In the Matter of:
FIRST 5 COMMISSIONERS' MEETING

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SPECIAL BOARD MEETING

June 26, 2013

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MEETING OF FIRST 5 LA

Wednesday, June 26, 2013

700 Exposition Park Drive

Los Angeles, California 90037

REPORTED BY:
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CSR #13646
We're here today to do that. We're here to raise critical questions, keep in mind our stewardship of our relatively scarce public resources, and then to decide how best to proceed with again what I hope we trust and what I hope we understand to be an investment.

I expect each of us to be fully engaged as to questions deemed appropriate and to push this discussion process and results to a higher level.

To keep us on track and moving forward, we've asked Valerie Coachman-Moore to be with us today, who is a highly acclaimed retreat facilitator.

And so with that, it's on you to take us to the next level. And I would invite her to provide an overview of the agenda and what we can expect to accomplish today.

Valerie. Thank you.

MS. COACHMAN-MOORE. Thank you very much, Supervisor. Can you guys hear me? Thank you.

Welcome everyone. I think the welcomes have been said. We would like to thank the supervisor and his staff for this space and permitting us here this morning.

This is a retreat, and we really want to have some fun today, but we also want to get some important work done. And that is the intent of our time together this morning.

Let's see. Our purpose, therefore -- items I will review them briefly. We want to present an evidence-based organizing framework for First 5 LA's Best Start initiatives; to secure board members' endorsement for Building Stronger Families framework -- we're calling it BSF for now -- solicit board members' directional feedback for key implementation issues and considerations; and to ensure understanding of next steps relative to the work with community partnerships and countywide initiatives.

Today we would like to have a conversation, and we would like to have that conversation occur in two different ways. One, the board will be convening in small groups and will be grappling with some of the issues through some of the questions that we are directing.

We are also going to invite the public -- those of who are present, thank you for being here -- to participate, as well.

So concurrently, if you would, we'll have, and ask, if you would, convene in small groups and react to the presentation and the information that you're also hearing in real time.

We would like to ask that you, during public time on the first one in particular, let us know what you think based on your conversation in the small group, the time that we have set aside for that this morning.

And then, secondly, there is a feedback form, what we call a public feedback form, and I believe we have it both in Spanish and in English. We would like for you to jot down your reactions. That way, we can have your;

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8:47 a.m.
~00~

MS. COACHMAN-MOORE: We would like to welcome everyone here this morning. We are waiting for the supervisor to arrive, and he should be here shortly. Once he does arrive, we will begin. So thank you.

MR. RIDLEY-THOMAS: I thank you very much and good morning. We're delighted to welcome you to the Environmental Services Center. I want to begin by thanking all of you for joining us this morning for this important dialogue.

I want to welcome the members of the public that are here today to witness what is -- what we expect to be a collaborative process. We acknowledge you and look forward to your participation, as deemed appropriate.

I want to begin by establishing the appropriate quorum, and with that in mind, we’ll ask the secretary to call the roll.

(Roll called)

MR. RIDLEY-THOMAS: Thank you very much. Through our work today, we endeavor to bring conceptual clarity and reach a common understanding on an approach to move forward with the Best Start initiative.

As you will recall, we started our Best Start inquiry process at the February commission meeting where we asked the commission to consider several key questions.

They are as follows: What kind of impact do we seek; can the outcomes we want to achieve be expected from our current strategies. We posed an additional question, how do we measure our progress; what is the timeline associated with meeting our goals; what funding requirements are there to attain those goals. Just some basic points of inquiry that I thought could/should help us get to where we wish to be.

So I'm confident that the discussions we'll have today will bring us closer to answering each of these questions and clarifying the results we seek to achieve through this investment, and this is an investment of our time. Our collective energies and our talents, our intellect, our experience will be brought to bear as we seek to focus.

We know that the community transformation process is important work. We know that it is work that has to be thoughtful, and it's work to which we are all committed.

We're here today to do that. We're here to raise critical questions, keep in mind our stewardship of our relatively scarce public resources, and then to decide how best to proceed with again what I hope we trust and what I hope we

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information and your input in real time. So that's one of the expectations of today.

And as the supervisor mentioned -- let me just also say that we're on a journey -- or continuing a journey, the Best Start journey, And today's work is really critical in setting directions for where we're going to end up next or where we will be going next.

So we're going to be pushing pretty hard. We're going to have fun, but we're going to also push pretty hard. There's a lot of information to be heard and to grapple with, and we invite you to be a part of that. I have ground rules. I'll just read them, because I think it will be too much trouble to bring them. Tell me if you don't understand them. Enjoy our time together. Be efficient with your time. In other words -- and concise, as well. I'm going to ask for that.

If you perhaps have heard something that's already been said -- and I'm speaking to the commissioners now -- then, unless it's necessary, absolutely essential that you underscore it, we can move on to the next point. As your facilitator, I will be pushing around for that. Listen to learn, and electrical gadgets on vibrate. I'm trusting that they're all there. I think mine is. Hopefully, my music won't start blaring.

The agenda -- the overview is pretty straightforward. Item 3, which is the next item -- well, in the overview, we're going to also do introductions. We're going to take a few minutes and do introductions, get a sense of who you are here. The Best Start inquiry process, that will actually be a presentation. That's Item No. 3. Setting the context will be John Wagner, actually, will give us a sense of how we got to this point, and then the conceptual framework, Building Stronger Families framework, will be a presentation. Public comment will occur there. Key implementation of issues and considerations, that's an important part of our conversation, as well, and we're looking for directional input there.

And timeline, summary, and next steps and public comment again. Total of about 30 minutes for public comment, and then we'll get to go home.

All right. The bathrooms, I think you know where they're at. They're just outside this door here, and I believe there are water fountains, as well. Cecilia Sandaval, many of you probably know of Cecilia Sandaval of the Sandaval Group. She's quite a consultant, and she's been around LA County for some time, and she is co-facilitating with me, being supportive, as well as Phyllis Brunson, from CSSP, the Center For The Study of Social Policy, all the way from Washington, D.C. They will join me in facilitating the small groups with the commissioners, as well as Cecilia will facilitate the considerations and initiatives section.

So here's what I want us to do now. And this, I assure you, will only take a bit of time, only about 10 minutes. That's what I've set aside. So I need you to do this is within 10 minutes. We have instructions about how -- let's see if I can do this.

I don't know how to turn this on to the clicker, but here's a question I would like to ask you answer, and it hits along a lot of different realms, not just cognitive, but emotional. It really is a question that this room will answer and coalesce us today.

And the blue one would be the question that's just a variation for the public, and the golden one is the one that I would like to ask the commission to respond to. If you'll take one moment for personal reflection and then turn to someone, two people, and share. And then I would like for you to make that a four-person group, And you don't have to just have it be the people around you. You can walk around and find four people that you want to share with. Then we'll just do quick pop-ups at the end.

So the question is, for the commission, "What precious gift or gifts do you bring to your role as a..."
while to impact. So I would like to ask everyone to bring their attention back.

Just quickly, what came up in your own mind, speaking to the commissioners here, when you first considered the question? Anyone that wants to share?

Some of are you still sharing. Would you guys come back?

MR. KAUFMAN: I expected the incredible diversity, knowing the commissioners and the staff, our life experiences, our expertise, our way of thinking is really quite varied, which really does lead to both challenges, but also wonderful diversity of ways of trying to solve problems.

MS. COACHMAN-MOORE: Okay. What came up in some of the rest of you's minds when you first heard the question or what surfaced in your sharing?

COMMISSIONER AU: I got the sense that I think it's a consensus around the group, we're very much into results and wanting to make sure certain that whatever decisions we make is actually going to result in the goals that we are achieving, in both actions and results.

MS. COACHMAN-MOORE: So your gifts will enable that.

COMMISSIONER AU: Well, not my gifts, but --

MS. COACHMAN-MOORE: I was going to ask you all to speak into the microphone, since this is being recorded, so we want to be sure -- in deference to our transcriber. Thank you.

And anyone else? Yes?

COMMISSIONER TILTON: Among us we, have we have gifts of community and diversity to bring the experience of understanding the needs of a diverse community in this county. We have passion from the staff here, who I've been with the commission since the beginning and are extremely eager to see results and also make a difference in the lives of children.

We have two of us that see this as sort of a universal, multi-faceted issue with multiple agencies and communities and public agencies working together, and that if one of them works really well, it's not going to matter if the rest of them aren't working well in conjunction.

So you have the child in the middle and all of these factors around that child, health, mental health, social services, law enforcement, and we can't just look at community and we can't just look at an agency.

MS. COACHMAN-MOORE: Thank you.

Okay. One of the things that I did in writing this question with my colleagues, Cecilia and Phyllis, is I've been pondering it, and it really took me about three days to get to my gift. So I would like for you to carry this question away with you and think about it personally, as to what your gift is to this commission. And I chose the term "precious" for that purpose.

The journey, context setting, I would like to turn this over to John Wagner, our COO. Let's see. We are going to need to create room and space over here. Can you get through? And can everyone see and hear?

COMMISSIONER WAGNER: Good morning. So I will briefly walk through the context for the conversation we're about to embark upon. In order to do that, I want to set all my four goals for this presentation first to briefly touch on the history of this discussion on Best Start by mentioning the strategic plan, talk a little bit about our history and experience with Best Start and, also, some of the board questions and issue that's have been raised in this year's board meetings.

Second, provide an overview of the process -- the inquiry process that we have embarked upon, as the chair said, since earlier this year.

Third, to give a high-level introduction to our framework. There's a one-page handout that's been provided to everyone with a design on it, and that is kind of my version of a cheat sheet in walking through some of the terms and characteristics of this framework that we'll be talking about.

And, fourth, on the back of that one-page cheat sheet, there is also a timeline to talk about some of the things that's have occurred to date and, also, next steps for where we want to go moving forward.

So brief history. With the adoption of the 2009 and 2015 strategic plans back in June of '09, First 5 LA made a decision to build upon the infrastructure and investments that the commission had made to date, but importantly to, as the plan says, narrow the focus and in order to more deeply impact children in communities across LA.

This focus was First 5 LA's commitment to move to a place-based approach, which we call Best Start, recognizing that we were more likely to achieve these results by working in concert in with communities and by investing in communities with -- and the strategic plan also recognized that the countywide systems and structures in which these communities operate were very important to our success.

A year later, June 2010, the board approved the implementation plan, and there's a couple of things included in that that are really pertinent to today's discussion.

