore

24 that this is an opportunity where we will have an extended

25 conversation with Program and Planning committee. As you

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1 see across the timeline, you will be having time with us

2 in this conversation at each of your meetings every month

3 over the course of the year. You'll see us in April about

4 the planning framework, more detail on decision making

5 criteria, et cetera. But in May is when we'll have an

6 extended conversation as we get into, as I said, looking

7 more specifically at an actual framework for impact, what

8 the directions may be looking like that we're moving

9 towards with respect to goals, pathways for achieving

10 those goal and target populations.

11 That also has implications, as I mentioned, for

12 mission and vision. It may be that we get into mission

13 and vision more in June as if we were having more of an

14 extended conversation about kind of what's emerging in

15 May.

16 One of the other notes that I want to call

17 attention to is that you don't see on this graphic, but it

18 is part of our scope of work, to engage in some type of

19 community input early on in the process, likely in the May

20 or June time frame. It's likely to be a survey. It's the

21 -- it's an opportunity where we would engage a broad range

22 of stakeholders, including constituency groups from the

23 Best Start communities, but beyond. And it's a -- it's

24 really, as I said, an opportunity for community and public

25 input into the -- the future direction of First 5 early on

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1 in the process.

2 MS. BELSHE: And we actually, if I may, talked to

3 us this morning about the idea of doing, within like the

4 next week to ten days, a webinar of all -- for all

5 contractors and grantees to kind of do a quick check-in on

6 where we are at First 5 relative to the long-term

7 financial planning, governance guidelines and now the

8 strategic plan to provide our contractors and grantees

9 some context for where we are, what we're looking to

10 accomplish in 2014, and also to highlight some of the

11 specific input opportunities that we anticipate as a part

12 of the strategic planning process.

13 MR. LaFRANCE: As we have an emerging direction

14 in the summer timeframe, we'll be mapping your existing

15 investments and commitments to that emerging framework

16 and, you know, do some kind of a high-level financial

17 analysis of what the kind of implications are or, you

18 know, how current investments and commitments map on to,

19 again, what is -- what is likely to be an emerging

20 framework for impact.

21 From there, we'll begin to do -- you know,

22 develop strategy quote/unquote. Obviously, we're doing

23 that all along, but what we mean specifically by that box

24 in the July/August timeframe is specifying what the

25 objectives will be to achieve the goal or goals in this

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1 strategic plan. And at that point, as we've developed
2 that level of detail about the strategic plan, we will
3 then go into a more interactive dialogue community input
4 process, which is what you see on the timeframe in kind of
5 the August/September months of the year.

6 Those input events will -- at that point in the
7 process will largely be to engage the community on
8 questions of, given the emerging direction or what
9 direction the First 5 LA is moving towards, what input and
10 advice does the community have on how that implementation
11 of that in communities can look most effectively. It's an
12 opportunity for dialogue, to build buy-in. It may inform
13 some refinements to the strategy as well, but it's not
14 envisioned that that would be a moment where there would
15 be broad sweeping changes to the strategy based on
16 community input. It's more of a refinement, advice to how
17 to set it up as for success and to begin the dialogue to
18 understand that direction.

19 We refine strategy, do some financial modeling
20 about the implications future investments. And then in
21 October and November, get into the reviewing drafts around
22 a drafts of the plan, moving towards a goal of having a
23 draft -- I'm sorry -- a recommended plan for full
24 commission approval in November.

25 As I mentioned, you can note along the bottom of

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1 the timeline how we will engage the program and planning
2 committee along the way. This is, to the best of our
3 knowledge, given what we understand -- envision the
4 process to look like right now. But I just wanted to say
5 that our commitment is to be flexible and adaptive in the
6 process along the way. We know what milestones we need to
7 hit over the course of the year so that we stay on track
8 to have a plan for approval in November, but we're
9 certainly responsive to the input and recommendations this
10 committee may have on how some of the details of the
11 process and approach may look.

12 And so maybe I'll just stop there for a moment
13 and see if there are any questions or comments about the
14 process as it's outlined here.

15 COMMISSIONER DENNIS: Questions comments?

16 I do have one. The community input process seems
17 to be somewhat of a gap, because the way you explained it,
18 Steven, your first engagement is probably about May or
19 June in the form of a -- a survey, and then your second
20 interconnect is around September, October. That's after
21 you've gotten some draft goals and you're going to find
22 out where communities are with those goals.

23 Seems to me, in between that, there probably
24 needs to be some focus groups to inform those goals so you
25 have not only staff, commissioners, but you have community

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1 input into the development of those goals. And I would
2 suggest that you can glean a certain amount of information
3 from surveys, but if you like want to do a gap analysis,
4 you're not going to find that via a survey. So there may
5 be some thoughtful, strategic focus groups you have with
6 communities and there are existing groups with regards to
7 those areas that we normally cover that you probably could
8 go to as far as getting some information.

9 So that's a piece that I would suggest that you
10 consider as to being like an intermediary point between
11 surveys and getting input from the communities in
12 September, October.

13 MR. LaFRANCE: It's an excellent point. And, in
14 fact, in the steering meeting that we had this morning,
15 that very idea came up and we did agree that there would
16 be some targeted focus group-type conversations that we
17 will have along the way and it's -- it's simply a matter
18 of not knowing today what those groups will look like, but
19 that we completely agree and intend to build into the
20 process between -- between May and October, targeted like
21 as-indicated kind of groups about -- for community input
22 giving the direction that we're moving in.

23 COMMISSIONER DENNIS: Thank you.

24 COMMISSIONER AU: I do know that there is going
25 to be the synthesizing of the L-3 process and the data

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1 collected. And I shouldn't really assume that embedded in
2 that conversation or reporting out of -- or the analysis
3 of that data, would there be at least some lessons learned
4 that we as -- as an organization -- there are some sort of
5 historical lessons learned that the staff as well as
6 commissioners that have been on the commission for a
7 number of years have experienced and that may not even be
8 reflected in what John and Kim may have -- have heard in
9 their outreach to community at large.

10 So I -- since I'm not really seeing that data
11 report or the compilations of those lessons learned, would
12 there be an opportunity for that kind of input because
13 there have been some obvious missteps that we've done over
14 time. We have had to adjust and -- and incorporate. And
15 some we have not and we continue to have certain
16 challenges.

17 MR. LaFRANCE: Two aspects to responding to your
18 question: The first is that, in the April P and P
19 meeting, we will be bringing our synthesis of the -- the
20 written materials. Now -- but -- to augment that
21 synthesis, but that's to underscore that this committee
22 will have the chance to see what we've put together there.
23 But to augment that, we are planning to do both a set of
24 staff interviews and potentially commissioner interviews
25 as well to round out what may not be on those pages. We

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1 know that it is often the case that there is an even
2 richer story from those who have lived experience over
3 time.
4 And so it would be through interview --
5 one-on-one interview, conversations that we would expect
6 to kind of be able to pull that out from -- from staff and
7 commissioner experiences.
8 COMMISSIONER AU: Thank you.
9 COMMISSIONER DENNIS: Any other questions before
10 Steven moves on? And this on the framework --
11 COMMISSIONER BROWNING: Yeah, I have a question
12 about the community input. Will you have a list pretty
13 soon of those entities or individual that you think would
14 be part of the survey or part of the focus groups?
15 MR. LaFRANCE: It depends on your definition of
16 soon, but we are -- we're going to be having a full day
17 detailed planning session with staff next Tuesday, and
18 that's the type of detailed kind of matter that we'll be
19 getting into at that point. So -- so, again, soon to
20 start that development on Tuesday, yes.
21 COMMISSIONER DENNIS: That's pretty soon.
22 MR. LaFRANCE: It won't be done by the end of the
23 day Tuesday, but we'll have the groups of folks that we
24 intended to engage and start putting it together.
25 COMMISSIONER DENNIS: Any other questions from

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1 commissioners?
2 Thank you.
3 MR. LaFRANCE: So then moving through the
4 impossible-to-read fonts up on the screens, but if you
5 have a printout, we just wanted to take a moment to go
6 through the types of -- or levels of involvement of
7 different groups of folks that we'll be working with to
8 develop and improve the strategic plan.
9 So I mentioned earlier that this morning we have
10 a steering committee meeting. That steering committee is
11 a small subset of the First 5 LA staff that is really
12 providing internal leadership and coordination, process
13 direction and focus, and they are working with us to
14 develop materials along the way, insure that we're
15 engaging the board and committee and broader First 5 staff
16 over the course of the -- of the project. And that --
17 that group can really be seen as sort of our direct
18 liaison, and they're -- you know, it's the smallest group
19 to -- as is nimble as is necessary for keeping this work
20 moving forward.
21 There is then a larger group of First 5 LA staff
22 that's the work group. That group is really more of a
23 representative group both representative in terms of First
24 5 LA departments, but also positions within departments,
25 and they're kind of our ambassadors and liaisons to the

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1 broader staff. They also and actually more explicitly
2 have as their charge to provide input and recommendation
3 on broader staff engagement over the course of the
4 planning work, but they also will represent specific
5 content areas of First 5 LA's work and, you know, provide
6 substantive input and information related to the decisions
7 that will be deliberating on. And as you can perhaps
8 start to envision, there's kind of a smaller group in the
9 steering committee that we consider what we want to bring
10 to the slightly larger group, which is the work group.
11 That group helps us to deliberate and consider what to
12 bring to the committee, you all, which is the group that
13 then makes -- approves what is recommended to the full
14 board.
15 The full board will receive regular updates along
16 the way on progress, but there are three kind of official
17 approval points that the full board will have. Again, the
18 committee will make the recommendations about what's
19 brought before the full board. First, it's the planning
20 framework: What are the decision making criteria for
21 goals, path ways, and target populations. We'll talk more
22 about that in a moment. Recommendations regarding the
23 mission and vision and -- to the -- to the full board, and
24 then recommendations about the strategic plan that will go
25 to the board for approval.

