

In the Matter of:
FIRST 5 COMMISSIONERS' MEETING

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:
HEATHERLYNN GONZALEZ
CSR #13646

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1 Wednesday, June 26, 2013; Los Angeles, California
 2 8:47 a.m.
 3 -oOo-
 4
 5 MS. COACHMAN-MOORE: We would like to welcome
 6 everyone here this morning. We are waiting for the
 7 supervisor to arrive, and he should be here shortly. Once
 8 he does arrive, we will begin. So thank you.
 9 MR. RIDLEY-THOMAS: I thank you very much and
 10 good morning. We're delighted to welcome you to the
 11 Environmental Services Center. I want to begin by
 12 thanking all of you for joining us this morning for this
 13 important dialogue.
 14 I want to welcome the members of the public that
 15 are here today to witness what is -- what we expect to be
 16 a collaborative process. We acknowledge you and look
 17 forward to your participation, as deemed appropriate.
 18 I want to begin by establishing the appropriate
 19 quorum, and with that in mind, we'll ask the secretary to
 20 call the roll.
 21 (Roll called)
 22 MR. RIDLEY-THOMAS: Thank you very much. Through
 23 our work today, we endeavor to bring conceptual clarity
 24 and reach a common understanding on an approach to move
 25 forward with the Best Start initiative.

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1 As you will recall, we started our Best Start
 2 inquiry process at the February commission meeting where
 3 we asked the commission to consider several key questions.
 4 They are as follows: What kind of impact do we seek; can
 5 the outcomes we want to achieve be expected from our
 6 current strategies. We posed an additional question, how
 7 do we measure our progress; what is the timeline
 8 associated with meeting our goals; what funding
 9 requirements are there to attain those goals. Just some
 10 basic points of inquiry that I thought could/should help
 11 us get to where we wish to be.
 12 So I'm confident that the discussions we'll have
 13 today will bring us closer to answering each of these
 14 questions and clarifying the results we seek to achieve
 15 through this investment, and this is an investment of our
 16 time. Our collective energies and our talents, our
 17 intellect, our experience will be brought to bear as we
 18 seek to focus.
 19 We know that the community transformation process
 20 is important work. We know that it is work that has to be
 21 thoughtful, and it's work to which we are all committed.
 22 We're here today to do that. We're here to raise critical
 23 questions, keep in mind our stewardship of our relatively
 24 scarce public resources, and then to decide how best to
 25 proceed with again what I hope we trust and what I hope we

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1 understand to be an investment.
 2 I expect each of us to be fully engaged as to
 3 questions deemed appropriate and to push this discussion
 4 process and results to a higher level.
 5 To keep us on track and moving forward, we've
 6 asked Valerie Coachman-Moore to be with us today, who is a
 7 highly acclaimed retreat facilitator.
 8 And so with that, it's on you to take us to the
 9 next level. And I would invite her to provide an overview
 10 of the agenda and what we can expect to accomplish today.
 11 Valerie. Thank you.
 12 MS. COACHMAN-MOORE. Thank you very much,
 13 Supervisor. Can you guys hear me? Thank you.
 14 Welcome everyone. I think the welcomes have been
 15 said. We would like to thank the supervisor and his staff
 16 for this space and permitting us here this morning.
 17 This is a retreat, and we really want to have
 18 some fun today, but we also want to get some important
 19 work done. And that is the intent of our time together
 20 this morning.
 21 Let's see. Our purpose, therefore -- items I
 22 will review them briefly. We want to present an
 23 evidence-based organizing framework for First 5 LA's Best
 24 Start initiatives; to secure board members' endorsement
 25 for Building Stronger Families framework -- we're calling

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1 it BSF for now -- solicit board members' directional
 2 feedback for key implementation issues and considerations;
 3 and to ensure understanding of next steps relative to the
 4 work with community partnerships and countywide
 5 initiatives.
 6 Today we would like to have a conversation, and
 7 we would like to have that conversation occur in two
 8 different ways. One, the board will be convening in small
 9 groups and will be grappling with some of the issues
 10 through some of the questions that we are directing.
 11 We are also going to invite the public -- those
 12 of who are present, thank you for being here -- to
 13 participate, as well.
 14 So concurrently, if you would, we'll have, and
 15 ask, if you would, convene in small groups and react to
 16 the presentation and the information that you're also
 17 hearing in real time.
 18 We would like to ask that you, during public time
 19 on the first one in particular, let us know what you think
 20 based on your conversation in the small group, the time
 21 that we have set aside for that this morning.
 22 And then, secondly, there is a feedback form,
 23 what we call a public feedback form, and I believe we have
 24 it both in Spanish and in English. We would like for you
 25 to jot down your reactions. That way, we can have your