First of all, the implementation plan provide for the first time a range of projected funding over a five-year period and specifically a projected countywide
The implementation plan also spells forth a very aggressive timeline, a timeline in which community plans would be designed and built and that eventual implementation would be June and July of 2012.

So when first -- when Kim and I first came to First 5, First 5 had already effectively made the decision to hit the pause button on the community plans, and we learned and understood that there was a desire to have more clarity on what Best Start was about and a need to better identify the outcomes that we wanted to achieve through Best Start, and, also, importantly, how those outcomes would be measured.

So the inquiry process, back in January 2013 -- this was my first board meeting. Kim had been here a month, and we had a new chair, and both the executive director and our new chair both expressed a desire to and a commitment to answer those very questions that the chair posed in the beginning of this conversation and the Best Start inquiry was launched.

Specifically -- and I won’t go through all the questions, but to clarify the results, the results as far as how they would be measured, strategies that would be employed to link what we wanted to achieve in Best Start to the four goals of First 5, and then what kind of activities would be approved given those strategies.

Now, the inquiry process unfolded, and it was informed by some really key inputs that I just want to highlight. First, obviously, were some of the board discussions that I mentioned, as well as one-on-one discussions with commissioners. It was also informed by discussions with other experts and professionals in the arena of place-based.

It was informed by the L-3 exercise, which many of you have heard about and was really an attempt and is an attempt to look at our strategic plan mid-year, how are we doing in the implementation of that plan, and best recognizes Best Start is a really significant and integral component of that plan.

It was also informed the inquiry process by Best Start experience to date, many meetings with staff, and, very importantly, an opportunity that we exercise to go out to each and meet with each and every one of our community partnerships through seven regional forums.

This provided an invaluable opportunity for Kim, me, senior staff and other Best Start staff to really meet with the community, hear from parents directly, members of the partnerships, CEOs, and others.

So a couple of key learnings or take-aways from those conversations, first of all parents are the key and fundamental contributor to child well-being, and providing them with key information, sometimes simply with education and training, they felt better able to meet the needs of their children.

Second, we heard about how, by giving these parents and information and knowledge, Best Start gave them a voice, which changed the way parents interacted with the service system.

Third, we even learned and heard about examples where community-based organizations changed their practice to be more inclusive of parents, and we certainly heard that parents across all of these communities were ready to take the finger off the pause button and hit the play button.

So based on this input from multiple sources today, we will be presenting a framework in the next few minutes which will provide more focus and clarity on our approach, a framework grounded in First 5’s four goals. You’ll recognize the four goals we talk about for First 5 and what that means for Best Start.

It recognizes that if families are strong and communities are healthy, then children will have better outcomes. It defines what it means to have a strong family, rather than just aspire for that. It defines it through three core results and four intermediate outcomes, and it also defines what a healthy community would look like through three core results, based on research.

Consistent with our strategic plan, it also talks about the types of activities that we will use to ensure family strength and community health, and it identifies exactly how we will measure progress on child, family, and community levels.

So, finally, before turning it over to the next item on the agenda, I would like to just mention the timeline. We are going to go over this framework.

Today’s goal is really to get a general understanding of and endorsement from the board Our Building Stronger Families framework.

We also want to raise some key implementation issues for your consideration, and although we aren’t asking for decisions on those considerations today, they’ll definitely be needed as we move Best Start forward.

And once we get the board’s endorsement of this framework, we will begin the work, based on board input, on specific recommendations for our consideration for the July board meeting. And the July board decisions will
So as John said, these past couple of months have been enormously important and useful and important.

They've been part of our, as new leaders, listening and learning exploration, and it's allowed us, in the context of our place-based work, to really step back and test and challenge and explore and validate a number of the original assumptions that ungrounded our placed-based work, which was really at the heart of our strategic plan adopted back in 2009, where we said, "We're making a transition from more traditional, initiative-based grant making to a more place-based and purposeful approach.

And I think, among all the things that we have kind of taken away from this exploration is a very solid affirmation or validation of what is effectively a paradigm shift in -- represented by Best Start, a paradigm shift that undergirds our strategic plan, and that's a recognition that Best Start is something quite different.

It is not a traditional program that is focused on specific problems or services to meet the needs of individuals, but, rather, it is quite different.

It's a focus on place. It's a focus on strengthening both families and communities as a way of improving outcomes for children.

Our community partners have given us some feedback, and we're going to be hearing from them in bits and pieces throughout this presentation, but we've heard a strong recognition among many of our partners that this is

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goals we seek for improved child outcomes. These family
characteristics are sometimes characterized as the family
strengthening protective factors, and they're important
because these protective factors are linked to strong
families and the parents' ability to raise and nurture
their children.

And we know that strong parents, with capacity to
nurture and support their children, is an incredibly
important factor. It's not the only factor, but an
incredibly important factor in terms of ensuring that
children are healthy, safe, and school ready. Our core
purpose -- our core goal is to create the best First 5 LA
possible.

Now, this protective factors family strengthening
framework, this is not a -- I've been saying this with
staff, it's not a shiny, new ornament. This is not new to
Best Start. This is not new to First 5 LA, and it's
certainly not new to LA County, which is working to
integrate the protective factors into its program work
across the multiple agencies, because of the recognition
of how important and powerful it can be to improving
outcomes.

What is new is First 5 LA using the protective
factors framework as a way of organizing and focusing our
work in Best Start. It's a framework that's grounded in
evidence about what matters to families and children.
It's asset based and had really promotes and focuses on
the strengths of families. It is prevention oriented.
It's not a new program. It's about building upon our
existing services and systems, and, finally, it engages
parents as decision-makers, not as clients.

So we acknowledge January Wagner as the creative
genius behind the Fisher Price toy.

MR. RIDLEY-THOMAS: Yay, John.

MS. BELSHE: He had a nice flashback to his
childhood.

So the conceptual framework we're going to talk
with you about this morning is called "Building Stronger
Families," and we have that label at the bottom, in red,
that you see.

At the top are our long-term goals. These are
our goals for children that are well-known to the
commission and our work. They provide a purpose. They
provide a purpose that motivates and informs the work we
do throughout LA County on behalf young children.

This framework provides a Best Start pathway
towards advancing those goals, a pathway that reflects
what we believe, which is if children are going to
experience better long-term outcomes, then families must
be strong and communities must be supportive of what
families need. That's effectively our theory of change, to improve long-term outcomes for children, we need strong families and families supporting communities.

Now, there are a couple of assumptions that undergird this theory of change. No. 1 -- I've got to keep saying it -- families are the single most important influence on a young child's life, and that begins before a child is even born.

Secondly, neighbor -- and that's reflected by the green, family level outcomes that we're going to speak to in a moment.

And then, secondly, the theory of change recognizes that neighborhoods and communities have an important influence, in terms of shaping the environment, the context within which families are able to develop these core strengths that are so important.

So we articulate in the framework, too, overarching results. That's the top green and the top orange, but what we really want to talk about with the commission this morning are the six core results, three that reflect our family results and three that represent our community results.

And I want to begin by walking through quickly the three core results that we have for families, all of which are very strongly supported by the research as networks, and the research here is very clear, as well, in terms of the contribution that positive social connections make relative to parent feelings, parent beliefs, parent knowledge and behaviors towards their children, all of which contribute very importantly to positive outcomes for children.

Social connections was a real theme in our meeting with the Best Start communities. Indeed, this idea of linking parents together characterizes the equivalent of bringing water to an oasis.

The third core result we seek for parents is concrete supports, and here, simply, it's because all families need help sometimes, and for most families, the services and supports that are needed tend to become time limited in nature or involve a lighter touch.

But even there, parents need to understand what's available, how to navigate, how to connect with resources, how to be an advocate on behalf of their child and their family.

We also know that for some families they need very intensive services, and we need to make sure that those families know where to turn in case of domestic violence, substance abuse, mental illness in the family, and to know not only where to turn, but that there are, in family needs.

And as we see with the kit for new parents, something that's been around for quite some time, it was characterized as magical by some of the community members.

We heard time and again about how Best Start community efforts are doing a job -- a good job in terms of helping parents understand what's available in their community and be getting connected to resources and how parents, in turn, are working with other parents to help them learn how to connect to the services and supports they need.

Okay. There we go.

Family capacities, in terms of families who are knowledgeable, resilient, and nurturing, positive social connections, access to concrete supports, these are our core results at the family level. These are evidence-based protective factors that, when in place, strongly predict better outcomes for children. That is what we aspire for our family-level results through Best Start.

We want to now turn to the core results at the
First 5 LA's countywide work.

In our meetings where families and parents and community organizations are rolling up their sleeves and working together, not to justify problems, but work together towards a common good, and we saw some of the partnerships moving beyond initial conversations to engaging more fully in public policy advocacy and change.

And these comments are very consistent with both the emphasis on leadership development, but, also, the platform that's being created at the community level to bring residents and organizations together to work collaboratively to support families to be the best parents they can be.

So communities with a common vision and a collective will to build and strengthen families' social networks and safe places, recreation and interaction and services and supports that meet family needs. These are the community results we seek, and the family supportive characteristics of a Best Start community.

So we've talked about the core results at the family and at the community level. We now want to turn to a few comments about how we envision achieving those results through our strategies and our activities.

Again, to be clear, we're not starting from scratch, but, rather, we're lacking to refine and sharpen some important decisions that have already been made. As the board will recall, as a part of our current strategic plan, there were three broad strategies that were articulated back in 2009, '10. Direct services, which we've referred to as family strengthening, community capacity building, and systems improvement.

This is a strong framework to be sure, but in practice, implementation has been incomplete. There's been insufficient, for example, definition and direction regarding what kind of activities will be supported through the community plans in our Best Start communities.

There's been a lack of clarity regarding the relationship between the Best Start community activities and the specific achievable results we seek, and there's been insufficient alignment, in terms of the work unfolding and being supported at the community level with First 5 LA's countywide work.

The research is very clear about, when individuals interact and engage in those social networks, it fosters a level of social interaction, information sharing, and a feeling of solidarity that we really saw in our meetings where families and parents and community organizations are rolling up their sleeves and working together towards a common good, and we saw some of the partnerships moving beyond initial conversations to engaging more fully in public policy advocacy and change.

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There's been a lack of clarity regarding the relationship between the Best Start community activities and the specific achievable results we seek, and there's been insufficient alignment, in terms of the work unfolding and being supported at the community level with First 5 LA's countywide work.
So this framework endeavors to do a couple of things. We want to talk with the board about, No. 1, building upon our three areas of strategic focus, but defining criteria -- identifying and defining some criteria that can inform the selection of the activities that could be supported, and, finally, the idea of providing a menu or a list of illustrative activities that would reflect the suggested criteria.