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1 Public stakeholders, of course, are another very
2 important group that we will be engaging and involving as
3 we've discussed.
4 So we wanted to ask or rather engage you, as you
5 have heard about the design for the process in particular,
6 and perhaps we had a little bit of this discussion
7 already, but if there are any challenges you foresee
8 arising in the process and thoughts you may have on how to
9 address those challenges. I will acknowledge that I think
10 the -- excuse me -- in some ways, the earlier part of this
11 very meeting about the strategic choices that do need to
12 be made, you know, represents one type of challenge that
13 this process will raise regarding investments you've made
14 to date and how those do or may not align with investments
15 moving forward.
16 So I just want to acknowledge that that is really
17 part and parcel of one of the types of challenges we'll be
18 encountering. So we just wanted to invite your discussion
19 and input into that or other challenges that you foresee
20 in the planning work.
21 COMMISSIONER DENNIS: Okay. Commissioners, you
22 know, I have a lot of stuff, but I'm going to let
23 everybody else talk first and then -- I'll start in order
24 and come around.
25 Deanne, do you have anything?

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1 COMMISSIONER TILTON: I don't.
2 COMMISSIONER DENNIS: Sandra?
3 COMMISSIONER FIGUEROA-VILLA: It was primarily
4 what he just said about the current investments and how
5 they fit into the strategic plan going forward.
6 COMMISSIONER DENNIS: Okay. Suzanne.
7 COMMISSIONER BOSTWICK: I just appreciate that
8 the beginning work is going to be done with First 5 staff
9 just kind of putting their heads together to begin with
10 because I know how much -- how really it's a lot harder to
11 initially draft something than it is to make comments on a
12 -- on an existing draft. So I appreciate all the leg work
13 you've done ahead of time so that we can go ahead and put
14 comments into it.
15 COMMISSIONER DENNIS: Nancy.
16 COMMISSIONER AU: I think the process you've
17 outlined is pretty comprehensive, and I think it's
18 relatively thorough. And I think, as you go along,
19 probably you'll note, being that you're the professional
20 consultants here, that there may need to be some tweaking
21 of the process, and so to be open to that.
22 But I also see us -- since we really operate in a
23 very political arena and we have two major elections on
24 the schedule this year, which will bring on board two new
25 supervisors, and I'm not sure at what point they're going

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1 to start paying attention to First 5 LA and what it is
2 that we're doing. And since the way we are structured in
3 terms of our governance, each one of them will at some
4 point in time be a chair.
5 So I -- I guess it's an alert to sort of let Kim
6 and John know that, as soon as an opportunity arises, we
7 really need to engage with those offices and to let them
8 know that this conversation and this planning process is
9 occurring because, if any one entity can derail us, you
10 know, those are the guys.
11 COMMISSIONER DENNIS: You're talking about Nick's
12 boss like that. What up?
13 COMMISSIONER AU: But that's the reality. And so
14 I just want us to -- to be aware of it and to anticipate
15 that. So that would be a challenge.
16 MR. LaFRANCE: Yes. Excellent.
17 COMMISSIONER DENNIS: Phillip.
18 COMMISSIONER BROWNING: No, I don't have
19 anything.
20 COMMISSIONER DENNIS: Carla, first.
21 COMMISSIONER HOWELL: I have a few things in
22 terms of, if you're asking for challenges for strategic
23 planning, I think one of the things that we've been
24 struggling with a lot is balancing this direct services
25 and policies work and trying to figure out how we can be

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1 really strategic about the direct services we're offering
2 and that they're actually helpful to the policy work that
3 we're doing and how we started thinking about that and
4 balancing that.
5 The other thing, a few of us were at a
6 legislative business a week or week and a half ago --
7 MS. BELSHE: It was just last week.
8 COMMISSIONER HOWELL: Was it just last week?
9 MS. BELSHE: It was.
10 COMMISSIONER HOWELL: One of the questions that
11 was asked was, what do you mean by early care and
12 education. And it was really embarrassing because there
13 isn't just this bite-size type of information we can give.
14 And when we talk about early care and education and First
15 5 LA, we're using these four different things. But I
16 think just having these clear ideas of what we, First 5
17 LA, means by those terms that we throw out -- and it means
18 something different to everyone we're talking about, and
19 that's a huge challenge in just terms of just having the
20 conversation.
21 And then, in terms of our big overarching, what
22 is First 5 going to do, what is our legacy going to be.
23 In a way, we've had lots of discussions about being a
24 catalyst for change, but if we can't take into
25 consideration -- a lot of the time we ask people to come

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1 to First 5 LA and in this process that maybe we can go to
2 other organizations or people and not just the people that
3 we've just been working with already. But I think if we
4 are really talking about making a big change, we can't ask
5 people to be becoming to us; we have to figure out how
6 we're really going to other people. I think those might
7 be some challenges.
8 And then I'm going to repeat what Suzanne said
9 because I think this is really worth repeating maybe a
10 month or two ago. We're -- First 5 LA is seen as a
11 funder. And we have to figure out how we're going to
12 change that or have a discussion differently. And Suzanne
13 brought it up, but it keeps on coming up and that's going
14 to be a huge challenge in us figuring out how we're going
15 to move forward.
16 MS. BELSHE: And, Karla, when you say that, and
17 Suzanne, is it our being a funder, being equated with
18 funder services? Is that a more narrowly defined role, as
19 opposed to you're looking at our role in policy and other
20 areas?
21 COMMISSIONER HOWELL: Yeah, thank you.
22 COMMISSIONER DENNIS: Phillip?
23 COMMISSIONER BROWNING: No. Thank you.
24 COMMISSIONER DENNIS: Just a few things and it
25 augments some of what has already been said, and it is,

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1 you know, the determination, what is our unique place in
2 this environment. And to go about doing that, you know,
3 how do we do a really true gap analysis really
4 understanding what other folks are doing. And if their
5 mission and vision are similar to ours, how do we
6 compliment and developed partnership to expand?
7 And similar to what Nancy said, you know, making
8 sure that we have public and political will to stay the
9 course and how can you help us in making some of that
10 happen. It hasn't be been easy over at least the last
11 five years I've been on this commission. And so how do we
12 develop that? And how do we develop space for external
13 crises, which always occur in this environment? And do we
14 have -- do we have time and effort for those crises that
15 will occur? They've occurred, you know, since I've --
16 since I've been on this commission.
17 And then, fourthly, commission and staff capacity
18 to align more strategy because all too often we just talk
19 about whether or not our staff can deal with the strategy.
20 But I think it's just as important that we have commission
21 capability and sophistication around embracing the goals
22 and moving the agenda forward.
23 And then, finally, something I said during the
24 commission meeting, how do we determine success and
25 developing metrics around that success. And then another

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1 question out of that, if we can't develop performance
2 standards, do we do it. And I think that's just a
3 philosophical discussion that perhaps you need to engage
4 us in because there are probably differing opinions around
5 this table about how that very issue should be dealt with.
6 So that's my stuff.
7 MR. LaFRANCE: Excellent points and
8 considerations.
9 If I may just respond to a few. The -- in
10 providing the overview of the process, we've left out some
11 of the finer details. But it's worth mentioning, given
12 the challenges that you all have raised in consideration
13 for us, that, well, for one, we are going to be developing
14 a glossary of terms. Their innovation systems, systems
15 change, capacity building, we need -- and you mentioned
16 the early childhood education, early -- ECE itself.
17 So we know that these are terms that a lot of us
18 have different understandings or we mean different things
19 when we say them. So that's part of what's on our short
20 list of next steps.
21 Later in the process, when we get to the point of
22 having a sense of direction or maybe even earlier, we will
23 do some partner interviews -- or potential partner
24 interviews. So it gets to I think the point that
25 Commissioner Dennis was bringing up about, are there some

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1 unusual suspects in a way that we might need to reach out
2 to have conversations with because we need to be thinking
3 differently about how First 5 LA gets its work done and
4 with whom it partners to do so. And the reason why my
5 initial inclination is that it will likely be two-thirds
6 into the process or something along those lines is because
7 it's often helpful to have -- of course, you need to have
8 done the gap analysis. There's a lot of existing data out
9 there that we can do that with. But as you get a sense of
10 what direction you're moving in, then you can have more of
11 a grounded conversation with potential partners about what
12 their role and your role could be, what the partnership
13 can look like. And, again, it gives you opportunity to
14 sort of cocreate in a way what -- yes, that's right,
15 exactly -- and refine.
16 And I just wanted to put a point on when we talk
17 about developing strategy looks like getting specific
18 about what the objectives are to achieve, the direction
19 established, I -- I personally tend to default to external
20 example about impact out there in the community, but there
21 will also be a set of internal objectives about staff
22 capacity. I very much appreciate the introduction of
23 being thoughtful about commission capacity as well. And
24 so that's a really helpful flag for us to -- to have
25 raised for us to be mindful of even at this point in the

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1 process.
2 COMMISSIONER DENNIS: I'm talking about us.
3 MR. LaFRANCE: That's right. That's right.
4 We've got to look in the mirror, too.
5 COMMISSIONER DENNIS: We've got to get smarter as
6 well.
7 MR. LaFRANCE: So thank you very much. With
8 that, I think we'll move to a discussion that -- that Kim
9 will introduce.
10 MS. BELSHE: Thank you, Steven. And I want to
11 introduced the second segment of our strategic planning
12 conversation today and then turn it over to Alex.
13 Just by way of context --
14 COMMISSIONER DENNIS: Excuse me. Alex had some
15 comment over the last piece. I'm sorry.
16 SPEAKER: Thank you for just letting me answer.
17 Since just the last few hours we've been working
18 the whole time First 5, how do you transition programming.
19 It seems like it's part of your input process. Can going
20 to the philanthropic community, I think we were all
21 discouraged when United Way and other foundations that
22 said well, we're not going to emphasize early years
23 because First 5 is doing it. And as you're trying to
24 anticipate the hand-offs, getting them involved and then
25 we're just wrestling here with, will the DCFS pick this

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1 up. And so it seems like two specially words to seek out
2 would be the potential recipients of the hand-outs and see
3 how we get the vision in line to allow that portion or
4 hand-off delivered.

5 COMMISSIONER DENNIS: That's a good point on
6 that. I'm sorry that we went on without acknowledging
7 you, and you don't have to beat me up after this.

8 MS. BELSHE: All right. Thank you. So we knew
9 that the contract for our consultant strategic planning
10 consultant team would be coming to the board in March, and
11 we did not want to let grass grow under our feet. So we
12 had an initial outreach to some of the -- as you've heard
13 me use the term super smarty pants, a couple -- a
14 gentleman from the Claremont Graduate Drucker's School of
15 Management -- there's a lot of schools there -- to help us
16 -- help staff do an initial what we call a jump start
17 workshop. And given a number of reasons, that actually
18 ended up occurring yesterday. So our vision was that it
19 would happen in February, but it ultimately happened a
20 month later. But actually it was very serendipitous
21 because it enabled our LFA colleagues to join.