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

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

8 So we're going to be pushing pretty hard. We're
9 going to have fun, but we're going to also push pretty
10 hard. There's a lot of information to be heard and to
11 grapple with, and we invite you to be a part of that.

12 I have ground rules. I'll just read them,
13 because I think it will be too much trouble to bring them.
14 Tell me if you don't understand them.

15 Enjoy our time together. Be efficient with your
16 time. In other words -- and concise, as well. I'm going
17 to ask for that.

18 If you perhaps have heard something that's
19 already been said -- and I'm speaking to the commissioners
20 now -- then, unless it's necessary, absolutely essential
21 that you underscore it, we can move on to the next point.
22 As your facilitator, I will be pushing around for that.

23 Listen to learn, and electrical gadgets on
24 vibrate. I'm trusting that they're all there. I think
25 mine is. Hopefully, my music won't start blaring.

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1 The agenda -- the overview is pretty
2 straightforward. Item 3, which is the next item -- well,
3 in the overview, we're going to also do introductions.
4 We're going to take a few minutes and do introductions,
5 get a sense of who you are here.

6 The Best Start inquiry process, that will
7 actually be a presentation. That's Item No. 3. Setting
8 the context will be John Wagner, actually, will give us a
9 sense of how we got to this point, and then the conceptual
10 framework, Building Stronger Families framework, will be a
11 presentation. Public comment will occur there.

12 Key implementation of issues and considerations,
13 that's an important part of our conversation, as well, and
14 we're looking for directional input there.

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

18 All right. The bathrooms, I think you know where
19 they're at. They're just outside this door here, and I
20 believe there are water fountains, as well.

21 Cecilia Sandaval, many of you probably know of
22 Cecilia Sandaval of the Sandaval Group. She's quite a
23 consultant, and she's been around LA County for some time,
24 and she is co-facilitating with me, being supportive, as
25 well as Phyllis Brunson, from CSSP, the Center For The

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1 Study of Social Policy, all the way from Washington, D.C.
2 They will join me in facilitating the small groups with
3 the commissioners, as well as Cecilia will facilitate the
4 considerations and initiatives section.

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

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

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

24 So the question is, for the commission, "What
25 precious gift or gifts do you bring to your role as a

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1 First 5 LA board member or executive staff member that
2 will enable the commission to successfully respond,
3 through Best Start, to the hopes, dreams, and prayers of
4 the children in Best Start communities."

5 Peter Blanc, a variation on that theme. Inviting
6 you into a conversation. Clarifying questions. We're
7 ready? Find a person.

8 First of all -- no. Before you do. I'm sorry.
9 Reflection. You've got one minute for reflection.

10 And for the public, that question is, "What
11 precious gifts do you bring through your role as a parent,
12 partner, organizational community leader, et cetera, that
13 can support the commission's ability to successfully
14 respond through Best Start to be hopes, dreams, and
15 prayers of the children in Best Start communities."

16 So if you have reflected --
17 (Breakout discussion)

18 MS. COACHMAN-MOORE: Are you ready to now go into
19 a bigger group of four? Find two other people.
20 (Breakout discussion)

21 MS. COACHMAN-MOORE: Okay. This looks like we
22 could do this for the rest of the day, and quite
23 seriously, we could. This very well could be a four-hour
24 exercise in and of itself. For those of you who are
25 familiar with appreciative inquiry, it really could take a

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1 while to impact. So I would like to ask everyone to bring
2 their attention back.

3 Just quickly, what came up in your own mind,
4 speaking to the commissioners here, when you first
5 considered the question? Anyone that wants to share?
6 Some of are you still sharing. Would you guys come back?