So, unfortunately, go back to an old-school slide here, but very important of kind of framing the approach we are bringing to the board around strategies and activities.

And let's be clear about our criteria, and what we would suggest is the identification of criteria that, as you will see, are very much grounded in our results at the family and at the community level, grounded in the best research or at least promising practice information that's available where outcomes are achievable, where we actually have a reasonable chance to make a difference and to do so within a prescribed period of time, and, then, finally, to be clear about whether an activity offers an opportunity for resource mobilization and sustainability. So applying this framework in terms of the three strategy areas with the criteria and this idea of a menu.

Let me just say a few words about each of the three areas. So, certainly, building the protective factors is about families, you know. We say services don't build the protective factors, families do through their knowledge, through their experiences, their opportunities, but we also know that direct services can help families significantly increase the capacity to promote the healthy development of their children.

So in addition to our "Welcome Baby," which is our family risk screening at birth program, as well as home visitation, these are some examples of additional activities that could be supported to advance the recommended core family and community -- or, particularly, the core family capacity results, parent education programs, parent support approaches, parent-to-parent mentoring efforts, all of which are evidence based and very much focused on building the capacity of parents to provide safe and nurturing opportunities to care for their children.

Like the strategic plan -- implementation plan, the settings in which these types of services could be supported, I think, is very important. So the implementation plan identified as a target, a priority setting, early care and early learning and education settings, which I think offers a terrific opportunity to focus these and other family capacity building programs and, also, to promote, importantly, social connections.

Community capacity building has certainly been a very important strategy for First 5 LA broadly and Best Start specifically, and it recognizes this commission's understanding that the community in which parents live has significant implications for how well children do, in terms of their outcomes.

So in the context of the Building Stronger Families framework, we would expect the community partnerships to continue to be a very important activity to support Best Start's core family- and community-level results.

With the results-based framework that we have suggested -- with that kind of results-based framework in place, the community partnerships would focus on activities that increase parents knowledge and skills, consistent with what we know about the protective factors related to healthy child development.

They could focus on strengthening social networks and positive interactions and mutual support among parents. They could help ensure that parents have concrete -- or access to concrete services. Again, very much aligned with what we're hearing and learning from our Best Start partnerships, but with a very specific set of results and indicators, which Armando will talk about in a moment.

We would also bring this idea of a Best Start menu of activities to support the community activities that would be based on best and promising practices from which partnerships could choose. Not to be prescriptive, but, really, to be informative, to provide a starting point for consideration about how the community partnerships can most effectively advance those family-level goals, in particular around family capacity, social connections, and concrete supports.

At the same time, the work they do -- we've seen with the community capacity building activities, with some partnerships -- are providing a really powerful and sustainable platform for engaging and strengthening families, for immobilizing more and better resources and really creating more social capital in community context for families.

Finally, systems improvement, and that's really more about us, First 5 LA, than the community partnerships, per se, but one of the potentially really powerful things with the Building Stronger Families framework, which is grounded in the evidence-based attributes known as the protective factors, is the potential to impact large numbers of children and
best start communities. this effort provides the population-based indicators for los angeles county and the measurement that's centered on tracking a wide variety of the top of the diagram describes the level of tell the deep, rich, and layered story of best start. this could be an opportunity to focus our countywide work, both with la county that has adopted this as a policy, as well as through our countywide work around system change through workforce, public policy, and organizational capacity building.

we're now going to move -- this was not intended to provide a definitive list of activities. it's to give you a sense of the framework that could be applied relative to strategies, criteria, and a menu of activities that meet those criteria.

we now want to turn to how do we measure results, and we're going to ask armando to come up to talk about the approach, and then i'll close with a very quick set of closing comments.

armando.

ms. coachman-moore: thanks, armando.

mr. jimenez: good morning everyone. i knew i should have picked the shoes with the higher heel.

(laughter)

mr. jimenez: the -- the ingredients of a strong theory of change are, one, that it's grounded in research, and solid research, but it's also reflective of theoretical concepts, as well as reality. it's also responsive to issues and problems faced by families in la county, and it's relevant to families in their day-to-day lives, as we've seen from some of the quotes that kim mentioned earlier.

but, finally, it's an important aspect of a strong theory of change in that it's testable, that we can measure it.

accountability and measuring progress is not an afterthought. it's a necessity. i would like to provide a very high level of overview of how we will know we're making a difference.

the best start accountability framework will consist of four interconnected levels of measurement that will guide the commission in measuring progress.

now, it's important to note this is not an evaluation plan. in the near future, staff will bring to the commission an evaluation plan that will be able to tell the deep, rich, and layered story of best start.

the top of the diagram describes the level of measurement that's centered on tracking a wide variety of population-based indicators for los angeles county and the best start communities. this effort provides the commission an opportunity to monitor trends in an assortment of early childhood concepts, indicators, and frames of reference.

we are extremely lucky, as a commission, that over the past decade we've been able to partner with several organizations and entities in la county to be able to collect critical data on the population. those things were the la county health survey, los angeles mommy & baby survey, the wic survey and wic data project, as well as healthy city and several administrative data sets. they provide us with an important context to understand the conditions that families are facing in la county.

the second level of the framework focuses on the tracking of measures related to improving systems and concepts, communities spaces and places, and creating a shared vision and collective action.

this will provide the commission an assessment of progress towards community intermediated outcomes that we are wanting to see in a positive direction.

the third and most critical level of the framework is directed at measuring core results for families, family capacities and social connections and concrete supports.

ultimately, all the work that we do should be leading to building of stronger families, and the research strongly supports that, by doing this, we can contribute to the improvement of our over-arching goals.

the fourth level is referred to as performance measures and learning. this level is focused on tracking performance of the first 5 la investments. for example, our welcome baby* investment, intensive home visitation, community partnerships, and so on.

but it helps the commission understand how effectively the programs and projects are being implemented and the levels at which communities and families are engaged in them.

previous learning from our evaluations emphasizes the need to begin tracking implementation at the earliest level possible and learn that critical adjustments can be made.

a critical element of the framework is the importance of creating structure to bring results, collected in real time, from all levels to first 5 la and best start communities, to reflect learn and improve.

just briefly, i would like to talk about the first level. this particular level relates to population conditions, and it's, once again, to provide context for the work that we do in best start.

examples of these types of indicators might be the percentage of children zero to five with chronic
It's important to acknowledge that staff needs to acknowledge and, most importantly, to bring back a more detailed evaluation plan to the commission.

There will also be opportunities for communities to introduce and track community-specific indicators that are meaningful to them.

Finally, performance measures and learning. This element helps us understand how effectively we are implementing our framework in Best Start communities.

These types of indicators should never form the basis of an entire evaluation, but they are critical components of a comprehensive evaluation and community effort that is results driven.

It helps the commission and Best Start communities understand who's involved, how many are involved, what they're involved in, and what they are experiencing, and how families perceive their involvement.

Overall the four levels provide a systematic way of collecting results that are consistent across the 14 communities. This is an important characteristic of what is different about Best Start using this framework.

Finally, we would like to talk about when we might be able to see these results. In this chart, on the vertical axis, we've identified areas in which we would see results happen, and on the horizontal axis, the timeframe in which we hope and we expect to see these results happen.

The colored bubbles represent the levels of the evaluation I described earlier, with the blue relating to performance measures, the orange community results, the green family results, and the red systems results.

And we expect to see immediately the ability to track and understand what's happening with regard to performance as a result of participation in programs, as a result of activity or engagement among the partnerships.

Over a three- to five-year period, we will be able to see results occur with regard to the core community results and core family results, and in the seven- to 10-plus period of time, we will expect to see, at community level, core results for communities, families, and systems.

It's important to understand that results -- these type of results don't happen overnight, but the tangible and intangible results that we expect to see are important to measure and understand. The ability of a parent to have the confidence to be able to say, "I can handle anything that comes at me, and I have the belief that I can and will have my child succeed," is not something that will happen in the first year.

Finally, what's important, as part of the
discussions with communities, I would like to stress how impressed I was at the level of interest that communities, parents, and partnership members had on results.

It's not just a commission interest. It's an interest of the communities, as well, and they are extremely, extremely interested in working collaboratively with First 5 LA. In my experience, a successful evaluation is one that's done in collaboration with communities.

And I would like to hand it back to Kim to finish the presentation.

MS. COACHMAN-MOORE: Thank you. Kim, one to two minutes, maybe?

MS. BELSHE: If that. Thank you, Armando.

So I just want to close with where I started, which is to say I think this really is an enormously exciting and important time for First 5 LA and Best Start broadly. It's a time for us to move from planning to action. It's a time for us to move forward, building upon and sharpening the framework -- the foundation that was built a number of years ago, and doing so with a framework, which we are endeavoring to use to help, as I say, sharpen and clarify our focus.

The Building Strong Families framework is core to our ability to move forward. It provides a clear definition of success, defined by three core results for families, as well as three core results for communities, and that when those conditions -- when those characteristics for families and communities are in place, there is a very strong evidence base to suggest that we can contribute to the four over-arching goals that we've established at First 5 LA.

The Building Strong Families framework provides a very clear evidence base that is grounded in these family strengthening protective factors, which are strongly related to improve outcomes for children.

It is a framework that provides a framework or a relationship between the kind of strategies and activities we will support and the results we seek within a very specific timeframe.

And, finally, as Armando just quickly walked through, we offer an accountability framework to measure our progress.

So strategic focus, clear results, aligned program activities, strong and diverse partnerships, that's what the Building Strong Families framework is endeavoring to bring to Best Start.

So I close with where we were with our last board meeting when we talked about the listening, learning, and leading effort, and as we reflect on our initial learning from L-3, I think we have an opportunity to step back and carefully consider the application of the Building Strong Families framework to First 5 LA's work more broadly, with an eye towards greater strategic focus, integration, and impact on the results we seek. Not just in the context of Best Start communities, but, really, LA countywide and that is strong families and healthy communities, because together they offer us the best opportunity to advance our over-arching goals for young children in Best Start communities and countywide.

And with the board's patience, having heard us walk through this in some detail -- and I know this is very dense -- we wanted to close with where I think we will be heading next.

MS. COACHMAN-MOORE: Thank you very much.

Thanks, Armando. Thank you, Kim.