22 And the intent of this jump start effort was for
23 our internal planning team -- and we identified some
24 internal smarty pants who represented each of the
25 departments as well as different levels within the

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1 organization -- to participate in a day-long workshop
2 session. And LFA, as I said, was there as well. And
3 informed by interviews that Drucker undertook. Bernie
4 Jaworski and Rafael Swarez. He spoke to four
5 commissioners, spoke to a small number of staff. They --
6 they identified some of the key strategic choices and
7 options with an eye towards really priming the pump, if
8 you will.

9 And it was a really, really good conversation.
10 And Alex is going to provide an overview of some of the
11 relationship between critical choices broadly and what we
12 identified as a starting point to some of the big mega
13 issues. So that's what we want to talk to you about this
14 afternoon and get your feedback.

15 And a couple of points I want to emphasize, is
16 that this was, just as I said, an internal conversation
17 informed by a couple of board member interviews as well as
18 a number of staff interview, but it was really focused on
19 how do we identify and frame what we all know to be true,
20 which is this organization faces a lot of really hard
21 questions.

22 And so identifying the big five issues was
23 enormously helpful. There are were also like 19
24 subissues, secondary issues. Notwithstanding the mega
25 nature and number of issues, it was really interesting to

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1 go through a process and really lift up and surface some
2 of the common perspectives as it relates to themes, as it
3 relates to key issues in terms of patterns, in terms of
4 what additional work is required, so this issue of
5 glossary, for example. One of the reasons we're going to
6 talk at a high level about -- about yesterday is, you
7 know, one of our big take aways is, we absolutely need to
8 develop a glossary. We all use words like systems change
9 and we nod our heads and say, yes, we are for that. And
10 everyone probably has a slightly different definition of
11 what that means. So we've got some work -- it was
12 enormously edifying, both from a strategic choices
13 perspective but also from a process perspective in terms
14 of where more research is required, where we need to
15 develop a glossary of terms, but also ultimately very
16 positive because this is hard work and these are hard
17 choices, but I think our take away was, this is work we
18 can do within this time frame.

19 We have a lot of learning under our belts from
20 L-3, Best Start, and other inputs. And with strong
21 facilitation and focus informed by our work that we've
22 been going over this afternoon, you know, we're going to
23 be able to get this done. It's not going to be easy, but
24 we're going to be able to get it done.

25 So let me turn it to Alex to talk about and

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1 provide kind of an overview of those what we call
2 cascading choices and then an overview of what we
3 identified as these big mega issues and use that as a jump
4 start for this conversation.

5 MR. HILDEBRAND: Thanks, Kim.

6 And, you know, certainly what we want to do is
7 give you all enough of a sense of what happened yesterday,
8 but also provide you all a little bit of an opportunity to
9 participate on your own in some ways in a similar exercise
10 that staff did yesterday.

11 So you have a slide in your handout. And it's up
12 on the board. Again, the text is painfully small. And
13 I'm going to talk through this a little bit because this
14 is, essentially, the framework for strategy that the
15 Drucker team brought to this conversation. That's their
16 typical framework anyway, but I think what First 5
17 recognized and we affirmed is we talked about, you know,
18 the trade-offs of trying to meld these two pieces of the
19 process together as -- you know, is this a framework
20 that's compatible and appropriate for where we are right
21 now. And I think we found out yesterday resoundingly
22 that, yes, it was.

23 And I think the -- the key aspect of that is
24 that, you know, Drucker's definition of strategy along
25 with ours really keys in on the questions of choices.

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1 So this model right here is called, strategies is
2 a cascade of interrelated choices. And, you know, the
3 frame for the conversation yesterday, and we will be
4 putting in front of you in a few moments, is about
5 choices. And I -- again, our -- the way that we think
6 about strategy inherently in any situation is what choices
7 does an organization need to make to -- moving forward to
8 make sure it's most effective.

9 And in the -- for First 5 LA in the context of
10 the, you know, the financial projections that are looming
11 behind us all at all times, is that those choices have
12 become much more paramount and much more -- you know, we
13 have much less latitude in some of these choices that we
14 will have to make given the impending fiscal situation
15 and, basically, being in an environment of declining
16 resources. So to look at things through a frame of
17 choices is really appropriate and really useful.

18 So just to talk through this model for a moment,
19 this is basically a description of the order in which you
20 -- it makes sense to look at choices. And the theory here
21 is that, as you move down this ladder, answers to one set
22 of choices set up another set of choices that can't really
23 be answered until you address the first set of choices.
24 So it is a hierarchy and it is set up with a kind of
25 arrows that are going both ways. It's something that you

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1 don't just go one way down and you have all your answers
2 by the time you get to the end. At each stage, you kind
3 of have to go back and revisit and say, given, you know,
4 what we just discussed, does our previous conversation
5 still make sense.

6 So what the Drucker team did is, basically, in
7 the course of those interviews -- anyone who participated
8 will kind of recognize this -- essentially, asked First 5
9 LA commissioners and staff to reflect on these questions.
10 And they actually created and ordered the choices then as
11 they emerged from those questions according to these
12 categories. And that's kind of how the activity was set
13 up yesterday, is that we -- the Drucker team, again, put
14 -- fed back to the group what they saw to be the key
15 choices emerging in each of these areas and then had --
16 essentially, had the group take them on.

17 I want to say something about how this graphic
18 relates to the process of what we're going to be going
19 through. And, again, fortunately, this was very well
20 thought out before we got into this. There's a lot of
21 alignment, despite the fact that we're kind of throwing a
22 different model at you here between what we're -- what we
23 have set up before this came upon us to do with you all.
24 And, essentially, if you just flash back to the visual
25 that we showed you of our timeline, the answers to the

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1 first three questions around what are our goals, what is
2 our role, and what are our offerings is, basically, the
3 theme and the stuff of the -- what I would encourage us to
4 think of as the first half of the strategic planning
5 process, which is what Steven referred to as developing a
6 framework for impact.

7 And what I want to take a moment here and just
8 emphasize that the -- while what happens after that is
9 going to be critically important as far as mapping the
10 pathway, figuring out how we activate this framework for
11 impact, the real important and critical choices that this
12 organization and this commission will have to make are
13 highly concentrated in the first part of this process
14 around redesigning First 5 LA's framework for impact. And
15 that is because this framework for impact is going to
16 answer some of these really big questions around what is
17 our role today given everything we've learned, given where
18 we are in our organizational life cycle, given what we're
19 looking at in terms of financial projections, and a bit
20 about how we articulate that role and get a little bit
21 more detail.

22 But this is the stuff of the big questions
23 yesterday that we'll put in front of you in a moment. And
24 this is the stuff that we, essentially, intend to answer
25 by the time we're putting in front of the commission

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1 proposed framework for impact because, essentially, it
2 will be reflecting on making -- making some decisions
3 before we decide on the strategies that will appear in the
4 plan about what First 5 LA will focus on in terms of goals
5 moving forward. It's got four stated goals right now
6 answering the questions, are these the right goals for us
7 to continue to hold in front of us and -- in the sense of
8 what Kim has been referring to as our north star, or are
9 they something different. And that's a really big
10 conversation and really big decision.

11 And, similarly, what are -- what do we offer as
12 an organization in pursuit of those goals, which really
13 answered the question of, what is our unique position and
14 offering as an organization, what do we have to offer that
15 others don't, again, in light also of our -- of our
16 projected declining revenues, rethinking and reflecting on
17 what First 5 LA has been doing to date in terms of
18 offerings, what it funds, how it funds it, how it tries to
19 add value and, potentially, coming out on the other end of
20 that interrogation with a different set of activities and
21 offerings than it has now. So that's all to be answered.
22 We don't know the answers to those yet, but that's the big
23 conversation we'll be having.

24 When we get to the end of this cascade though,
25 what capabilities do we have to have in place. That's

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1 something that we're going to be -- is going to be a
2 little bit of a boomerang conversation because we need to
3 think very carefully about the capabilities that are in
4 place right now and what is realistic to aspire to doing
5 based on the capabilities, but we also don't want to
6 completely limit ourselves by what and who is in place at
7 First 5 LA right now.

8 There are -- depending on the answers to the
9 previous questions and the scope of work and the emphasis
10 of that work moving forward, there are -- that will set up
11 some questions around capabilities and some -- you know,
12 and that's kind of what will feed the strategy development
13 process. We will decide whether the organization, you
14 know, needs to development new capabilities, essentially,
15 moving forward and what does that look like over the
16 five-year period of the plan.

17 So with that, I will ask you to flip on to the
18 next slide, but I want to just take a moment to describe
19 where these -- these five choices or questions came from.
20 And the short answer is that Drucker -- the Drucker team
21 produced, essentially, 20 -- about 24 choices that they
22 saw as being key or important coming out of the interview
23 process. And as they were approaching the session and
24 maybe -- they actually shared with us usually, they said,
25 usually, you know, we do this exercise with organizations,

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1 we get about seven or maybe even ten choices, y'all are
2 more than we're bargaining for. So we don't want to
3 overwhelm the group and kind of confuse the group by
4 putting all these choices out in front of folks. We think
5 there's kind of an ordering of those.

6 MS. BELSHE: They actually said we were the
7 single most complex organization they've ever worked with
8 in 30 years.

9 MR. HILDEBRAND: I think they used it in a very
10 complementary way.

11 MS. BELSHE: It seemed very factual and objective
12 as far as our governance being part of the county but
13 independent, having multiple goals, multiple -- many,
14 many, many programs. It -- it wasn't a criticism. It was
15 just an observation. It says a lot about some of the hard
16 choices we have.

17 MR. HILDEBRAND: So, essentially, they ordered
18 these and said, we think that there are -- you know, these
19 happen to be further up the ladder, the cascade. Some
20 questions that are more important for us to put in front
21 us and which will determine some of our answers to the
22 other questions that are down the ladder.

23 So they put these -- this was basically the first
24 half of our day yesterday. They put these questions in
25 front of the group and have us do some reflection and work

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1 on them. They -- they did ask the group to also entertain
2 the additional choices, but they did something fairly
3 nifty in my mind from a facilitation standpoint, which is
4 they actually asked all of the participants in the meeting
5 to essentially develop some scenarios which they call
6 archetypes based on their answers -- each individual's
7 answers to these questions.