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

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

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

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

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

24 MS. COACHMAN-MOORE: I was going to ask you all
25 to speak into the microphone, since this is being

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1 recorded, so we want to be sure -- in deference to our
2 transcriber. Thank you.

3 And anyone else? Yes?

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

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

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

20 MS. COACHMAN-MOORE: Thank you.

21 Okay. One of the things that I did in writing
22 this question with my colleagues, Cecilia and Phyllis, is
23 I've been pondering it, and it really took me about three
24 days to get to my gift. So I would like for you to carry
25 this question away with you and think about it personally,

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1 as to what your gift is to this commission. And I chose
2 the term "precious" for that purpose.

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

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

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

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

25 And, fourth, on the back of that one-page cheat

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1 sheet, there is also a timeline to talk about some of the
2 things that's have occurred to date and, also, next steps
3 for where we want to go moving forward.

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

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

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

23 First of all, the implementation plan provide for
24 the first time a range of projected funding over a
25 five-year period and specifically a projected countywide

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1 activities of our investments to be in the range of 35 to
2 40 percent of our portfolio and place based to be in the
3 neighborhood of 45 to 60 percent of our portfolio, with
4 the remaining 10 percent to be in R&E and administration.
5 The implementation plan also spells forth a very
6 aggressive timeline, a timeline in which community plans
7 would be designed and built and that eventual
8 implementation would be June and July of 2012.
9 So when first -- when Kim and I first came to
10 First 5, First 5 had already effectively made the decision
11 to hit the pause button on the community plans, and we
12 learned and understood that there was a desire to have
13 more clarity on what Best Start was about and a need to
14 better identify the outcomes that we wanted to achieve
15 through Best Start, and, also, importantly, how those
16 outcomes would be measured.
17 So the inquiry process, back in January 2013 --
18 this was my first board meeting. Kim had been here a
19 month, and we had a new chair, and both the executive
20 director and our new chair both expressed a desire to and
21 a commitment to answer those very questions that the chair
22 posed in the beginning of this conversation and the Best
23 Start inquiry was launched.
24 Specifically -- and I won't go through all the
25 questions, but to clarify the results, the results as far

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1 as how they would be measured, strategies that would be
2 employed to link what we wanted to achieve in Best Start
3 to the four goals of First 5, and then what kind of
4 activities would be approved given those strategies.
5 Now, the inquiry process unfolded, and it was
6 informed by some really key inputs that I just want to
7 highlight. First, obviously, were some of the board
8 discussions that I mentioned, as well as one-on-one
9 discussions with commissioners. It was also informed by
10 discussions with other experts and professionals in the
11 arena of place-based.
12 It was informed by the L-3 exercise, which many
13 of you have heard about and was really an attempt and is
14 an attempt to look at our strategic plan mid-year, how are
15 we doing in the implementation of that plan, and best
16 recognizes Best Start is a really significant and integral
17 component of that plan.
18 It was also informed the inquiry process by Best
19 Start experience to date, many meetings with staff, and,
20 very importantly, an opportunity that we exercise to go
21 out to each and meet with each and every one of our
22 community partnerships through seven regional forums.
23 This provided an invaluable opportunity for Kim, me,
24 senior staff and other Best Start staff to really meet
25 with the community, hear from parents directly, members of

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1 the partnerships, CEOs, and others.
2 So a couple of key learnings or take-aways from
3 those conversations, first of all parents are the key and
4 fundamental contributor to child well-being, and providing
5 them with key information, sometimes simply with education
6 and training, they felt better able to meet the needs of
7 their children.
8 Second, we heard about how, by giving these
9 parents and information and knowledge, Best Start gave
10 them a voice, which changed the way parents interacted
11 with the service system.
12 Third, we even learned and heard about examples
13 where community-based organizations changed their practice
14 to be more inclusive of parents, and we certainly heard
15 that parents across all of these communities were ready to
16 take the finger off the pause button and hit the play
17 button.
18 So based on this input from multiple sources
19 today, we will be presenting a framework in the next few
20 minutes which will provide more focus and clarity on our
21 approach, a framework grounded in First 5's four goals.
22 You'll recognize the four goals we talk about for First 5
23 and what that means for Best Start.
24 It recognizes that if families are strong and
25 communities are healthy, then children will have better