Pretty dense information, but you had a chance, I believe, commissioners to not be seeing this for the very first time, but it is a lot to absorb in a very short amount of time, and I'm certain that there are probably questions that you're going to have. What we're going to do now is break up into small groups, just sort of walk through. We'll come back together and see where we are and see if we can hit some of the -- what are the outcomes that we intend, in terms of endorsement and see which way the wind is blowing around that.

But I would like to do very briefly is spend about 10 minutes for clarifying questions, but I would only like to take one or two, if need be. Are there any overall clarifying questions that's can't be taken up in a small group?

Let me just take one second and say that Armando, Kim, and John will be floating between the three groups, about 11 minutes or so per group. So if there are questions that you might want to follow-up and ask, they will be present in your group to do that, over-arching.

Yes?

COMMISSIONER AU: Just to be clear, Armando said that the indicators that are going to be used to measure these -- the progress or outcomes still have not been refined exactly, that you're still in the process of identifying them.

Do you have at least a -- I know some of it is a starting point here, but do you have a body of indicators that are being considered at this time and how do they number?

MR. JIMENEZ: Yeah. In fact, as a part of the packet, there was a document called "The Best Start Results Framework," which has an assortment of indicators related to each of the core results we reviewed in the
presentation, and they are a wide variety of indicators.

Some indicators in that document are those we acknowledge, as a commission, that we will have to identify collect as new information. So we’ve identified both indicators that we have data for and indicators that we need to collect data, because we don’t have that data currently.

COMMISSIONER AU: Now, in terms of process that’s going to be utilized to move towards finalization, is there a role for community folks to -- to engage in that?

MR. JIMENEZ: Definitely.

MS. COACHMAN-MOORE: Yes. There will be a process and with great engagement.

Any other clarifying questions?

Looks like we’re ready to go into small groups. Okay. Here’s how they’re going to be broken out. Cecilia Sandaval will be at this table here. And we can turn the lights up we will use the overhead and I’ll show you how that’s going to go. Cecilia Sandaval’s group will include Commissioners Fielding, Dennis, Tilton, Katy Fallon, and Marsha Ellis. And that will be at this table here. You were there already. Phyllis Brunson is already over here; so Commissioners Kaufman, Skilley, Figueroa-Villa and Antonio Gallardo, staff member, will be in that group.

And I will be facilitating Supervisor Mark Ridley-Thomas, Commissioners Au, Delgado and staff member Theresa Suno over here.

And the public will be facilitated by staff.

We would like to ask you if you would -- I think we have enough translators and boards that are around the room that you can actually convene in a small group with people you know or not and have a conversation as well, because we really are interested in your input to what was presented.

And what we would like to do is walk through with our questions the framework which I believe you have a copy of in your packets and get your response as well. So everybody clear about what we’re doing and where you’re supposed to be? So if you would -- we’re going to ask -- let’s see. I believe that would be the Best Start staff. Okay. This group of people over here are going to help you, and we have information in Spanish as well as English.

So we’re going to do this for the next 20, 25 minutes.

(Breakout discussion.)

MS. COACHMAN-MOORE: All right. We are going to want to hear now -- I think that the commission groups can stay where you are and start preparing yourselves for a report out.

All right. So now we are going to move into the discussion and we’re going to ask the community groups, which are fairly large as well, to pull your thoughts together so that, during public comment, you can also let us know where you landed.

MR. RIDLEY-THOMAS: I think this is an attempt to reconvene us.

Are you ready for us to be reconvened?

MS. COACHMAN-MOORE: I am ready and people can stay where they are.

MR. RIDLEY-THOMAS: Ladies and gentlemen, if you would take your seats. Mr. Ambassador, if you would take your seat.

Hold on for a minute, Valerie.

MS. COACHMAN-MOORE: Thank you, sir.

MR. RIDLEY-THOMAS: Carla, stop distracting the ambassador. Take a seat. Somebody said, "Take a seat, take a seat. Take a load off your feet." In other words, sit on down, sit on down.

MS. COACHMAN-MOORE: All right. I think from here is good. We’re going to hear from this table here in the center. Dr. Fielding, I think you are presenting.

MR. RIDLEY-THOMAS: Valerie, please hold on for a moment. There’s too much noise behind me. I cannot hear the presentation about to be made by Dr. Fielding.

MS. COACHMAN-MOORE: The presentation is going to cover three key areas: What did you find most compelling, where did you have consensus in regards to -- on the framework, is that a thumbs up or a thumb downs, where are we with that, and questions that still need to be answered, and just a little flavor of what your group discussed. You need this microphone; is that correct?

COMMISSIONER FIELDING: I probably don’t need it, but I’m much better off with it.

I think some of the discussion before went -- describes succinctly with the two letters BS. And we’re moving to a new BS, a better BS. So some of the issues are, we won’t -- we agree that this is a good framework and that we’re ready to move forward. That’s the most important thing.

Okay. Some things that we think need to be considered: One, we need to consider the alignment of what we’re doing in Best Start with other county efforts. We also need to make clear what a family is; that a family isn’t simply a core family as traditionally thought. The composition can be manifold, and it’s not necessarily blood relationships in every case.

And we have to think of reproductive health and
about this, we're talking about pregnancy, we're talking about before pregnancy, conception care, all those things. And we have to in every case think of the child first, but also see the child separately as unique.

So we should define family. This is about core results. We can endorse that very -- very clearly if we, in fact, clarify the connections in terms of social, in terms of services, and we suggest it including also the service delivery shift and how that works.

We have really coordinated services. We thought we should add physical activity and nutrition somewhere given the importance of overweight and obesity. We also thought that, when we talk about making changes, we need to include the private sector and the independent sector as well as the public sector. They all have a role.

And then in terms of menu of activity and criteria, we basically like the idea of menu where we have evidence-based practices.

We think those are the ones that should be given priority. We have to make sure that we include quality, and not only include it, but we define, and that we use promising practices if there are no-evidence based practices. But if we do that, we need to make sure we evaluate them and that they meet our criteria clearly.

In terms of tracking results, we should first make sure we've identified the assets since we have an asset-based approach in every community. So we know what those assets are going in because not everyone will have the same.

We want -- I don't think we think we can move alone the needle at the population level. So we have to clarify what that population level means. If that's the whole county, that's great. We may move something by affecting the 20 percent that are the Best Start communities or we may not; may not be sufficient.

Unanswered questions is: How do we track how well the sites are integrating all the other investments that we've made. There has to be some way of assessing that as well. And with that -- did I leave anything out, folks?

Thank you.

(Appause).

MS. COACHMAN-MOORE: Which group is ready? That group over there. I kind of promised them that they would be last because it was my group. Are you ready, Commissioner Au.

COMMISSIONER AU: With some staff help here.

Actually, we were trying to be as concise and brief as possible, but since Jonathan has set the stage and he went on and on and on, I think I might -- I might compete with Jonathan here. The audience is saying, please, do not.

Well, in regards to the framework, we all -- there was consensus that it was a good framework and it was a great starting point because it did integrate all the components in a very clear and concise way and that -- and that -- well, I won't go on and on. I'll stop myself.

The area in which we wanted further clarity though was the indicators in terms of what specifically are going to be utilized to measure outcome and success.

And that -- there was some conversations about how each community is going to have different indicators depending upon their particular priority and major concerns.

So we talked a little bit about what then would be the interim -- intermediate possible outcome that we will be looking at. And I went on my little particular spiel -- and this is Nancy Au -- is that one of the universals that we're trying to achieve, I believe, with Best Start in a community capacity is the activity of the residents themselves; the ability for the residents to convene, to organize themselves, and for them to then put together a strategy or a plan as to how they're going to address those major priorities and concerns, whether it is going to be the lack of services to support families that have special-need children, or whether or not they have child care resources that are vastly absent in their community. But at least the part that is going to be measurable across all communities is the fact that those communities are being able to organize themselves, convene themselves, and be able to articulate in a very systematic and impactful manner how they're going to address those concerns. And that's Nancy Au.

Number three is, again, the need for Best Start to work in the county in such a way that there's a continuum of care. Oh, my gosh, I'm better say this myself. That the Best Start communities are actually tending to the service delivery system within their communities and that there is a linkage between those agencies as well that is comprehensive and integrated.

Okay. I'll stop. There's more, but I'll stop.

MS. COACHMAN-MOORE: Okay. A lot more from this group, the best group in the room. How's that? Let's give them a hand. Let's see what's happening over here.

MR. KAUFMAN: On behalf of the really best group in the -- we all felt that the framework was quite compelling and that it was well written, it really helped to crystallize what we're trying to do and that the concept of what happens within a family is analogous of what happens in a community, and to nurture communities and nurture families and families' needs to nurture their children. So that was really quite compelling. It was
clearly in the right direction, that is focusing on things that we all felt were important.

Since I like sometimes minor details, I had one minor detail that I suggested on the family capacity. I love the language of how it's written, act on accurate information about children's developmental needs. I'd add the words "health and developmental needs" since that's such a common problem.

But other than that, I think we all were very comfortable with all of the different ways that we are framing what would be evaluable, what we looked at and what would be the goals. Obviously, we want to see how that all happens.

In terms of the -- much what everyone else said, we had similar things, actually put the three of them together and it was quite a nice presentation. We, for example, didn't talk to county integration. I'm sure, if we had, we would have agreed with it. It happened not to come up.

I think the other issue with the concept of menu of activities, I think one of the things we talked about was, yes, we want to make sure that we help 14 communities, but we really are doing countywide efforts also. How do you spread the wordings and how do you spread the capacity of other communities maybe adjacent to the community because, more than likely, the 14 have people right next to them that need the can help.

So in addition to potential for resource mobilization and sustainability, something about spread. That doesn't mean First 5 is going to go from 14 to 28 communities. I don't really think we would.

But by creating the capacity for communities to learn from each other, by creating the capacity for countywide policies to change, other communities might be able to adapt and adopt some of the things that we were talking about.

We agree completely with the levels, the population conditions, had the same question about what would actually move the needle, probably won't, but it's certainly a context we would want to understand.

Questions that we know will be answered in July and finalize for the first finalization of it in terms of what actual measures, and we're looking forward to that.

Clearly, that's one of the big questions.

One area that I added and I think my colleagues agree, not necessarily perfectly defined, but what's listed here are the four areas you'd want to look at if you were evaluating and learning from a particular a Best Start community and maybe even the 14 of them. The real question is, how did we as a commission do, both organizationally across the entire commission activities, but in particular for Best Start, were we facilitating things, were we able to make it so that resources could be mobilized, so that it could sustainable, that it could be spread.