8 And what ended up emerging from that is that
9 there were four kind of different scenarios identified
10 collectively across staff. And they weren't wildly
11 different. There were some very notable and important
12 differences but there were four 4 distinction scenarios
13 based on answers to these questions that emerged.

14 So the afternoon exercise was about the group of
15 about 18 staff broke into four small groups and played
16 these scenarios out by answering all of the additional 19
17 question -- 19 choices and by addressing or identifying
18 challenges that this scenario, kind of as a way of moving
19 forward, presented, as well as some reflections on what
20 this might mean for what we will no longer be doing if we
21 were to play this out.

22 So that was the -- that was the afternoon
23 exercise. And we have largely, because of the language
24 issues that emerged and also there's a -- as you can
25 imagine, just sort of a richness of nuance and kind of

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1 detail that accompanied each of those scenarios that where
2 this session having ended less than 24 hours ago right
3 here in this room -- are still kind of sifting through and
4 trying to make sense of. So we will circle back to this
5 committee probably at the next meeting with some more
6 detail around the output and what those scenarios looked
7 like and some more thoughtful presentation of some of the
8 implications for the strategy process as we see them.

9 But now, I do want to direct folks to these --
10 and in case you haven't had a chance to look through these
11 before, maybe just give folks about 60 seconds to look at
12 the next two pages and just digest a little bit what these
13 questions kind of mean and also just give a quick
14 qualifying statement that the blue boxes here, which
15 represent some of the options for all these questions were
16 merely what came out of the interview process and are not
17 intended to be exhaustive or comprehensive as far as all
18 the choices that are actually represented in terms of
19 addressing these questions.

20 COMMISSIONER HOWELL: Can I just ask a really
21 quick clarifying question?

22 The question number one, what are our goals and
23 aspirations, is that completely focused on the board to
24 answer these questions? So was there -- did we answer
25 question number one yesterday?

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1 MR. HILDEBRAND: We did not answer that question
2 yesterday. And it was kind of interesting because that
3 explicit question, not having (inaudible) interview
4 process per se and what Drucker -- they didn't pull
5 something out around that. Those identified early on in
6 the conversation. Folks kind of said, what about our
7 actual written goals and how does that fit in.
8 That ended up being inserted into the 19
9 subquestions and dealt with there, but I think more than
10 anything, they realized that we needed kind of a different
11 form and cover design to address that question.
12 So you don't -- you don't see that question
13 appearing here. And thanks for pointing that out because
14 it is kind of a glaring omission in a way and we're making
15 plans right now for how to answer that question.
16 COMMISSIONER DENNIS: Any questions?
17 MR. LaFRANCE: I think at this point, it would be
18 really helpful to hear any reactions the committee may
19 have about these mega -- the five or what we call the mega
20 choices as Alex indicated, the five got pulled up above
21 the other 19. But we wanted to hear if you felt like
22 these resonate and if anything was missing, and then we
23 can talk about the options as well. But I would just love
24 to hear commissioner reactions and input on the choices
25 themselves.

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1 MS. BELSHE: And at kind of the meta level --
2 MR. HILDEBRAND: In other words, are these the
3 five big questions in your mind or are there other
4 questions in your mind show up here outside of the kind of
5 clarifying goals.
6 SPEAKER: I just had a quick question about the
7 route to impact. In the discussions you had yesterday,
8 did it really just boil down to what is our impact direct
9 or indirect? It seems to be pretty much straightest
10 forwardest answer.
11 MR. HILDEBRAND: Yeah.
12 SPEAKER: To the questions --
13 MR. HILDEBRAND: Yes. So Drucker -- the Drucker
14 team was pretty adamant about trying to force choice. So
15 there are a lot of artificial kind of barriers between
16 these things and lack of, you know, ways to think about
17 these together and interact with each other.
18 The short answer is that that was the language,
19 this kind of, you know, dualistic way of looking at it and
20 mutually exclusive way of looking at it was the language
21 that was used yesterday. And there was a lot of kind of
22 finding ways to talk around that or acknowledge that there
23 might be one primary or secondary vehicle, but it did not
24 necessarily make sense to put it as a --
25 SPEAKER: Just an observation, but it just seems

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1 like that's really been a lot of sources of conversation,
2 controversy to a certain extent what is our road to
3 impact: Direct services, direct approaches, or indirect
4 approaches. That really spelled it out --
5 COMMISSIONER DENNIS: This is not relating to
6 that, but I think Nick brought up a good point. But
7 perhaps missing in this and perhaps in the file is, who do
8 we serve. And I don't know if that was dealt to, you
9 know, your meeting yesterday. Obviously, you define
10 yourself in this type of business by, who do you serve.
11 And we've had -- I know, when Drucker interview me, I
12 talked about that to some degree. So I that maybe more --
13 MS. BELSHE: That's a good example of what in the
14 process yesterday was identified and agreed to as -- as a
15 secondary issue under role. That's not to -- there's no
16 science to this. And lifting it up is like a six meta
17 issue may be the right thing to do in the context of our
18 work, but it absolutely is something we spent a lot time
19 talking about.
20 COMMISSIONER DENNIS: It's noticeably missing,
21 but I can't believe that you didn't discuss it. You had
22 to discuss it.
23 MR. HILDEBRAND: So what I'll say is, most of the
24 discussion around that had to do with to what extent do we
25 prioritize service at-risk kids. That was a big

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1 conversation under who we serve. But I'm wonder if you
2 have -- if that's the question --
3 COMMISSIONER DENNIS: My only question is that it
4 was missing and you were talking about these mega issues.
5 And, obviously, I knew that at some level you had to
6 discuss it and it didn't hit the five major questions.
7 But like for me and my organization, who do I serve
8 defines who I am and then how I strategize and what do I
9 do and all of that. It's like really being clear about,
10 you know, the folks that I try to touch.
11 MR. LaFRANCE: One point that I'll make which
12 kind of bridges the Drucker process with the rest of the
13 planning process, and it actually addresses both points
14 that that Nick and Commissioner Dennis have brought up,
15 and that is that you will see in a very early draft of
16 decision making criteria that you we have for you to take
17 a look at today, that we've framed the primary decision
18 types as being about goals, pathways, and target
19 population and that in the -- in those conversations will
20 be embedded not a binary choice between direct or
21 indirect, but what is the balance or -- and as we think
22 about the kind of impact we want to achieve among
23 different kinds of populations, when do we choose to --
24 for our route to impact to be a direct one versus an
25 indirect one. And as we think about target population,

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1 again, it's not do we -- are we for all kids or are we for
2 at-risk kids. It's not, again, either or; it's what is
3 the balance and how do we think about integrating our
4 approach to impact with target population as you say.
5 So I just wanted to bridge. It's one of those
6 slightly awkward aspects of having done this one process
7 that's feeding into another process. But we will be, you
8 know, meshing the two together. So regardless of whether
9 target population gets raised as a sixth mega choice, it's
10 absolutely something we're going to be getting to in the
11 work we're doing, our framework from impact development.
12 COMMISSIONER DENNIS: That answers my question.
13 Nancy.
14 COMMISSIONER AU: I guess what I'm struggling
15 with is not so much the mega questions that you have here.
16 I think they are quite appropriate. But my struggle is
17 that, when we're engaged in a planning process and you
18 have a diversity of perspectives around a tabling, that
19 just to facilitate the progress of the conversation
20 oftentimes as a consultant facilitator, you tend to then
21 begin to sort of narrow the conversation and -- and -- and
22 I -- I'm feeling rather uncomfortable because, by virtue
23 of exercising that facilitation process, you can begin to
24 manipulate or manage -- manipulate is a very loaded word,
25 but --

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1 MR. LaFRANCE: In the literal sense of it.
2 COMMISSIONER AU: You know what I'm saying. A
3 literal sense in terms of limiting the choices, or even
4 imposing a sort of a framework on what the choices are
5 going to be and what the options are. And that's what I'm
6 sort of struggling with right now just looking at -- and I
7 take it from your presentation, Alex, that these options
8 that you sort of highlighted here are not really the total
9 package of what you had heard from the Drucker report, but
10 something that you elicited. But just by virtue of you
11 exercising that sort of presented to me a particular
12 framework, and that -- that I'm feeling rather
13 uncomfortable with.
14 So I guess my question to you is, how -- how do
15 we guard against not really engaging in a really -- in one
16 of the words here innovative approaches because, when you
17 talk of innovation, it's sometimes ideas that come out of
18 left field. And so for me, the process can often means --
19 can often lend itself better to -- to staying with what it
20 is we want to accomplish, you know, what are the goals.
21 And then you talk about target population. In
22 some ways that's already been dictated from my perspective
23 by the Prop 10 initiative itself which said these dollars
24 are going to be utilized to -- to impact in a positive way
25 the outcomes for children zero to five. And that in

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1 itself for me is a targeting concept.
2 So I guess, do you see where I'm going with this?
3 MR. LaFRANCE: Very much so. First of all, I
4 want to acknowledge the dynamic that you're raising in
5 these processes, and it absolutely is a fine balance to
6 strike from -- to know when and for how long to stay in
7 the generative space before you go to a narrowing or
8 selecting or filtering kind of exercise.
9 And so I just want to reassure you that I'm
10 really sensitive to the dynamic that you're describing. I
11 think this is -- this is a moment right now that we're in
12 -- I mean, literally, this second -- of wanting to not say
13 these are the choices and options, necessarily. If the
14 committee were to raise other choices and options, that
15 should be put on the table. In fact, as we were preparing
16 for this afternoon's meeting this morning, we ourselves
17 looked the options. It's not unlike Nick's observation
18 that there is so much that is packed into direct versus
19 indirect. But if you were to look also at the, what do we
20 do question on slide 8, I -- in the white space, I drew a
21 new box myself and I wrote in, public education,
22 convening. There are other roles that you may play which
23 represent other options here.
24 So -- so I don't feel we are yet at the point of
25 understanding what all the options are myself and -- but

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1 -- and I do very much trust that the committee will be our
2 partners in helping to strike that balance between staying
3 in the generous space and getting to more of the filtering
4 and narrowing. So I just appreciate it you naming it
5 because it's -- it's a delicate aspect of this kind of a
6 process.
7 COMMISSIONER DENNIS: I think part of the
8 situation is that the little I know about Drucker, they do
9 a lot in the for-profit business world, one. And, two, to
10 engage them in this process, this probably should have
11 been precursor to you coming on board. So to have this
12 going on at the same time, it can get a little mushy now.
13 But I'm confident it will all -- it will all work out --
14 work out all right.
15 So, I mean, the work that they should have
16 informed but not create a paradigm. So that's what I'm
17 suggesting.
18 And to that end, I'll just shut up.
19 MR. LaFRANCE: Well, I mean, I would love to hear
20 if -- if committee members have -- and commissioners have
21 thoughts about additional options. Again, at the risk of
22 stealing an opportunity for one of you to comment, I --
23 when I look at the question of at what level should our
24 impact be aimed, I don't see systems here and I -- and I
25 think that is another option that -- that we have been