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1 outcomes. It defines what it means to have a strong
2 family, rather than just aspire for that. It defines it
3 through three core results and four intermediate outcomes,
4 and it also defines what a healthy community would look
5 like through three core results, based on research.
6 Consistent with our strategic plan, it also talks
7 about the types of activities that we will use to ensure
8 family strength and community health, and it identifies
9 exactly how we will measure progress on child, family, and
10 community levels.
11 So, finally, before turning it over to the next
12 item on the agenda, I would like to just mention the
13 timeline. We are going to go over this framework.
14 Today's goal is really to get a general understanding of
15 and endorsement from the board Our Building Stronger
16 Families framework.
17 We also want to raise some key implementation
18 issues for your consideration, and although we aren't
19 asking for decisions on those considerations today,
20 they'll definitely be needed as we move Best Start
21 forward.
22 And once we get the board's endorsement of this
23 framework, we will begin the work, based on board input,
24 on specific recommendations for our consideration for the
25 July board meeting. And the July board decisions will

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1 inform staff recommendations and continued funding in
 2 September.

3 Thank you.

4 MS. COACHMAN-MOORE: Thanks, John.

5 While Kim is coming up, I would like to
 6 introduce, and failed to actually introduce,
 7 Michelle Winkle, who happened to have today available and
 8 came in from Vancouver to be our graphic facilitator.

9 For some of you who might have been around
 10 First 5 for awhile, over 10 years, you may recognize
 11 Michelle, having done some work, I believe, with our
 12 capacity strengthening framework deal, Nancy Ruthers. She
 13 is the best. So thanks for being here today.

14 Kim.

15 MS. BELSHE: Great. Thank you so much.

16 Well, good morning everyone. This is a really
 17 terrific opportunity we have and a really exciting time
 18 for First 5 LA broadly and for Best Start specifically.

19 And like John, I want to acknowledge the many
 20 inputs into this process. In particular, I want to
 21 acknowledge the First 5 LA staff. This really has been an
 22 organization-wide undertaking, and I want to note that
 23 it's not just strong staff work that's a part of this
 24 inquiry process. It's strong staff work historically,
 25 because what we're bringing forward to the board today is

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1 really a framework that builds upon a very sturdy
 2 framework embodied in our strategic plan and our
 3 implementation plan, our strategic plan implementation
 4 plan experience to date.

5 So what we're presenting is not a new Best Start,
 6 just to be really clear. What we're presenting is a
 7 sharpening, a focusing of Best Start as we move forward as
 8 responsibly and effectively as possible.

9 So in many respects, we're standing on the
 10 shoulders of others and doing so in a way, as you will see
 11 through this presentation, that endeavors to bring greater
 12 clarity to our core results, grounded in a strong
 13 research-based, clear emphasis on our strategies and some
 14 illustrative activities that we would support to achieve
 15 those results, and, finally, accountability to measure
 16 progress. And Armando is going to join me to do that part
 17 of the presentation.

18 As you will see, this is a little bit different.
 19 This is not your mother's First 5 LA presentation. We've
 20 got some new gizmos going. I want to acknowledge
 21 Antoinette Andrews in R&E, who really has provided
 22 tremendous leadership and initiative in helping us pull
 23 together a very creative presentation.

24 So noted, this is what has grounded our inquiry
 25 in recent months.

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1 MR. RIDLEY-THOMAS: Where is Antoinette? Let her
 2 stand up. Is she here?

3 MS. BELSHE: Yes, she is.

4 MR. RIDLEY-THOMAS: All right. Stand up,
 5 Antoinette. If it goes sideways, it's on you, Antoinette.

6 (Applause)

7 MS. BELSHE: Actually, that's so not true,
 8 because actually the supervisor -- thank you for that
 9 acknowledgement.

10 I shared with the supervisor just last Monday
 11 that we had this great idea, but we had no capacity to
 12 execute it, and we had one person in the organization who
 13 knew how to do this kind of presentation -- it's called
 14 Prezi -- and she was leaving the next day.

15 So I was kind of hanging on to whatever that term
 16 is and talking with R&E, and Antoinette, on Thursday night
 17 a week ago, basically teaches herself Prezi, takes the
 18 work we're doing old school. As you will see, it's just a
 19 fun, creative way to present very dense information.