And that's almost like a fifth level of data collection and analysis; how did we as a commission, both staff and commissioners, work, were we effective, were we doing all the things that we should be doing where we can we learn from it.

And I think the only other question about what needs to be asked really had to do more with what the actual measurement results would be, and people have commented on that before. Thank you.

MS. COACHMAN-MOORE: From the very, very best group in the house; is that right?

Okay. We're going to definitely hear from the public shortly. So we want to hear your thoughts as well.

But in terms of having this discussion move forward, let me take a -- let's see. It's probably better if we go back to the table, if the commissioners go back to the table. So that you can talk to each other a little bit better without backs to each other.

So thank you very much for this. We clearly, I think, had -- with this way of reporting out, which took a little bit more time than we had planned, but I think it was good because it was fairly comprehensive and we saw where there are needs for continued conversations on certain elements, but one of the things that I heard pretty much clearly is that, I heard a thumbs up for the framework.

And part of my list of questions would be, are there more clarifying question that you have, where are there similarities, where do we have endorsement. And my third question is, where do we have endorsement or agreement to move forward. And it sounds like we have pretty much answered it.

So if I might just push a little bit in my role and ask, is there anything else you need to hear to support this. The commission is -- is that taking too big of a step? So should I go back? Commission Kaufman?

MR. KAUFMAN: For the -- the unanswered question that's on the table, which will not necessarily be answered today with this framework, we actually, obviously, are an agency that spends money or gives other people the opportunity to spend money.

So the question of how much money, what goes where, I think is clearly the underlying biggest challenge once the framework has been set. I don't expect that to be answered today, but without it, we obviously don't know...
what the next steps are.

MS. BELSHE: Commission Kaufman’s touching on one of the handful of issues that we’re going to talk about, kind of a light-touch level later in the commission meeting, and it’s one of a number of issues that reflect next step issues.

So what we’re looking for from the board is today understanding and we are asking for endorsement of the framework and the core results, which will then be foundational to helping further inform the more concrete operational activity as well as the evaluation plan that Armando spoke to. The issue of resource allocation, we’ll touch on for an initial table setting in about an hour.

MR. KAUFMAN: Thank you, I understand.

MS. COACHMAN-MOORE: Other comments or questions relative to moving forward with the framework? I know that there were a number -- yes, Commissioner?

COMMISSIONER FIGUEROA-VILLA: Was the supervisor in a group?

MS. COACHMAN-MOORE: That’s a question to the supervisor.

MR. RIDLEY-THOMAS: Yes, I’m in a group. Thank you.

COMMISSIONER FIGUEROA-VILLA: I just wanted his opinion.

MS. COACHMAN-MOORE: That was one of the questions early on; what gift do you bring, right? He brings his gifts.

So you’re asking to hear his opinion; is that correct?

COMMISSIONER FIGUEROA-VILLA: I just wanted to make sure had he input.

MS. COACHMAN-MOORE: Is there anything, sir, that you’d like to add to this conversation?

MR. RIDLEY-THOMAS: Thank you, Commissioner Figueroa. I am listening and hoping that we are nearing the point of consensus. To the extent that we are, and if there are question that remain, I think we should put them on table for broad consumption, after which I would hope to bring forth a resolution that would presumably garner the support of the commission.

And prior to the adoption of such, I think we should hear from those who have indicated that they want to be heard by way of public comment. That would be our process.

MS. COACHMAN-MOORE: And I would like to welcome Commissioner Browning to the table. Thank you for joining us. And glad you were able to arrange your schedule today to make it and be in two places. So thank you very much.

Other considerations at this point or further elaboration on the kinds of things that we’ve heard already, county-wide connections, the possibilities that may occur in terms of being able to web. The conversations that I had with each you, and I’m certain in conversations you’ve had, but they were very rich over the past few days to talk to you about where you want to land and what your concerns are.

And we’ve heard consistently that tying and connecting and clarifying the results and indicators and being sure that we had consistency, being sure that, even though there may be variability in regards to a menu of how a particular community might go about it, that there’s integrity to that and fidelity to a model that we would be creating.

So do I hear silence at this point? So does that really sound like agreement?

MR. RIDLEY-THOMAS: Let me prompt members of the commission who may wish to weigh in. Commissioner Dennis, Tilton?

COMMISSIONER DENNIS: The only thing I would say --

MR. RIDLEY-THOMAS: Curry.

COMMISSIONER DENNIS: -- during my meeting is that the degree -- when we’re looking at measuring progress, one of the indicators need to be the degree to which our countywide initiatives and our other investments tie in to the Best Start community. And that has to be my, in my mind, a measure of success; that Best Start is not working in a vacuum and needs to be incorporated with the existing investments that we already have in place.

And I think -- I mean, Jonathan articulated that. I just wanted to surface that again because that is very significant in my mind.

MR. RIDLEY-THOMAS: I think that’s well worth stating for everyone to hear as well. Commissioner Delgado, Commissioner Curry, any points of weighing in?

COMMISSIONER DELGADO: My concern centers around the flexibility of the accountability piece. I mean, how flexible will it be. There was some questions raised at our table regarding, at least from my perspective, on the mobility piece and the fluidity of the lines of those place-based communities.

So we know that poverty usually means mobility on the part of these families. It may or may not. they may start in one of our areas and be outside of the area the next week and still come back in. And so some of the measurement and the accountability piece of that is important.

The other part is the consistency of the research and the requirements of our early childhood education that
we might define with this group as it relates to what happens beyond early childhood education once it gets to the K-12 system. The State of California already has defined goals in these areas, and some of them are very little different than what I've heard so far as to the accountability piece for our kids that we're talking about with this work.

And some of it may deal with health that just gets measured as to whether there is some personal hygiene pieces that are in place.

As it relates to education, there are some pieces that deal with the arts, that -- how we go to measure those within our own -- our work here. Or it could be the civic awareness with community. So some of those accountability pieces will need to be defined, I think, further so that there's a connection between what happens in our early work once they get into another system that's going to have a different sets of requirements perhaps.

So if there's a match between that research with education, I think that would be my interest.

MR. RIDLEY-THOMAS: Well placed.

COMMISSIONER CURRY: I always get concerned about the big picture. And the big picture is, is First 5 is not an island and we have a big county here with a lot of resources and a lot of departments and a lot of agencies and everything going on. And so I always look at, how does it all work together and fit together, and is there a plan for doing that as we implement Best Starts in the community, and what is the plan for how it will fit together.

We talk about sustainability and we've talked about over the last several months the fact that we anticipate revenues for First 5 will go down as other revenues go down. And so what is the role of other county departments and agencies in terms of our long-term look at sustainability.

First 5, we have put together a policy team to advocate for us at the state and federal level, and I think we need a policy team to work with the county. And in order for this to all pull together, are there policy changes, are there county structures that need to be changed, how -- how will the way that we do business be different 10 years from now.

And I think the time not to look at that, obviously, is not 10 years from now, but as we move forward, how does everybody in the county need to change, because this is a big project. No question.

And then to Dwayne's comment about the community and what's going on in the community now, as we go into the community, implementation can't be just Best Start trying to implement on their own, but we need to be looking around at what our partners are doing and connect with them as a community.

So I always look at how we're all working together because I don't think we can get anywhere in our own. And so I just think changes will have to be made as we move forward and as the county board of supervisors and people operating a few blocks, you know, over there on Temple. How -- how are they looking at all of this or do they even know what's going on here.

MR. RIDLEY-THOMAS: No personal questions, please.

COMMISSIONER CURRY: It was just there. And I kind of also wanted to say that you were assigned to our group. And when you said that you were put in the special-needs group, I have a problem with that.

MR. RIDLEY-THOMAS: I said the gifted group.

COMMISSIONER CURRY: Does that mean Kim and I were --

MR. RIDLEY-THOMAS: -- in the gifted group, yeah.

MS. BELSHE: We digress.

MS. COACHMAN-MOORE: Let's see. We're going to Commissioner Au; is that correct, sir? Or should we continue around to those we haven't heard from?
they're not easy to measure, I think we have to go through
the process of how they could be measured, because I think
it's so critical that we involve the community with
potential that we know 10 years from now if there was a
change in.

Art and I talked about the need for some sort of
longitudinal mechanism that we could look at that says, 10
years from now, there was a difference in something that
occurred. And that's a failing we have in many of our
departments in county government that we really need to be
working on. So I think we really need to be mindful of
that here, too.

MR. RIDLEY-THOMAS: Thank you. Commissioner
Tilton.

COMMISSIONER TILTON: Thank you. I agree with
everything that everyone said. I’m really glad you did
this because a lot of what I was thinking about saying has
been said very well. I think that sometimes we have too
much information. We have so much information that isn’t
really workable because everybody is going off in
different directions on their particular area of concern.

And I like this framework because it does pull
together communities in a way that can integrate what
we’ve identified and learned.

I certainly know from many, many years of working
with multiple agencies and multiple locations that, unless
you have a clear message that they all buy into, you’re
not going anywhere because that one puzzle piece that
isn’t there can result in a very bad outcome.

In addition now, I’m happy that we have so much
information because we know, you know, how many babies are
born and we have a way to assess them and we have ways to
help prevent unnecessary deaths of infants that we hadn’t
even looked at before. That was information we hadn’t
looked at before. And we’re safely surrendering babies
and, actually, I think we’re in a place that we don’t give
ourselves credit for.

I think that we have moved forward in many
directions. All it takes one tragic situation and
everybody feels like they failed, and I don’t think that’s
true. I think that, in fact, we are much more aware of
what’s needed and what to do.

And I also want to say that, I like the framework
and I like the community-based model because, if you look
at each child within each constellation of the family --
and I really don’t like just saying mom and dad. I mean,
a big point of the broad constellation of family members,
aunts, uncle, even neighbors, teachers, whatever, that the
benefits to the child will come more from friends, family,
neighbors, teachers, clergy, scout leaders, and all of
their good aspects. That is what’s going to form the
personality and the potential of the child.

And the agencies are there to help guide that and
help organize that and access that and provide it if it's
not there for them, particularly in the area of health
care, dental care and safety.

So I would like to say this: I think we should
feel good about what we’re doing and look at this
information, not as a challenge to add to it or make a
different message out of it, but rather put it to work in
different communities in different ways, because each of
these 14 communities is very different.