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1 talking about that's not yet represented. So maybe it
2 depends on how you define community capacity building
3 outcomes.
4 But that said, I think systems are a meaningful
5 level at which we have been having conversation with First
6 5 IA about where would you like to be targeting impact.
7 But if, in your view of this, you see other options that
8 are not just glaringly but on any level seen missing, it
9 would be really, really helpful to hear those reactions.
10 And I would provide -- and Alex said earlier to
11 underscore, this isn't your last chance either to engage
12 with this because we will go into more detail in the next
13 P and P meeting.
14 MR. HILDEBRAND: We will. I also want to
15 acknowledge and appreciate Commissioner Dennis' comment
16 that this framework right here was intended to and will
17 have limited lifetime in this strategy process. So we are
18 going to kind of round it out, but it will then be kind of
19 translated into the new process. So this is -- the
20 purpose of this is not to get people too hung up on this
21 framework or this way of acting thing. We happen to think
22 we can pull a lot from this into the -- you know, the big
23 part A of the strategy process, which is developing the
24 framework for impact. Incidentally, the framework for
25 impact addresses many of the questions that are put here

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1 but they're not articulated in the same way.
2 So I do want to point out that we don't -- we
3 don't want to get too hung up on this right here.
4 COMMISSIONER DENNIS: Thank you. Trish.
5 COMMISSIONER CURRY: Duane, could you clarify for
6 me a little bit under the, what do we do: Enhance
7 workforces and enhance neighborhoods and enhance -- I
8 mean, what does the word "enhance" mean to you? I mean,
9 we've talked a little bit about different words mean
10 different things to different people, and I'm not sure I'm
11 clear on what you mean by --
12 MR. HILDEBRAND: So just to be clear, this wasn't
13 our language, so we can't go into too much in that regard,
14 but my translation or interpretation maybe a better word
15 would resonate exactly with you all more is,
16 strengthening. I think that's what they were getting at.
17 That was probably the sentiment that was expressed by
18 commissioners and staff who were interviewed, that they
19 translated in this way.
20 MS. BELSHE: Regarding the distinction between
21 First 5 IA's offerings, activities, investments in terms
22 of focusing, whether it be on services, whether it be
23 focusing on community, whether it be focusing on more
24 systems-oriented changes. So "enhance" is kind of a
25 nebulous term, but I think it's just trying to draw a

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1 distinction between the different types of activities and
2 investments we could take. And, frankly, right now, we --
3 we do all of these things and more, but the balance is,
4 there's not a balance. We fund and provide a lot of
5 services, for example. We're increasingly advocating and
6 working to influence policy. Best Start is an effort to
7 enhance neighborhoods.
8 So did that --
9 COMMISSIONER CURRY: But what you're saying is
10 really more in our vocabulary, strengthening might be a
11 better word than enhancing?
12 SPEAKER: I would say that that is more, you
13 know, equivalent. It's a word that we use
14 interchangeably: A strengthening, enhancing. But I would
15 just reinforce what Alex and Steven are saying, is that
16 this is indeed an effort by the Drucker group to jump
17 start a conversation. Within that context, you know, it's
18 a way to start the conversation.
19 COMMISSIONER AU: Maybe you could help me.
20 COMMISSIONER DENNIS: Who me?
21 COMMISSIONER AU: Yeah, all of you. All of you
22 could help me, because what I'm trying to do -- as you all
23 know, I always try to connect what I call esoteric
24 conversation on sort of these broad sort of terms to
25 something that's very concrete for me. And for me, what

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1 is very concrete is our adoption of the Best Start
2 framework theory of change that said we are about
3 strengthening families and building strong families.
4 So how would this particular theory of change or
5 framework fit into this conversation we're going to have
6 in this planning process?
7 MS. BELSHE: Well, a couple of things to be
8 clear, Best Start has two strands, right? Our place-based
9 work has two strands. One is a direct services component
10 focusing on family strengthening through Welcome Baby Home
11 Visitation; and secondly is our investment in community
12 capacity building working in partnership with communities
13 to strengthen families and improve outcomes. So they're
14 two complimentary but distinction investment strategies.
15 I think what I'm eager to have as a conversation
16 with the commission is to bring greater clarity and
17 transparency and consistency to some of these big issues
18 about our role, for example. In our current strategic
19 plan, we identify like six different roles and we kind of
20 all, here we're doing that and, here, we're doing that.
21 To bring more of a coherent, consistent definition to some
22 of these key issues. And we're building upon a lot of --
23 and this is something we're going to talk about shortly in
24 terms of decision making criteria to help inform some of
25 these big issues -- questions around goals, pathways,

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1 target population. But one of the key criteria is
2 building upon our own strengths, building upon our own
3 experience. And the work we have done across the board,
4 including Best Start, is a good example of that.
5 MR. LaFRANCE: And how I think about the question
6 you're posing, Commissioner Au, is that, what is not
7 necessarily -- well, no. I'll put it this way.
8 That through this process what we would be
9 looking to become crystal clear about is the answer to the
10 question of to what end for every strand of work that
11 First 5 LA is engaging in. So explicitly thinking about
12 Best Start that, as Kim and -- reminds us that the two
13 strands of direct services and community capacity
14 building. What are the -- the larger sort of systemic
15 intents for both of those strands so with the community
16 capacity building work, you are learning from the -- from
17 the community what strategies they suggest may work to
18 affect particular indicators, and there's the learning by
19 doing process. And my assumption coming into this and
20 viewing the work and thinking about it, is that it's, of
21 course, for the purpose of benefiting those families who
22 are reached through that work, but it is also a learning
23 exercise that then that knowledge, because you have also
24 the companion research and evaluation component, it
25 becomes a driver for informing policy and systems change

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1 and work that can affect families beyond those who are
2 reached directly with the interventions that are derived
3 through the learning-by-doing approach.
4 So that's -- that's kind of how -- you know, I
5 feel that's where the dots need to be connected all the
6 way through to, how are the -- how is the work in the Best
7 Start communities informing work at a systemic policy sort
8 of level so that there is something that's
9 institutionalized in those communities that last beyond
10 your -- your investments.
11 COMMISSIONER AU: Okay.
12 MR. HILDEBRAND: And we will -- we accept the
13 challenge of --
14 COMMISSIONER DENNIS: We will and we will accept.
15 I like that.
16 COMMISSIONER AU: You will and you will accept
17 the challenge. That's good.
18 MR. HILDEBRAND: You know, I have been -- I've
19 got a puzzle that's not sorted out in my mind about how to
20 integrate. Because I think one challenge is, you've got a
21 theory of change for Best Start and you have a theory of
22 change for the rest of the organization. How does it all
23 fit together. So that's what we hope to bring you when we
24 bring you our framework for impact, something that knits
25 that stuff together, does it in a kind of concrete and a

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1 clear way. So we accept that challenge.
2 COMMISSIONER AU: Very good.
3 MR. HILDEBRAND: Smartly or not smartly.
4 COMMISSIONER DENNIS: Deanne, did you have
5 something?
6 COMMISSIONER TILTON: Yeah. It kind of ties into
7 what Nancy was saying, but (inaudible) worked in
8 communities, we worked with issues related to what gets in
9 the way of healthy families or -- and healthy communities.
10 I think it is important to do what you just said, separate
11 out Best Start from the rest of what we're doing because
12 everything, if it focuses just on Best Start, then let's
13 say that's what we're doing.
14 But on the other hand, I am trying to think of
15 the family, the child that we're focusing on, which is why
16 we're here, pre -- well, actually conception to five. And
17 I'm suddenly thinking of hospitals and law enforcement and
18 mental health facilities and neighbors who don't want to
19 go next door because they're afraid to or because they
20 don't like their neighbors or there's poverty, there's
21 domestic violence. There's all of these issues that I
22 relate to in terms of looking at a community and wanting
23 to help strength it. And there are ways of addressing
24 some of these issues that people back away from. People
25 don't like to say child abuse, for example. They don't --

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1 they never do say that unless we have to. But it's a big
2 issue and it's a big issue with very young children who
3 aren't seen outside the neighborhood until it's very
4 serious.
5 So I guess I'm just trying to interject a
6 personal note into what is very admirable. I like all of
7 these boxes. I think I can apply them to my organization
8 or lots of organizations because they're so -- some
9 general and inclusive, but I just would like for you to be
10 thinking about, okay, now I'm this little family who has a
11 child who's got -- who is developmentally delayed and
12 another one who's in juvenile hall and another one who is
13 flunking out of school and another one who is traumatized
14 by the fact that my husband's beating me.
15 I hate to make it so complicated, but it doesn't
16 exactly -- you know, you just can't overlay a real general
17 -- I'm going to always be thinking, okay, how is this
18 going to help those kids. And so I'm saying we should do
19 all of these, of course. I mean, there's nothing in here
20 that --
21 MS. BELSHE: But I want to make a really
22 important point, Deanne. The whole point of this exercise
23 -- and it really was -- we're just sharing with you the
24 process and how it will be used as we transition to a much
25 broader and more comprehensive LFA effort that's been

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1 outlined, is the key take away from yesterday and I think
2 the key theme in our work together is going to be about
3 choices, about difficult choices. And that was my biggest
4 take away from the day-long meeting yesterday, was good
5 strategy requires difficult choices. And these were
6 presented as options. And one of our challenges as an
7 organization is that we -- we try to do everything.
8 COMMISSIONER TILTON: No. I don't want to make
9 it choices because I do think that's where we get in
10 trouble is when we think that these issues I pointed out
11 are not connected because they are connected, and you make
12 an overall choice that will make a difference for multiple
13 issues that you have in your head. So if, in fact, we're
14 talking about something as basic as transportation, in a
15 community, a choice, you know, people can't get to the
16 hospital, the doctor; they can't -- the kid can't get to
17 school, whatever it is, we could make a general -- we can
18 make an overall decision that we're going to try to
19 respond to these, but not individually, but in a way that
20 will make it possible for -- for many issues to be
21 resolved.
22 MS. BELSHE: So that's a good exam of this -- the
23 set of choices involved with the, what do we do, how do we
24 engage, what type of activity do we undertake or support;
25 is it an individual participant level, is it a more