20 (Applause)

21 MS. COACHMAN-MOORE: We actually refer to her now
 22 as "Madam Prezi."

23 MS. BELSHE: I couldn't even pronounce the word.

24 So as John said, these past couple of months have
 25 been enormously important and useful and important.

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

10 And I think, among all the things that we have
 11 kind of taken away from this exploration is a very solid
 12 affirmation or validation of what is effectively a
 13 paradigm shift in -- represented by Best Start, a paradigm
 14 shift that undergirds our strategic plan, and that's a
 15 recognition that Best Start is something quite different.
 16 It is not a traditional program that is focused on
 17 specific problems or services to meet the needs of
 18 individuals, but, rather, it is quite different.

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

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

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1 different, this is not your traditional government or
2 foundation-type program, but, rather, one that is really
3 focusing on supporting communities and developing the
4 skills, the resources, and the tools they need to
5 effectively chart their future.

6 We've heard families say, "We get it." The goals
7 you aspire with Best Start is not just about a Band-Aid.
8 It really is, more broadly, about a sustainable cure.

9 At the same time, we also heard, "You know what?
10 There's some issues here. There's a need for greater
11 focus. There's a need for clear grounding in a strong and
12 evidence where a promising-practices base is possible.

13 We need to articulate results, but they need to
14 be achievable and measurable, and we need to keep
15 accountability at the forefront of our work.

16 So towards that end, the past couple of months
17 really have been about clarifying and sharpening Best
18 Start to reflect a more focused, results-oriented
19 approach, And that inquiry, as John noted, led to us
20 families.

21 Now, my mom has a habit of sometimes saying
22 "duh." So if my mom were here right now, she would say
23 "duh." This is not a new epiphany, but it's just -- it's
24 so important to emphasize the focus that we have spoken of
25 -- consistently about is all about the parents. They are

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1 at the center of what we're trying to accomplish, in terms
2 of our long-term goals for children.

3 And to be clear, when we're talking about
4 families, we mean parents, we mean single parents, we mean
5 expectant parents. We also mean caregivers, foster
6 parents, as well as legal guardians.

7 And what we have heard through the inquiry is
8 that -- from the communities, research, best practice
9 experience, that if we want to advance our over-arching
10 goals for children, that we have to focus and we have
11 focus on strengthening families and the communities in
12 which they live.

13 Now, again, this focus is not new. This is not a
14 dramatic departure, but, rather, it is a sharpening. It
15 is a sharpening of Best Start as we move forward with this
16 important initiative.

17 What's different is our effort to clarify through
18 the framework we're going to talk about this morning some
19 very specific community- and family-level results that we
20 believe are achievable in a three- to five- or 10-year
21 period. The framework presents a plan for achieving and
22 measuring those results.

23 And, finally, the framework represents a very
24 strong, extensive evidence base about what conditions need
25 to be present in families and communities to achieve the

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

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

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

23 What is new is First 5 LA using the protective
24 factors framework as a way of organizing and focusing our
25 work in Best Start. It's a framework that's grounded in

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1 evidence about what matters to families and children.
2 It's asset based and had really promotes and focuses on
3 the strengths of families. It is prevention oriented.
4 It's not a new program. It's about building upon our
5 existing services and systems, and, finally, it engages
6 parents as decision-makers, not as clients.

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

9 MR. RIDLEY-THOMAS: Yay, John.

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

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

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

21 This framework provides a Best Start pathway
22 towards advancing those goals, a pathway that reflects
23 what we believe, which is if children are going to
24 experience better long-term outcomes, then families must
25 be strong and communities must be supportive of what

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1 families need. That's effectively our theory of change,
2 to improve long-term outcomes for children, we need strong
3 families and families supporting communities.
4 Now, there are a couple of assumptions that
5 undergird this theory of change. No. 1 -- I've got to
6 keep saying it -- families are the single most important
7 influence on a young child's life, and that begins before
8 a child is even born.
9 Secondly, neighbor -- and that's reflected by the
10 green, the family level outcomes that we're going to speak
11 to in a moment.
12 And then, secondly, the theory of change
13 recognizes that neighborhoods and communities have an
14 important influence, in terms of shaping the environment,
15 the context within which families are able to develop
16 these core strengths that are so important.
17 So we articulate in the framework, too,
18 over-arching results. That's the top green and the top
19 orange, but what we really want to talk about with the
20 commission this morning are the six core results, three
21 that reflect our family results and three that represent
22 our community results.
23 And I want to begin by walking through quickly
24 the three core results that we have for families, all of
25 which are very strongly supported by the research as