And what one community can achieve, another
community will never be able to achieve. They can do
other things well, but we’re very diverse in this county
and our capabilities are very different. And the sense
that we are not helpless is so important because, believe
me, if -- if one neighbor feels that they’re helpless to
do something about a problem they see, then there is a
child who’s going to lack care, safety, health, whatever
because the system isn’t going to do it all. The system
never will. So that information is very important.

So I just want to add the whole community
information sharing so that we aren’t depending on public
agencies and we aren’t depending on a single entity within
any community and we aren’t making them all alike. So
that’s the point.

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

MS. COACHMAN-MOORE: I’m very mindful of time,
and I know that you had indicated that there was -- I’m
hearing clearly thumbs up. And process-wise though, I
think that public comment is really important to this
discussion and wanted to ask you what --

MR. RIDLEY-THOMAS: All right. I’m going to put
forward the opportunity for public comment pursuant to an
opportunity for the board to take a look at a resolution
that we will distribute and just so that we target our
discussion in a focused way.

It’s reasonably clear that we’ve reached some
degree of tentative consensus around those Stronger
Families framework. And if there’s a gift that we should
take from this gathering today, it is at least the gift of
clarity and the gift of moving forward in an attempt to
achieve important things through Best Start's best
initiatives. So let me just simply read and direct and
call for public comment.

We resolve that the Commission hereby endorses
the stronger building -- Stronger Families framework for
Best Start, confirms that three core family results and
The funds that need to be released are not getting to the community and then when the community comes and asks the community centers for support, and if they're not supporting you, how could they support us because the funds are not being trickled down to the community.

You're doing all these different events and all these different programs you have going on inside of your center, but how does First 5 support you; because they can't support what you're doing, how is it going to trickle down to the community which you already serving the community.

So I don't have the answers for this. So by coming here -- which was a great thing for me. By coming here, getting a chance to meet the Commission, getting a chance to meet other people, like-minded like myself is a great thing to get to be able to address and ask questions. And, hopefully, now I can leave with some more information to give back to the community. But I just wanted -- my concern is just being able to receive funding from First 5 has been a very difficult task for us. And through First 5 working with PCI, we have opened the door for them to be able to reach out to the community even faster because we already be doing events, we already have a lot of different things going on in our community.

So we are in a serious relationship with First 5, but we want First 5 to become a partner of the community.

So that's what I have to say. Thank you.

MR. RIDLEY-THOMAS: Thank you for your testimony.
Next speaker, please.

MR. RAMALAS TAYLOR: Hi. My name is Ramalas Taylor. I'm the co-chair of the Best Start Compton/East Compton Partnership. I'm also a member -- the chair of the leadership group for that group. I want to thank Ms. Belshe and her team, all the executive managers that came out to the regional group of all of the Best Start communities in south central LA. They heard us very well. They were very gracious, and we appreciate the opportunity to engage them.

I see what we had -- I see inklings of what we had said in the documents you came up with. Excellent. We support moving forward with this. What we want and what we agree with the Commission and with the staff is that we need to make sure that the outcome are realistic and we can move forward. But we want flexibility in those outcomes when it comes down to the community level. We don't want to go a year and find out it's not working. We want to go three months, find out if it's working, have the ability to modify to make sure it's working effectively and getting the outcomes that we want for our community and our families. So we really appreciate the
direction you're going to hope that you move forward.

Thank you.

MR. TONY WILKINSON: Tony Wilkinson from the Panorama City Partnership. I just wanted to share the excitement that I have personally every time I go to the partnership at what you guys have built out there in Best Start, because I can't tell you -- just the average folks, me and everyone else from the partnerships, we're just parents, and the capacity you've already built is amazing.

And one of the things would I ask is that, as this framework goes forward, please think at every stage of the framework what is the role that the community can have in doing real work because, believe me, exercises don't build capacity; real work builds capacity. And I think somewhere the Executive Director Belshe mentioned the Best Start army in one of her reports. You've got a great Best Start army.

So, hopefully, when you get down to things like a menu of activities, I'm really worried about activities. How about a menu of results or outcomes? We've got to be evidenced based, but open up to creativity because there are a lot of creative ideas how out there. In fact, some of the things that in the systems improvements area. The director mentioned may just be First 5 LA. Heck, you're talking about resource vote, mobilization, information and

resource referral and impact and public policy. I think a lot of those have a partnership role, too. Again, that's real work. So that's all we ask: Give us some real work; we're anxious to do it. Thank you.

MR. RIDLEY-THOMAS: Thank you for your testimony.

SPEAKER: (Speaking Spanish)

THE INTERPRETER: Good afternoon members of Commission, executive team, organizations, and parents and members of community that are here present.

THE INTERPRETER: I believe that the framework that was presented here today it's the -- goes in the right direction and it is what is needed to achieve the goals and results that we need in our communities.

SPEAKER: (Speaking Spanish)

THE INTERPRETER: I am here for the support that you're giving us at the community level. And just to remind you that the first features of our kids is us, the parents.

SPEAKER: (Speaking Spanish)

THE INTERPRETER: And so we can achieve this for the benefit of our kids together with the teachers, the other community members, organizations, and our families.

SPEAKER: (Speaking Spanish)
25· ·is in partnership with us.· And so I think the framework
24· ·community.· A lot of the strategic work that will be done
23· ·role of nonprofit organizations that are out in the
22· ·probably as this rolls out some more clarification of the
21· ·Davies.· And we had a -- just sort of something that
20· · · · · ·MS. DEBORAH DAVIES:· Hi, just one thing.· Deborah
19· · · · · ·MS. COACHMAN-MOORE:· Thank you.· All right.
18· ·groups.· In that way, it just kind of passes down.
17· ·executive board, but we do need to have that in the lower
16· ·you have to have that.· We have great leaders in the
15· ·in, they really don't understand leadership training, and
14· ·Part of the challenges, you have community people coming
13· ·local groups, there should be some leadership training.
12· ·thing that we thought would be interesting is, with the
11· · · · · ·UNIDENTIFIED SPEAKER:· With the framework one
10· ·roll out?
9· · · · · ·MS. COACHMAN-MOORE:· That's a gift of
8· ·conciseness.· We like it.
7· · · · · ·MR. RIDLEY-THOMAS:· That's a good question.· Now
6· ·sit down.
5· · · · · ·MS. COACHMAN-MOORE:· So three or four, anyone
4· ·else?· Going once.
3· · · · · ·UNIDENTIFIED SPEAKER:· With the framework one
2· ·thing that we thought would be interesting is, with the
1· ·local groups, there should be some leadership training.

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1· ·UNIDENTIFIED SPEAKER:· Thank you.· I think our
2· ·biggest question that came up is that I think it's the --
3· ·if the Commission approves this is framework, when will it
4· ·roll out?
5· · · · · ·MS. COACHMAN-MOORE:· That's a gift of
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23· ·role of nonprofit organizations that are out in the
24· ·community.· A lot of the strategic work that will be done
25· ·is in partnership with us.· And so I think the framework

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MR. RIDLEY-THOMAS: All right. It has been properly seconded by Commissioner Figueroa.

COMMISSIONER DENNIS: Item 3 speaks to a framework -- accountability within an evidence-based framework, results within the accountability evidence-based framework. And I just think, when you look at some of the work that we've done, you look at capacity building, it has also been best practices and promising practices. So this could be restrictive and I wouldn't want to expand it to include best -- best and promising practices.

MR. RIDLEY-THOMAS: All right. Noted. And the chair will accept that as a friendly and appropriate amendment to be integrated.

All right. Are there any other questions, comments, discussion, suggestions for refinement or improvement?

Hearing none, the matter is before us as amended, and would ask the secretary to call the roll.

SECRETARY: Nancy Au.

COMMISSIONER AU: Aye.

SECRETARY: Phillip Browning.

COMMISSIONER BROWNING: Aye.

SECRETARY: Jonathan Fielding?

COMMISSIONER FIELDING: Yes.

SECRETARY: Rivera.

COMMISSIONER RIVERA: Yes.

SECRETARY: Neil Kaufman.

COMMISSIONER KAUFMAN: Yes.

SECRETARY: Dwayne Dennis.

COMMISSIONER DENNIS: Yes.

SECRETARY: Mark Ridley Thomas.

MR. RIDLEY-THOMAS: Aye.

SECRETARY: Motion is passed.

MR. RIDLEY-THOMAS: It is unanimously adopted that we will move forward with Building Stronger Families Framework as has been articulated. And we hear applause.

(Applause)

MS. COACHMAN-MOORE: All right. Good response for celebration and a lot of good, hard work.

At this point, we're going to take a break and I believe we're going to stream and have an exercise moment in deference to Dr. Tony Fancy who would have loved being here today. So in six minutes, we're going to do two minutes of that and then take about seven minutes -- eight minutes of break. So let's roll it. And everyone should be back here at 10 minutes of 12. Can we get this going?

(Brief recess.)
It is great to see there is a great deal of community members that are here with us today this afternoon.

It's 12:00, so good afternoon. Gracias, Cecilia. I have through the materials. There is no PowerPoint or Prezi packet. I believe it begins on page 69. So you can walk through with it. There is no PowerPoint or Prezi presentation, but Antonio's going to try to walk you through the materials.

Therefore, the operating assumption for us is that it would take any where from five to ten years, and that's considered within the framework. That timeline is in alignment with the vision intended in the 2009/2015 strategic plan where it was stated that had the vision for implementation in absence of a clarity that we all wanted to do is have your comments at the end of --

As we look at this last segment, I wanted to bring the attention of the public and the Commissioners to response forms that you have. So Commissioners, in a moment, we're going to talk about some of the implementation issues, challenges. Okay. I've been corrected; you don't have it in front of you. But what we would like to do is have your comments at the end of --

Did you have a question?

COMMISSIONER FIGUEROA-VILLA: I do. In terms of the public, could we include their sheets into the record, their recommendations, because I don't think they really expressed everything that they wanted.

MS. BELSHE: We absolutely will and we'll also circulate that among Commissioner and post it on our website as well. I've been trying to peer over the supervisor's shoulder to make sure I can see what some of these things are.

MS. COACHMAN-MOORE: Duly noted.

So with no further ado, I'm going to turn the microphone over to Cecilia Sandaval who is going to facilitate this section.

MS. SANDAVAL: (Speaking Spanish). No. It's started in three minutes. Good morning and good afternoon. East coast people already in the afternoon.

As we look at this last segment, I wanted to bring the attention of the public and the Commissioners to response forms that you have. So Commissioners, in a moment, we're going to talk about some of the implementation issues, challenges. Okay. I've been corrected; you don't have it in front of you. But what we would like to do is have your comments at the end of --

So my intent today, very briefly, is to share with you highlights on this implementation considerations and share with you some of the initial considerations that we have been leaning towards. The materials are on page 69 where you will find details.