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1 population systems level. That's a good example.
2 COMMISSIONER AU: We're a policy --
3 MS. BELSHE: Policy engagement to effect change
4 that effects -- so that's a really good example of a
5 choice.
6 MR. LaFRANCE: I think this actually provides us
7 with a great segue to talking about the decision making
8 criteria and how we'll work our way through some of these
9 choices and options. So I would --
10 MS. NUNO: So one of the key lessons that we
11 learned yesterday was about, in order for an organization
12 to make impact and to develop a strategy that will help
13 that organization make impact in a very unique way, you do
14 have to make those tough choices as Kim was saying, and
15 you have to identify what you're not going to do because
16 there may be ways that you can partner and link up to
17 folks who have, you know, a more impactful role and
18 responsibility in accomplishing that goal.
19 So I think, as we move forward in using the
20 framework that LFA will be taking us through, that those
21 are the choices that we're going to be looking at. And
22 how do we uniquely contribute to these very complex
23 problems that children and families face in LA county. We
24 -- we can make a unique contribution and play a very
25 strategic role in making sure that kids overall will

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1 benefit, so --
2 COMMISSIONER TILTON: The language is there, but
3 let me just --
4 MS. NUNO: And this was just -- it was a tool to
5 help us start thinking about and building our capacity as
6 staff and that we hope as commissioners to begin to think
7 about how to make choices. You know, we have to be
8 looking at, you know, our resources, financial, you know,
9 staff capabilities, you know. As Duane mentioned, the
10 commission's capabilities, where are our strengths that
11 will allow us to make choices that will see the type of
12 impact that we want for kids across LA county.
13 So this not an exhaustive list. This is just --
14 we wanted to share this with you today so you can see how
15 we're beginning to think about the types of options and
16 choices ahead of us. And if there's anything else that's
17 missing here that we need to take back, I think, Duane,
18 your point about, you know, the target population or who
19 we serve is a very good question that we need to think
20 about how to incorporate. If there are other mega -- or
21 meta was another term that was thrown around yesterday --
22 meta questions that we want to answer as we go through
23 this process. That's what we were hoping that you could
24 provide some input into.
25 COMMISSIONER DENNIS: All right. So we're going

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1 to move on to -- somebody else. Trish, I'm sorry.
2 COMMISSIONER CURRY: That's okay. I'm struggling
3 with this a little bit and I guess I -- what I'm not
4 feeling from these options and choices are the real
5 serious problem that we have and the real serious problem
6 we have is that we have children zero to five that are
7 victims of child abuse and neglect or fatalities because
8 of some of that abuse and neglect, and there's a real need
9 in LA to help make kids safe, especially at that age
10 group. And it's not just in LA. I mean, the statewide
11 report from CDSS talks about that 38 percent of the kids
12 in foster care statewide are children zero to five.
13 That's -- that's a big number. Now, that's the statewide.
14 And you look at the children who are in the foster care
15 system because of abuse and neglect, the biggest growth
16 has been in the zero-to-five age group. And they now
17 represent somewhere in the neighborhood in DCFS of 40
18 percent when you look at the kids under 18.
19 So I think somewhere in this, I don't get the
20 urgency or the seriousness of the dilemma that children --
21 not dilemma, but the safety issue for children zero to
22 five. And I think that's what kind of is missing for me
23 somewhere, that this is not just, you know, a minor
24 problem. This is a major problem.
25 And we now have, you know, reports from Harvard

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1 about the trauma to young children that abuse and neglect
2 causes and the lifelong effects of that trauma. We have
3 the Hilton report that talks about child birth in LA
4 county, specifically in the data, and who are having
5 children and in great numbers, is those who have been in
6 foster care system. So we have the foster care system
7 raising kids, you know. We now multiple generations that
8 are being raised in foster care.

9 And what I don't see in here is that as a county,
10 if we want to strength families and help families, one of
11 the ways to strengthen and help them is to work with them
12 before they get into the foster care system. And so I
13 guess -- I don't see that in there and I don't -- I don't
14 know exactly how to put the wording in here to make that
15 -- I mean, enhancing neighborhoods or strengthening
16 neighborhoods is fine, but we have a serious problem.

17 MR. LaFRANCE: Well, I think where the
18 conversation is going suggests that we move to talking
19 about the decision making criteria because this notion of,
20 how do we make the decisions and how are we taking into
21 account the gravity of the need of the situation is
22 articulated in those. So if I may, I want to move us
23 to --

24 MS. BELSHE: If I could, I think what Trish is
25 raising is potentially an important meta/mega choice

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1 related to -- and, Trish, you didn't see any issues in
2 this, right?

3 COMMISSIONER CURRY: Right.

4 MS. BELSHE: This is really about, what is our
5 role. So whether you take the issue of child abuse and
6 neglect or obesity or health, it's like, what is our role
7 and what do we do, you know, in terms of what -- bringing
8 clarity to -- greater clarity consistent to our role,
9 bringing more clarity. So given our role, how do we make
10 a contribution with some targeted issues. I think that's
11 what we're grappling with and what you're raising -- just
12 so I can finish.

13 What you're raising I think is a good question
14 about, you know, use the term downstream. This -- whether
15 it's a funding criteria or an engagement criteria, being
16 more explicit about, so should we be putting -- putting
17 our thumb on the scale more of prevention and early
18 intervention. That's what I'm hearing you say.

19 It's like a funding -- an engagement choice.
20 Because we could be an organization that says, you know,
21 we're really about kids in crisis, you know, we're really
22 about dealing with kids who are falling through the
23 cracks. That's an example of a choice. As opposed to
24 saying, you know, we're going to invest more and engage
25 more at the front end, whether it be through services,

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1 whether it be through policy and advocacy, whether it be
2 through systems change with an eye towards preventing.
3 And I would submit and characterize our work in the Best
4 Start, both on the direction services side and the
5 capacity building side, is a terrific example of working
6 downstream in terms of be universal, being prevention
7 oriented, strength based.

8 But that's a good example of -- that's a
9 strategic choice for the commission.

10 COMMISSIONER CURRY: I understand that. And I
11 guess some of the choices maybe that I'm not seeing in
12 the, what do we do, is some more serious choices like
13 systems change, not just enhancing systems and support,
14 but really taking a leadership role in systems change or
15 facilitating systems change or institutionalizing systems
16 change or --

17 MS. BELSHE: Yeah. We got it. Okay.
18 Decision making.

19 MR. LaFRANCE: Well, it's all -- this
20 conversation is all of a whole. I mean, it's a unified ed
21 whole actually, which -- and I really appreciate the point
22 about one thing that will need to be decided upon in this
23 process is the balance of work that is upstream versus
24 downstream.

25 Kim, in my mind, the way I sort that through our

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1 processes is that it's a pathway level just choice to
2 make. You know, so once we've decided what our goals are,
3 you know, where do -- where along the pathway of change
4 and intervention do we focus our work.

5 And so, as we are -- have been discussing up
6 there, all this process is going to be all about making
7 tough decisions based on the choices -- the issues that
8 we're grappling with. We've sorted those types of
9 decisions into three categories: One being about goals,
10 one -- the second being about pathways to achieve those
11 goals, and the third about how to focus resources within
12 -- within the target population. And resources being not
13 just financial, but also human and social resources.

14 So if I may turn your attention towards the Word
15 document that has at the top of it, Decision Types and
16 Possible Decision Making Criteria. It -- of course,
17 there's a couple of paragraphs of lead-in. What I mostly
18 want to underscore is that this -- these are not the
19 finally decided-upon criteria. This is a draft for
20 discussion. And, in fact, I think we just surfaced
21 another criteria that probably needs to be worked into the
22 pathways level about how far upstream is our work or what
23 is the balance of work upstream or downstream.

24 But as we're developing as what we're calling
25 this framework for impact, which, by the way, over the

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1 course of this meeting, I've decided probably needs to be
2 called the framework for impact and sustainability. But
3 that said, we've proposed for discussion purposes today
4 that, when we think about goals, we -- it will be useful
5 we offer to think about, with respect to a given goal, how
6 well is First 5 LA uniquely positioned to advance work
7 towards that goal, as one criteria. As a second, does the
8 goal address a significant need for children in the county
9 or where a trend is of serious concern to First 5 LA,
10 which I think -- that's where I was making the connect as
11 well with Commissioner Curry's comments, the uniquely
12 positioned criterion getting to the discussion that we
13 were having regarding how are we going to make some of
14 these decisions. And the third, and is it a goal that we
15 believe First 5 LA can make sustainable progress towards
16 achieving over time.

17 These goals need to be operationalized. I'm
18 sorry. These criteria need to be operationalized, what
19 does it mean in practice when we say uniquely positioned,
20 significant need, sustainable progress. That's something
21 that we would flesh out.

22 But what we're sharing with you today is our
23 initial thinking on what some principles might be on which
24 we make decisions about in this case goals.

25 In the -- and in the case of pathways to achieve

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1 those goals, we may think about what the level of evidence
2 is behind that particular pathway. We might think about
3 whether it's leverages other efforts in the community or
4 resources or players, partners, and whether First 5 LA has
5 the infrastructure or capacity to deliver, whether First 5
6 LA can build that capacity.

7 Again, I think importantly this criterion of, is
8 it an upstream investment or a downstream investment, and
9 how can we be thoughtful about the balance of -- of First
10 5's -- how First 5's resources are directed on that
11 continuum.

12 Just to complete the sort of outline, my verbal
13 outline of what's here, and then we can open it up for
14 discussion, on the either second or backside of page of
15 what you have there also is, as I mentioned, decisions
16 regarding target population. And as we've said earlier
17 today, of course, when the legislation was passed, it is
18 clearly with the intention of improving outcomes for all
19 children zero to five, but how you improve outcomes for
20 children zero to five can look differently for different
21 children at different levels of need or risk given, you
22 know, the barriers or challenges or circumstances that
23 they encounter.

24 You know, First 5 LA in the past has made
25 decisions about targeting some level of resource toward

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1 children who are higher risk, have a greater level of
2 need. But as we're having these conversations about how
3 -- how can First 5 LA do its work in a way that
4 demonstrates what works can be scaled to a broader level
5 to reach more than the children who are directly served
6 through programs you may fund. How do we -- how do we
7 balance that approach to the work with also funding direct
8 services.