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1 critical characteristics of strong families that's are
2 predictive of improved outcomes for children.
3 So try not to get dizzy as we go through this,
4 but let's start, just very briefly, with the first result
5 we seek through the Building Stronger Families framework
6 for children, and that's about family capacity. And
7 that's because we recognize that being the best parent
8 possible is part natural, but it's also part learned, and
9 we know that all families experience challenges and stress
10 in their daily life.
11 The research is very, very clear. The parents
12 that are knowledgeable, resilient are -- knowledgeable,
13 resilient, and nurturing are going to have better outcomes
14 in terms of the goals we seek for children, in terms of
15 their health, their safety, and their school readiness.
16 We heard throughout -- and these are some of the
17 quotes we will be sharing, about some of the Best Start
18 community activity, which is very aligned with the
19 imperative to strengthen families, as well as to
20 acknowledge and address some of the community conditions
21 that either help or hinder families to be the best parents
22 they can be.
23 The second core result for families is social
24 connections, and quite simply that's because parents need
25 friends, parents need to be part of broader social

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1 networks, and the research here is very clear, as well, in
2 terms of the contribution that positive social connections
3 make relative to parent feelings, parent beliefs, parent
4 knowledge and behaviors towards their children, all of
5 which contribute very importantly to positive outcomes for
6 children.
7 Social connections was a real theme in our
8 meeting with the Best Start communities. Indeed, this
9 idea of linking parents together characterizes the
10 equivalent of bringing water to an oasis.
11 The third core result we seek for parents is
12 concrete supports, and here, simply, it's because all
13 families need help some times. All families need help
14 sometimes, and for most families, the services and
15 supports that are needed tend to become time limited in
16 nature or involve a lighter touch.
17 But even there, parents need to understand what's
18 available, how to navigate, how to connect with resources,
19 how to be an advocate on behalf of their child and their
20 family.
21 We also know that for some families they need
22 very intensive services, and we need to make sure that
23 those families know where to turn in case of domestic
24 violence, substance abuse, mental illness in the family,
25 and to know not only where to turn, but that there are, in

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1 fact, appropriate and adequate services and supports to
2 meet the needs of families.
3 We heard time and again about how Best Start
4 community efforts are doing a job -- a good job in terms
5 of helping parents understand what's available in their
6 community and be getting connected to resources and how
7 parents, in turn, are working with other parents to help
8 them learn how to connect to the services and supports
9 they need.
10 And as we see with the kit for new parents,
11 something that's been around for quite some time, it was
12 characterized as magical by some of the community members.
13 So sometimes it's very simple services and supports that
14 the family needs.
15 I'm going to make sure I know where we are.
16 Okay. There we go.
17 Family capacities, in terms of families who are
18 knowledgeable, resilient, and nurturing, positive social
19 connections, access to concrete supports, these are our
20 core results at the family level. These are
21 evidence-based protective factors that, when in place,
22 strongly predict better outcomes for children. That is
23 what we aspire for our family-level results through Best
24 Start.
25 We want to now turn to the core results at the

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1 community level. And by this, we mean what are some of
 2 the characteristics that a community needs to have in
 3 place in order to be as supportive of family as possible
 4 and to enable families to be the best parents they can
 5 possibly be.

6 So it begins with the community. So there's
 7 three core results or characteristics we want to share at
 8 the community level.

9 No. 1, it's a community that develops and
 10 sustains an array of parent development and support
 11 opportunities that are responsive to what we know to be
 12 the diverse needs of diverse communities. It's a community
 13 where collaboration is occurring between families and the
 14 service providers that seek to serve and support families.
 15 It's a community where there's alignment among community
 16 organizations and service providers that are organized
 17 around common goals, common goals that are anchored in
 18 building strong families and supporting those capacities I
 19 just spoke to.