First one, timeline for implementation. As it was discussed in the results framework, we have realized that to accomplish the committee level and the population outcomes, it will take anywhere from seven to ten years. So it's important for us to realize -- to expect significant changes in the outcomes for these Best Start communities in the time that is remaining within the current strategic plan; that is two -- two to three years is very unrealistic.

In order to achieve core results at the levels we intend, which is beyond program participants that is at the community level, it is important that we consider the timeline that allows for sufficient time for these communities to build a degree of capacity to generate the intended results.

Therefore, the operating assumption for us is that it would take any where from five to ten years, and that's considered within the framework. That timeline is in alignment with the vision intended in the 2009/2015 strategic plan where it was stated that had the vision for implementation issues, challenges. Okay. I've been corrected; you don't have it in front of you. But what we would like to do is have your comments at the end of --

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Second consideration is the matter of scale, the geographic scale. We have learned that our communities are large. Our communities comprise roughly 100,000 people. And this scale has represented a challenge so far for us in developing community partnerships that we have the critical mass that will allow us to mobilize towards a partnership's vision and has made it more difficult to even measure impact. So the matter of a scale has to be considered.

When we take a look at an example within our own neighborhood, Metro LA our pilot community, some of the earliest findings and lessons learned from implementation was that the boundary that we selected initially at First 5 LA didn't entirely resonate with the community members reflecting them to be one cohesive community. Rather, the boundary was seen as encompassing four distinct neighborhoods.

And Metro LA has had the need to step in and create a sense of one integrated and connected community. What they have done is that they focus the efforts in parent engagement activities in six different neighborhoods, and they have created these six different leadership groups that are comprised of parents and residents that inform the activities that are to be implemented within the communities. So that neighborhood level impact that we seek, learning from the lessons from Metro will allow to us know how to forward as they roll this out in the other 13 communities and we continue the implementation.

With regards to the geographic scale, the consideration in front of us to is to explore how to align the Best Start community activity with the community realities and the scale that has the potential to have the greatest impact. So that's the matter in front of us, an impact that starts at the neighborhood level. So as in First 5 LA, we will need to focus on the most effective ways to effect this change within the communities as they currently exist.

If we're measuring impact, the evidence shows that the impact can be best measured at the neighborhood level. Then we would need to factor into our approach implementation options that address the proper level of change that we seek within the Best Start communities that on the geographic scale.

On the activities to be supportive, we have heard that also we have implemented activities that are in alignment with strategic plan. There were some challenges associated with the insufficient definition of what activities were, clarity about how these activities are related to results, alignment of these activities with the countywide strategies.

So we consider that the framework gave us an approach to build upon these three strategies. We're not intending to change those strategic areas of investment. They give us a criteria to form the selection of activities.

So as we move forward, the idea around activities to be implemented is to analyze what is the most effective way to align the support and recommended activities within these new core results via the application of the criteria for selection of activities as well as the context of that menu of activities from which the community could select. So that's the consideration in front of us regarding activities.

There is a consideration about what is the role of the partnerships and how do we measure that the partnerships are be prepared in their stages of development.

So we have learned through experience to date, after being two-and-a-half years on the ground, that the community partnerships propose a very strong community support for First 5 LA for goals: Children be more healthy, maintain a healthy weight, free from abuse and neglect, and be prepared for school. So the community shares our major goals.

Also, we have heard through the community regional meetings that you find summary of those lessons learned on Page 98 of your packet, Item No. 6 in your iPad.

We have heard that there is a clear recognition, too, at the community level of the role that parents have as a foundational support for the healthy development and the school readiness and the well-being of children. And the realization that families need to be strong, too. So the communities share our common aspirations and they share our common focus for parents and the need for strong families.

We have also learned that the community partnerships believe in the importance of promoting community environments that support both the families, the parents, and the children that live within it. And that is a combination of support for families, support to the community environment that will allow us to accomplish the results.

So there's a common agreement, an alignment between what the communities seek and what we have decided to go for.
In terms of the partnership, the partnerships are one of the principle activities within our place-based efforts. We believe that the partnerships will continue to serve as vehicles to promote a better action for children zero to five and their families within their communities.

Community members and stakeholders together in these partnerships will help us inform how to best achieve the strong families and healthy communities long-term outcomes. The First 5 intent is to work with this partnership over this period of five to ten years to achieve these core results that are embodied within the Building Stronger Families network framework.

We believe that in order to do that, we have to together define what is the specific role of the partnerships. So the staff has been doing some initial work that, along with the partnerships, will implement in the days to come in trying to define specifically what is the role of the partnerships, what is the role of First 5 LA in moving implementation forward.

Also, we are recommending that the activities of the partnerships pursue are in line with the level of capacity to implement them. And we call that referent. To that extent, we believe that the level of community capacity measured by the partnership preparedness will have an influence on what activity they could develop and what activities they could oversee and the type and level of resources that they will utilize to implement these efforts.

So we consider that, as a Best Start transition to the result frame focus approach, there is a need to have a common understanding of what part of developmental stages to effectively support the partnerships and become very strong and very effective.

So partnership draws definition as well as the understanding of the stages of development are clear elements of our implementation as we move forward.

There are implications about the incorporation of this framework. You know the activities with First 5 LA. We have heard that from the Commissioners at large. We have heard that from the communities. We heard that, too, in the small groups, is how — what kind of implications will this framework have in all of the other work that we do, specifically in what we call the continue activities.

The building a Stronger Families offers all of us an opportunity to align this existing and future First 5 LA investments because it helped us to address the family and the community level results that are clearly articulated in the framework with the indicators. If we adopt this framework not just for Best Start but as an agency-wide approach to anchor our investments, we have done so many initial analysis at the staff level and we have realized that there are some existing investments that show some promise because they align with the core results in the Building Stronger Families framework. The greatest future, however, is in future investments and how this future investment could certainly be anchored around this framework, too.

So there's work to do, but the initial work that we have done shows promise in being able to align existing investment with Building Stronger Families framework.

Then there is a question about how do we manage this. And this is a question that we heard from the Commissioners even as early as the beginning of the implementation of Best Start. So that question speaks about what are the business models that we will implement to support implementation of Best Start at community level.

We know one thing. We know that this business models must include a clear definition of the roles. What is the role of the partnerships in managing this projects or activities? What is the role of First 5 LA? What is the role of any other agencies that will interact.

So the business model, we believe should include at least functions around program oversight. I mean, who is responsible for the oversight; who is responsible for the ongoing development and support of these local partnerships; who is responsible for the fiscal management of these partnership activities; who is responsible for the subcontractors that will help to implement this, too.

So we know that, to date, we have been using two models. One is a model of using a lead agency and Metro Para Los Ninos, and we have a lot to learn from it. The other model is a model where First 5 LA staff has been the one doing that have been providing the oversight for the activity in the community.

We believe that, as we move forward, we will be looking to the most appropriate business model that will help us to support this framework and will report back to the Commission and the public in general. But what we know is that the model that we propose has to clearly define what is the role of a community partnerships, what is the role of First 5 LA, and what is the role of other agencies as we move forward in implementing these in the most effective and most efficient way.

Finally, there is a consideration about funding and is a consideration necessary with the investment portfolio. In the strategic plan, there were stated ranges of investments for the three main areas:

1. Countywide activities, place-based activities, research
2. LA investments because it helped us to address the family and the community level results that are clearly articulated in the framework with the indicators. If we adopt this framework not just for Best Start but as an agency-wide approach to anchor our investments, we have done so many initial analysis at the staff level and we have realized that there are some existing investments that show some promise because they align with the core results in the Building Stronger Families framework. The greatest future, however, is in future investments and how this future investment could certainly be anchored around this framework, too.

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We know one thing. We know that this business models must include a clear definition of the roles. What is the role of the partnerships in managing this projects or activities? What is the role of First 5 LA? What is the role of any other agencies that will interact.

So the business model, we believe should include at least functions around program oversight. I mean, who is responsible for the oversight; who is responsible for the ongoing development and support of these local partnerships; who is responsible for the fiscal management of these partnership activities; who is responsible for the subcontractors that will help to implement this, too.

So we know that, to date, we have been using two models. One is a model of using a lead agency and Metro Para Los Ninos, and we have a lot to learn from it. The other model is a model where First 5 LA staff has been the one doing that have been providing the oversight for the activity in the community.

We believe that, as we move forward, we will be looking to the most appropriate business model that will help us to support this framework and will report back to the Commission and the public in general. But what we know is that the model that we propose has to clearly define what is the role of a community partnerships, what is the role of First 5 LA, and what is the role of other agencies as we move forward in implementing these in the most effective and most efficient way.

Finally, there is a consideration about funding and is a consideration necessary with the investment portfolio. In the strategic plan, there were stated ranges of investments for the three main areas:
In page 107, you will be able to see some projections. What we have learned so far is that, as of today, the majority of investments have been around countywide activities, and mainly caused by the countywide implementation projects. When you see the projections over time, we will see that mainly due to the ramp up of Welcome Baby and Home Visitation. The projections in your packets will show that the proportion of expenditures associated with First 5 LA place-based investments will reach the target range set in the strategic plan. So in summary, I could say that, after being on the ground with this place for more than two years, at 14 Best Start communities, we have learned valuable lessons that we need to consider in moving forward with clarity of results. The place-based field itself has advanced and also provide us with best practices for us to consider. We have formed an infrastructure at the community level. We have these partnerships that we need to built upon. And we know that that partnership group is ready to work with us in help us to move this implementation forward. Identified and addressing these additional implementation considerations will certainly help us all to clearly articulate how we move forward very solid steps.

Thank you.

As you see, staff has done some considerable work in thinking through some of the implications of the adoption of this framework for the -- at the operational level. Now, the very brief overview that Antonio has given you is supplemented by the materials in the commission packets, but will require very careful discussions with community because, if we're talking about timelines scale, the kinds of activities to be supported, all of these are also being informed by the community and the community experience.

So what we want to ask the Commission at this point is your general response, and I'm afraid time is working against us, to the preliminary thinking of staff in these areas, is there something that needs to be answered quickly. And more importantly what -- given these implementation considerations, what more do you need to know in order to provide guidance and direction to the staff at your July meeting.

Commissioner Au.

COMMISSIONER AU: Well, thank you very much. I think this is very helpful.