9 So we -- we envision that there will be criteria
10 and principles that emerge from this work that may
11 articulate something along the lines of, within the
12 overall pool of resources that we have to invest, there --
13 we express an intention to invest some proportion of those
14 resources to children in higher risk situations or
15 relatively greater need than the county as a whole. But I
16 think we want to be approaching your work in a way that,
17 even when you are funding services that reach high-need
18 children, it also is selling us something about how
19 systems and policies in LA county should be gearing and
20 directing and designing their work to reach more than the
21 kids served by the directly funded programs.

22 So let me let me stop there and engage you in
23 more discussion. I was just feeling that, as we were
24 getting to the conversation, the -- there was a missing
25 piece to the puzzle, which was that these criteria bring

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1 to the conversation things we need to be thinking about,
2 like need, First 5 LA's unique role, what is sustainable
3 over time, et cetera. It's a lot.

4 COMMISSIONER DENNIS: Okay. Commissioners?
5 Nancy.

6 COMMISSIONER AU: As I was listening to you and
7 in the context of targeted population, and -- and the fact
8 that we have narrowed in terms of our focus over time to
9 -- to children and families that are considered of higher
10 need and at higher risk. And -- and what is oftentimes
11 baffling for me is that resources that have been by
12 policy, whether it's on the federal level or the state
13 level and even the county level, have pretty much narrowed
14 their resourcing as well to the same population. So by
15 virtue of that, then I ask the question, why is it that
16 we're still continually being confronted with the
17 continual suffering of these children and families, and is
18 First 5 LA's role really to continue -- just continuing to
19 get involved in that process or do we take another step
20 back and say, what is the critical factors that are still
21 existing that is impeding the effectiveness of this
22 investment by -- by the government, whether it's federal,
23 state, or county.

24 And so for me, the role that First 5 LA can also
25 play is to facilitate that -- that very conversation and

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1 be a catalyst for really taking another look when you're
2 back to innovation, right? Or even taking a look at that
3 -- that -- that prevention perspective, right? You -- so
4 that's what I was resonating with.
5 And, you know, I'm looking at Arturo, and I know
6 that he has the foster care children's education right in
7 his lap. I mean, that is one of your major challenges.
8 And so the question becomes, if -- given the
9 resources, you know, what is still making it extremely
10 difficult for his organization to truly get to the meat of
11 the challenge? And could First 5 LA's eyes help to
12 facilitate that. And then looking to DCFS and also in
13 terms of Deanne and baby's still being killed, you know,
14 and you having to go to death reviews because of this
15 that.
16 Do you see what I'm getting at?
17 MS. BELSHE: I think you're raising a really good
18 example of the discussion we had yesterday about, in the
19 context of our long-term financial plan, among other -- in
20 the context of our learning in recent years, what is our
21 role going forward. And to the extent First 5 LA has been
22 a significant funder of services, as Karla mentioned as
23 well, not sure that's compatible with -- on a go-forward
24 basis with those projections. So it kind of begs this
25 question of, okay, given our interest about improving

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1 outcomes for kids and being a part of that ecosystem,
2 because we're not going to do it alone, what is the role
3 -- maybe one or two roles where we can most effectively
4 make a contribution.
5 So what you're speaking to, Nancy, is one example
6 saying, a role as being a catalyst, a convener focused on
7 systems change, not so much funding services, but focusing
8 on systems change.
9 So I think that's -- you're calling out one of
10 those really important meta strategic choices that we're
11 going to be wrestling with.
12 MR. LaFRANCE: I heard exactly the same thing in
13 your comments, which is -- and the way that I make it
14 concrete in my mind is that, what often happens is that
15 the way that the policies are written and then implemented
16 by departments and systems, there are, you know, deadends
17 or roadblocks or potholes that children and families run
18 into along the way. And it is -- it's a function of how
19 -- what happens either in how the policy was written or
20 how the implementation happened that you don't have the
21 health system articulating with the education system as it
22 should, or the foster care system articulating with the
23 health system as it should and can.
24 And by identifying where those deadends and
25 roadblocks and potholes are that you can have a much

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1 broader effect for children countywide. And -- and so
2 that's kind of how -- how I play it out in my mind that,
3 by focusing on more catalyzing systems change can make it
4 so that you're -- you know, making it so that systems
5 articulate with each other so that parents and families
6 and children have better access, better quality, and
7 therefore better outcomes through the -- the services that
8 they -- that they get.
9 COMMISSIONER DENNIS: Trish.
10 COMMISSIONER CURRY: I agree with you and Nancy.
11 We don't -- we can't make more money, but the only way we
12 can have more money to do some of these things that Nancy
13 talked about and you're talking about is by working with
14 other people who have money. And so if we want to
15 continue to help with services and direct services -- not
16 direct services necessarily, but -- but services for
17 families that are at risk, then what we need to do is
18 partner with people who have money. Some of those are
19 private partners and some of those are public partners.
20 And so if that's what we choose one of our choices we want
21 to do, is to continue seeing programs and services exist
22 and we can't -- we don't have the money to do that, then
23 it sort of puts in there the necessity that we have to
24 work with others or we have to find something else we want
25 to do.

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1 And there are a number of ways to work with other
2 entities, be they public or private. One is to help
3 identify, like Nancy was saying, the roadblocks and how
4 can we get through those roadblocks. Some of the other
5 ways we can do it is by facilitating, bringing them all
6 together. So there's a lot of ways we can do that. If
7 that's what we want to do, but we can't make more money,
8 but we can create a situation where we have more money to
9 do so.
10 One of the things that bothers me from earlier
11 today and all of the people that showed up for the agenda
12 item about ending the grants -- and I totally get ending
13 the grants. I'm not fighting that or anything. But for
14 me, it -- it seems a shame that we spent for some of those
15 grants were around for 12, apparently, years and they
16 built up a infrastructure in some communities that, you
17 know, doesn't exist once those structures are gone. And
18 again, I'm not trying to be critical of the staff because
19 I think they do a great job, but I just wonder, because I
20 really don't know, so I'm -- I but -- I wonder if, as we
21 go forward, because this is not going to be the first
22 meeting where we talk about ending grants, I assume.
23 It's going to keep coming up as a theme over the next five
24 years.
25 COMMISSIONER DENNIS: Every March and April, this

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1 will be the discussion.
2 COMMISSIONER CURRY: Right. Right.
3 MS. BELSHE: The system with the board approved
4 guidelines.
5 COMMISSIONER DENNIS: There's going to be
6 discussions.
7 COMMISSIONER CURRY: So with that in mind, I
8 wonder where -- and I don't know where this fits in on the
9 chart, but how many months in advance do we identify
10 grants that are ending and then how much of a role should
11 we or could we play in introducing -- like some of the
12 people that were here today talked about, you know, they
13 come from smaller communities. They don't have access or
14 knowledge of foundations and people at a high level. And
15 if they call a foundation looking for some funding to help
16 them continue the program that we started and worked, you
17 know, for them to have for 12 years, but maybe we have
18 contacts with foundations at a high level, you know, could
19 part of our role be to facilitate bringing them together
20 with the foundations. If they call, they may not even
21 make it to the first -- first base. But if we called and
22 brought them together, maybe they would.
23 And so I don't know where it fits in all of this.
24 MS. BELSHE: Actually, it fits really well in the
25 context of the governance guidelines that the board

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1 approved at the last next meeting because on a go-forward
2 basis in context of new investments, there's a requirement
3 for a sustainability plan, requirement for leveraging
4 provisions. So we're in the process now of developing how
5 to best implement the board approved guidelines. But as
6 the board discussed in multiple meetings, those guidelines
7 are stating very clearly an expectation by First 5 LA that
8 at the front end, sustainability and leveraging are going
9 to be built into the design, as opposed to an afterthought
10 years down the road.
11 COMMISSIONER CURRY: And I guess what I'm asking,
12 there's small steps in sustainability that we could take
13 or there's bigger steps we could take, and somewhere along
14 that line --
15 MS. BELSHE: And it's probably going to vary.
16 It's probably going to vary.
17 COMMISSIONER DENNIS: Art.
18 COMMISSIONER DELGADO: Yeah. Just a few things
19 that have come to mind as I've been hearing the
20 discussion. The whole notion of sustainability kind of
21 bothers me, just the notion of it. If you really look at
22 it, nothing is -- how long? How long do we have to
23 sustain. To me, that's really vague. Nothing is
24 sustainable forever and forever.
25 So I kind of would like to see some definition,

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1 what we mean by sustainability. Layco, for example, was
2 the largest Head Start provider forever and ever, for 35
3 years. And then suddenly we got cut by 47 percent. So
4 are we sustainable? I don't know what -- those people
5 that got laid off would tell that you we weren't.
6 So I'd like to maybe pat it down a little bit,
7 get a little bit more definition of what we mean by that.
8 If you look at our chart back there, you get the
9 impression that First 5 is not sustainable either because
10 our funds are going down every year.
11 And so I want to just keep us a little bit into
12 the original notion of what Prop 10 was about, and it's
13 because I'm looking at these five components -- these five
14 major areas. And as I looked it up online, there were
15 five -- there were actually five areas that were the
16 primary purpose of what these dollars are supposed to be
17 used for. And my only concern is that we would get, like
18 many organizations do once they've been together for so
19 long and they have a strategic plans that get entered
20 into, is we move further and further away from what the
21 original intent of those dollars were about.
22 So we ought to -- I would suggest that, as we
23 discuss this further down the road, that we look at those
24 five again and just look at them afresh because it talks
25 about child immunization, vision, hearing tests. Those

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1 are not things that we're going to provide. It's not
2 necessarily a systems issue that we're really looking at
3 here. It talks about prenatal and postnatal maternal and
4 infant nutrition services. The third one is domestic
5 violence intervention, prevention, and treatment --
6 treatment for children suffering from problems related to
7 drug and alcohol abuse, child care health care and social
8 services not provided by existing programs.
9 So that is our charge with the dollars that the
10 taxpayer is giving us. It's not our money. It's somebody
11 else's money. So we have to at least pay attention to
12 what the original purpose of what those monies were about
13 and then springboard off that and, say, okay, how do we
14 now pack this down and funnel it to the point where we're
15 not chasing every white rabbit that comes around and
16 suddenly we have no money to really give to any of these.
17 But we ought to be careful that we're not leaving any of
18 those out. We're pack it down so tightly that now we've
19 left out one of the original intents of those tax dollars
20 that don't belong to us. We're serving here because this
21 law went into effect and we don't want to just become
22 another governing body that starts to -- sole purpose is
23 just to remain existing.
24 And so let's look for other dollars for
25 ourselves, let's go looking for other parties because we