MS. SANDAVAL: Can you speak into the microphone?
Okay. I think there was another one.

MS. SANDAVAL: I can come back to you.

COMMISSIONER AU: Yes. Please.

MS. SANDAVAL: Thank you. Commissioner Dennis, you look as if you have something you want to say.

COMMISSIONER DENNIS: I guess if I look, I better talk. One of the things that in Antonio’s articulation he was talking about infrastructural support, and he brought the two scenarios, the first of which is the community-based entity taking the fiscal responsibility and the infrastructural responsibility. And the second option was to look at what was happening as far as First 5 actually providing the oversight and -- in the fiscal management.

And I would suggest that’s just a tip of the iceberg when it comes to infrastructural support. I think we need to look at support, you know, with -- what do we have core in our staffing that lends itself to expertise around place-based modeling. And I don’t think we have that. And I think we need to really look at how do we develop that, how do we secure it.

I know historically we had a Best Start director, and I’m not sure if that is even the answer. I just think there needs to be staff capacity around place-based having knowledge and expertise in that arena if we’re going to put this type of investments out there in the community.

MS. SANDAVAL: So in looking at models, if I heard you correctly, other than lead agency, fiscal sponsor model, there’s also the staff role and to look at the implications for staff capacity within the organization because there’s a cost to that also.

COMMISSIONER DENNIS: Yeah. There is a cost to that, but I would also suggest it would be an investment taking into consideration how much money we have vested into Best Start.

MS. SANDAVAL: And capacities and knowledge, etcetera, everything else. Okay. Great.

Dr. Fielding, our BS expert.

COMMISSIONER FIELDING: I think one thing we need to do is to assess what's going on in the broader environment. I think Patricia Curry’s comments are very important; that there are a lot of other things happening. There are a lot of county departments. There's things at cities. There's things at other levels. There's initiatives and foundations. And if we don't keep track of those things, it's going to be even much harder to try and figure out what we've done alone, in addition to the importance of working collectively and collaboratively with those other organizations.

So I think that should be an explicit part of what in fact is record and there should be an explicit methodology for getting that.

The other part I wanted to bring up was one that commissioner Delgado brought up, which I thought was very important, which is mobility question. I'm not sure we've had a full discussion about the mobility, currently or recent past, within those -- each of those 14 communities and what the implications are of that for young families. I think that's extremely important. Are they moving from one of our communities to another or some place else or -- the other option, of course, is that we could, through this effort, create magnets where people would want to be to raise young families. That might lead to us in the influx.

MS. BELSHE: A Best Start community.

COMMISSIONER FIELDING: A Best Start community.

COMMISSIONER AU: Remember the original idea.

COMMISSIONER FIELDING: Best Start, what's that?

Anyway, those are my two comments.

MS. SANDAVAL: So assessing other efforts and the issue of the mobility of certain populations. Any other thing you need to know by the July meeting in order to address the implementation question a little bit more? Dr. Figueroa.

COMMISSIONER FIGUEROA-VILLA: Doctor? You promoted me.

I would like to hear what -- I thought about this after I had a conversation with staff, and it's -- it made sense to me.

MS. SANDAVAL: They're asking you to pull the Mike a little closer, please, Sandra.

COMMISSIONER FIGUEROA-VILLA: And it made sense to me that the Metro model, I -- I was conflicted that our staff was doing all this work when we have all these other initiatives that maybe they should be doing. But as we’re going -- I don’t -- I don’t think that it should be our staff because when you -- you have community partner or a lead agency, they also bring resources with them that could help that neighborhood. But I also would like to hear or staff to consider or they probably already know, what do those best -- they’re already formed, Best Start programs in communities. What do they want? Do they have someone that could help them?

I heard one of the parents talk about, because they have a fiscal agent or a partner, that they’ve been able to really -- they’re probably ahead of the game in terms of documentation and paperwork that’s helping these parents develop that.

MS. SANDAVAL: That's a lead agency model. So you look at what's working is what --
What's working, but also get feedback from the Best Start programs. Maybe they don't want or they don't have a partner there that they trust because a lot of these -- the Best Start is about developing relationships and trust the --

MS. SANDAVAL: And are you open that it could be different in different communities?

COMMISSIONER FIGUEROA-VILLA: Oh, yes. Definitely.

MS. SANDAVAL: We're really short not time. So thank you.

Any other comments? You remembered.

COMMISSIONER AU: I remember. I -- I believe that the Strengthening Family piece, the home visit, the Welcome Baby piece, the projection is the cost of it, based on our original, intent is -- may not be achievable or even feasible. Therefore, the other bit of information I need is, what scale do we need in order for us -- because a part of the rationale for moving in this direction -- I'm looking at Jonathan as well as Dr. Kaufman here -- is that we wanted to establish some -- some benefit proof -- proof of benefit for this kind of model to be in place. So then we can turn to other funding mechanism to then continue this work.

So I -- I need to know to what scale do we need in order for us to have a body of outcomes that would say, this is really effective -- an effective program. Do you see where I'm going?

MS. SANDAVAL: You're saying, what scale is needed in order to have value that will attract other funders.

COMMISSIONER AU: Exactly. How many hospitals, how many parents, how many babies do we need to actually have this interaction with to have an established level of proof that this is really an effective project or program.

MS. COACHMAN-MOORE: Thank you. And we're really close to time. We're going to take just two minutes, Kim, for a timeline and next steps. Can you wrap that in two minute or one? I know there's a handout that everyone has. And parting comments. Is that possible?

MS. BELSHE: Parting comments.

MS. COACHMAN-MOORE: No, I won't do that one. I'll just say timeline. We certainly have -- I can actually --

MS. BELSHE: If I might. I can be very brief and it's helpful. Thank you.

So just to underscore a couple of points that Antonio highlighted, and that is, with the board's endorsement of the Building Stronger Families framework which embodies six core results, that is a significant milestone for us. It also means we're transitioning to a different phase, from planning to action. Action grounded in now some very concrete results. So it's going to require to us step back and be reflective on some of these issues that Antonio just spoke to. And as you noted, these are issues, many of which are not new to the Commission. They're hard, they're knotty, with a K, and it's going to take some time.

So what we intend to bring to the board in July is going to be more of a detailed work plan in terms of giving you a picture of the work that needs to be undertaken both in the context of our outreach and engagement of the community partnerships to talk with them about this new framework, to talk about the basis of it, much of what is what we learned from the communities themselves; second, to talk with them about next steps and the roles they will play relative to indicators, relative to core results, relative to this idea of a menu of activities.

So I want to walk the board in July through more details about next steps relative community outreach and engagement, but also these hard issues around readiness and how do we assess community partnership preparedness to move to this next level. And that requires us to think carefully about our role versus the community partnership's role. And in that respect, these business model questions -- I was interested in how that really was a theme in all of these comments -- is a very, very important set of questions. If the board were to say, you know, execute immediately a different model, obviously, that's going to take some time. So we're thinking about business model development, both short term and longer term. Again, we will map that out in July.

So that's the principle thing I wanted to emphasise is that, with the endorsement of the core results and the framework, that helps ground our next iteration of activity that is about transitioning to a different type of Best Start. It's not about planning and planning and process and process. It's about results. It's about accountability. And that's going to make us look different and it will make the community partnerships look different. And, frankly, with the board's endorsement, I'm going to put out -- we've had a director position for Best Start on hold pending clarity of direction. I feel we have clarity of direction. We need to bring in and build our capacity further. We've got a terrific team, but I think I feel comfortable enough to move forward with bringing some additional leadership on board to help with this very important next stage of work.

MS. COACHMAN-MOORE: Thank you.
MS. BELSHE: I want to underscore for the board, all the issues that were just phrased will not be answered in July, but we'll be taking these comments back with an eye towards informing the development of the work plan and being clear with you about when these issues around business model, for example, are likely to be lifted up conversationally and then for action.

MS. COACHMAN-MOORE: Thank you. And I will yield the last word, but may I say a few?

MR. RIDLEY-THOMAS: This is not intended to be the last word. I'm wanting to piggy-back on Kim's remarks, namely not all of the questions that have been posed will be answered by July. But I want to encourage the members of the board to keep thinking about their respective questions, refine those questions and dialogue and collaboration with staff where appropriate.

And I'm going to suggest that the staff take those questions and work with them as best as possible and with an eye towards prioritizing the responses to them. Not all questions are equal, nor were they intended to be. And I think the board can benefit from moving in the same direction. The importance of the questions that everyone may have posed should be treated respectfully, but some may be more foundational than others and, therefore, we want to kind of be sure we are getting to those first.

I have no notion in mind as to what those are at this point in time, but I want to make sure we all are walking in the same direction about what those priorities may look like.

Thank you.

MS. COACHMAN-MOORE: Thank you. I know that this is a conversation that we started, and in deference to Peter Block, I'm currently a fan. He talked about -- in his works, he talks about creating the conversation, the invitation, and moving it through to possibilities, and he -- the initial question is, what proclamation could be made. And today you did that. And so I would like to congratulate the board and those of you who are present from the Best Start communities and the communities at large for the work that you've done, and to say to staff of First 5 LA and to staff of the supervisor's office, but let me also say to the hardest working staff and board in this work as James Brown would say, you guys are the hardest working group. A lot has been accomplished in two-and-a-half months. So let's give ourselves a really quick shout.

(Applause)

With that in mind, we have public comment that we must take at this point and also we have Michelle Winkle's work. I think there's only one public comment, is that correct, or are there any? We do have one. Just one. So take that one. And as that one is coming up, we'd also like to ask to you continue to think about your gift.

MR. RIDLEY-THOMAS: Okay. Goes around. Do come forward and give your testimony.

Coach Ron still here? Going once, going twice, sold.

Commissioner Curry wishes to be heard.

COMMISSIONER CURRY: I just wanted to say that, with the passing of this resolution, you called it a milestone, and I think that we owe Kim and John a huge thank you for their work. Coming in here in such a short time and doing the amazing job you guys have done, I think it's fabulous. And along with that, thank all the staff and congratulations.

(Appause)

MR. RIDLEY-THOMAS: Right.

MS. COACHMAN-MOORE: So adjournment.

MR. RIDLEY-THOMAS: I think we have reached the point of conclusion with thanks everyone for being here. Do yourselves a treat before leaving, take a moment and walk out to the rose garden and see what you can see and avail yourselves of the service of the works that has been done all the way from Vancouver. You know what time it is. So thank you very much and we trust you'll have the balance of a good day.

(At 12:36 p.m. the meeting was adjourned.)
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