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1 want to increase what we're about.
2 No, I mean, I personally would not like to see
3 that happen. We're in trouble if you look at that chart
4 back there. But within the guidelines of that chart, we
5 ought to not lose sight of these five areas and say, even
6 if it's a smidgen of this, a smidgen of that, all five of
7 them are covered and we're going to concentrate fully on
8 these areas.
9 MS. BELSHE: It's a good reminder of the
10 underlying initiative that's our foundation and that's
11 something we'll make sure that we are including in our
12 board and committee packets just as a reminder for all of
13 us.
14 Just a quick comment or two are draw on
15 sustainability. That chart does tell us we're not
16 sustainable. So if you look -- to your point of, if you
17 look at that chart and you think we're not sustainable,
18 you're absolutely right. Even if First 5 LA stops
19 supporting all of our contracts that are slated to come to
20 an end, we still would be spending more money than we're
21 taking in. So that's one of the reasons why
22 sustainability has been put forward and defined -- and
23 defined in the governance guidelines as maintaining
24 programming and its impact on the well-being of children
25 and families. So it's not sustaining an organization or

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1 sustaining First 5 LA. It's wanting to enter into
2 partnerships with organizations and others who together we
3 agree has approached to try to maintain the impact that we
4 seek through our investments beyond the expiration of our
5 dollars.
6 So I -- I think one of the points you're making
7 of does represent one of those big choice that was
8 included, which is, what should be our sources of revenue.
9 And I'm hearing Arturo say, we need to figure out a way to
10 live within our means, recognizing those means are going
11 down and there's an initiative that identifies five areas.
12 Alternatively, we've heard commissioners say, you know, we
13 need to be entrepreneurial and we need to find ways to
14 bring additional revenues in. That's another example of a
15 important strategic choice.
16 COMMISSIONER CURRY: A couple of things. One is,
17 if you were referring to me -- and I don't know if you
18 are, but I'm not saying necessarily bring more money in,
19 but work with people who have money.
20 MS. BELSHE: No, I'm just saying, there's choices
21 about revenues.
22 COMMISSIONER CURRY: But, Arturo, to your point
23 about the five areas, I think that we need to also take
24 into account that, when those five areas were put
25 together, we didn't have the Affordable Care Act and we

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1 didn't have vision and dental and all of those areas for
2 children zero to five that we have today. So I think we
3 have to take into account the changes that have taken
4 place in the last 15 years in terms of different funding.
5 COMMISSIONER DELGADO: So that being true, then
6 we -- that helps free us to concentrate on some of those
7 other areas but give an explanation as to how those others
8 are actually going to be sustained through other programs.
9 Because I don't think it's charging us to create new
10 programs; it's charging to us look at existing programs,
11 where the services are being provided. And if they're
12 there, that's good for us because that just allows us to
13 say that area is covered, so we can pack down now and go
14 and concentrate more on other areas.
15 MS. BELSHE: Although vision and dental is a
16 really good example of one of the critical strategic
17 choices we face. So the initiative, as the commissioner
18 reminds us, calls out explicitly vision and dental. First
19 5 LA is meeting the requirements that direction by funding
20 direct services, direct vision and dental services, which
21 as we've discussed in a number of board meetings for as
22 long as I've been here now, are services that are covered
23 through the Medicaid program.
24 So as I -- you've heard me say before, I think it
25 calls out for us a really interesting and important

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1 question: What is our role. Is it to fund services for
2 which in this case there actually is another funding
3 sources? Or is our role -- and/or is our role to work in
4 the context of research and policy and advocacy to try to
5 better understand what are the barriers that make it
6 difficult for Medi-Cal families to get their young
7 children connected to vision and dental and try to get
8 policy change so that those kids whose families have a
9 Medi-Cal card in their pocket get the services that
10 Medi-Cal's already paying for.
11 In my mind, that's a really good example of, we
12 can be a funder of service or we can be involved in policy
13 and advocacy, but to the same goal, which is consistent
14 with the intent of Prop 10 that Art reminds us of.
15 MR. LaFRANCE: That's great.
16 MS. NUNO: Commissioners, I'm mindful of the time
17 and I just want to make sure, if there's any additional
18 input into the decision making criteria -- I appreciate
19 this the first time you're seeing it. And as Steven said,
20 this is not going to be the last time we're going to be
21 talking about it, but we do want to make sure that, you
22 know, we're respectful of any additional input you have
23 into criteria that we can add or consider.
24 MS. BELSHE: Jessica, would you suggest, given
25 that commissioners are seeing this for the first time and

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1 these are important issues, to send you comments directly?
2 MS. NUNO: That would be great.
3 MS. BELSHE: If folks want to --
4 COMMISSIONER DENNIS: I got a couple of comments,
5 Jessica, the first of which is, decisions regarding
6 pathways to achieve goals in the first -- I mean, the
7 first bullet speaks to supported by a high level of
8 evidence. We've often had this conversation around
9 evidence, a lot of which we do, especially in early
10 childhood. It's not evidence driven, but best practices
11 and promise and practices. So would I change that
12 language to some degree to change it to best and promising
13 practices.
14 And to the -- and to the -- this piece right
15 here, I think you're asking about that as well, the
16 gradient piece. Abstain -- there's no room for
17 abstaining. If you are staff person or if you are a
18 commissioner and you abstain, you probably shouldn't be on
19 the commission nor should you be on the staff. So we
20 probably need to get rid of --
21 MR. LaFRANCE: We can take that off.
22 COMMISSIONER DENNIS: Yeah, abstain doesn't
23 exist --
24 MS. BELSHE: Take that commissioner out.
25 MR. LaFRANCE: We'll take the point on the scale

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1 out.
2 COMMISSIONER DENNIS: I mean, especially, when
3 you define abstain as being, I have no opinion and will
4 support any decision. We don't need you as a staff person
5 or commissioner if that's your position.
6 COMMISSIONER AU: That's a Duane policy.
7 COMMISSIONER DENNIS: That's right.
8 MR. LaFRANCE: I am completely fine with a
9 four-point scale. And since you've raised this tool, I
10 will just comment very briefly that, you know, we were
11 talking earlier -- and in fact you were saying,
12 Commissioner Dennis, that, you know, in this committee in
13 particular, you do strive for consensus but also apropos
14 of the comments that Commissioner Au raising, the issue of
15 how long do you stay in conversation and at what point do
16 you start narrowing into decision.
17 This is a tool that we find helpful when --
18 particularly when we find groups getting stuck in having
19 kind of a circular type conversation where people -- what
20 feels important is to get your position on the table, but
21 it is -- it's not that we're far from being able to make a
22 decision; it's that the group is kind of stuck in that
23 mode of advocacy for their particular position.
24 So we will bring this tool out as needed. It's not going
25 to be as a matter of course, okay, now it's gradings of

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1 agreement time. It's going to be in our back pocket for
2 those moments when we are seeking consensus but aren't
3 quite sure if we're there that. And if we pulled the
4 group and said, okay, so where are you on your four-point
5 scale. You don't get to abstain.
6 COMMISSIONER DENNIS: You don't get to abstain.
7 MR. LaFRANCE: Where are you. And it stimulates
8 conversation and it helps us get through because the
9 choices are going to be tough. If we thought today's
10 conversation was tough, this is nothing because we have
11 not yet said, is it going to be upstream or downstream or
12 to what -- what is the balance.
13 So at any rate, I appreciate you calling this
14 out. We did want to touch upon it as well. We accept
15 your friendly amendment to it to make it a four-point --
16 MS. BELSHE: Not very friendly actually.
17 MR. LaFRANCE: Or the hostile takeover of
18 abstain.
19 COMMISSIONER DENNIS: If you, you know, sign up
20 to be a commissioner or you sign up to be a staff person,
21 you can't abstain. You have to have an opinion.
22 MR. LaFRANCE: Perhaps we should ask, does
23 everybody accept that?
24 COMMISSIONER AU: I abstain.
25 MR. LaFRANCE: Endorse. Yes, please.

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1 MS. NUNO: So in terms of next steps, so our next
2 update to you will be at our April 10 commission meeting.
3 And we are working diligently to make sure that we have a
4 thoughtful update for you on these topics as well as
5 thinking through additional information from the jump
6 start session that staff went through yesterday that we
7 can share with you.
8 We are also -- on the same day as the commission
9 meeting, we're going to be engaging the broader staff
10 strategic planning work group to begin a first pass at the
11 data synthesis that LFA is working on right now and
12 reviewing that piece of information for gaps and
13 additional input. And then, when we see you again here at
14 this committee on April 24th, we will share that same data
15 synthesis report with you and the findings from there at
16 an aggregate level. And we will in May have a more
17 extensive conversation -- we are thinking this is going to
18 be where we start to delve in -- or dive in deep into the
19 goals and pathway conversation.
20 So, again, I think the theme for today was that
21 there are choices ahead of us and we are going to have to
22 have some tough conversations and we're going -- but we're
23 going to use criteria such as the ones you saw today to
24 help guide those conversations and those decisions as we
25 go forward. And, hopefully, we will, you know, define the

1 type of impact that we seek to achieve and the
 2 organization that we aspire to be achieve that impact.
 3 So those are the upcoming updates and engagement
 4 points with you all. So we look forward to that. And
 5 thank you for your time today.
 6 COMMISSIONER DENNIS: Thank you, Jessica, and
 7 thank you guys for coming.
 8 Meeting adjourned.
 9 (At 5:02 p.m. the meeting was adjourned.)

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C E R T I F I C A T E

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2
3 I, Heatherlynn Gonzalez, a Certified Shorthand
 4 Reporter for the State of California, License
 5 Number 13646, do hereby attest that:
 6 The preceding is a true and accurate
 7 transcription of the meeting of the organization named
 8 herein;
 9 The meeting was taken down in shorthand and
 10 transcribed into English under my supervision and
 11 authority;
 12 I have no interest, financial or otherwise, in
 13 any of the parties, issues, or individuals who are
 14 involved in this organization.
 15 Attested to on this _____ day of _____,
 16 2014.

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