20 Importantly, though, it's also a community that
 21 doesn't underestimate the power of informal services and
 22 support, in terms of friendships and neighbors and social
 23 networks, to build strong families.

24 Here, we heard on a number of examples from
 25 community members and service providers about the level of

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1 collaboration that is occurring that has really been
 2 unprecedented. We also heard, I think, very importantly,
 3 about new relationships and communications that's
 4 occurring between parents and service providers and how
 5 those service providers were beginning to think about
 6 different ways of organizing and providing services that
 7 are more responsive to the needs that families are
 8 identifying.

9 The second core result at the community level
 10 reflects place, and a family supporting Best Start
 11 community is one that creates safe places and spaces for
 12 families to come together as a community, a feature of the
 13 built environment that certainly is important in terms of
 14 promoting healthy living and physical activity, but also
 15 for supporting a community's social cohesion, trust, and
 16 connectedness, all of which are very important key
 17 contributors to family strength.

18 We found probably in every single one of our Best
 19 Start meetings how important the parks were. Again, a
 20 physical activity perspective, but also from a social
 21 cohesion and social interaction perspective.

22 And, finally, a third characteristic or core goal
 23 of a family supporting Best Start community relates to
 24 shared vision and collective action, and these are
 25 communities that actively engage parents as

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1 decision-makers, communities that establish a common
 2 vision, and communities that act collectively to address
 3 and improve policies and environments that build family
 4 strengths and influence the availability and the quality
 5 of services and supports that families need.

6 The research is very clear about, when
 7 individuals interact and engage in those social networks,
 8 it fosters a level of social interaction, information
 9 sharing, and a feeling of solidarity that we really saw in
 10 our meetings where families and parents and community
 11 organizations are rolling up their sleeves and working
 12 together, not to justify problems, but work together
 13 towards a common good, and we saw some of the partnerships
 14 also moving beyond initial conversations to engaging more
 15 fully in public policy advocacy and change.

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

22 So communities with a common vision and a
 23 collective will to build and strengthen families' social
 24 networks and safe places, recreation and interaction and
 25 services and supports that meet family needs. These are

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1 the community results we seek, and the family supportive
 2 characteristics of a Best Start community.

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

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

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

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

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1 So this framework endeavors to do a couple of
2 things. We want to talk with the board about, No. 1,
3 building upon our three areas of strategic focus, but
4 defining criteria -- identifying and defining some
5 criteria that can inform the selection of the activities
6 that could be supported, and, finally, the idea of
7 providing a menu or a list of illustrative activities that
8 would reflect the suggested criteria.

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

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

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

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

20 Like the strategic plan -- implementation plan,
21 the settings in which these types of services could be
22 supported, I think, is very important. So the
23 implementation plan identified as a target, a priority
24 setting, early care and early learning and education
25 settings, which I think offers a terrific opportunity to

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1 focus these and other family capacity building programs
2 and, also, to promote, importantly, social connections.

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

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

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

20 They could focus on strengthening social networks
21 and positive interactions and mutual support among
22 parents. They could help ensure that parents have
23 concrete -- or access to concrete services. Again, very
24 much aligned with what we're hearing and learning from our
25 Best Start partnerships, but with a very specific set of

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1 results and indicators, which Armando will talk about in a
2 moment.

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

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

19 Finally, systems improvement, and that's really
20 more about us, First 5 LA, than the community
21 partnerships, per se, but one of the potentially really
22 powerful things with the Building Stronger Families
23 framework, which is grounded in the evidence-based
24 attributes known as the protective factors, is the
25 potential to impact large numbers of children and

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1 families.

2 So by working to incorporate these factors into

3 existing services and programs serving families, we have

4 an opportunity to really contribute to changes in policy

5 and practice across systems more broadly.

6 So this could be an opportunity to focus our

7 countywide work, both with LA County that has adopted this

8 as a policy, as well as through our countywide work around

9 system change through workforce, public policy, and

10 organizational capacity building.

11 We're now going to move -- this was not intended

12 to provide a definitive list of activities. It's to give

13 you a sense of the framework that could be applied

14 relative to strategies, criteria, and a menu of activities

15 that meet those criteria.

16 We now want to turn to how do we measure results,

17 and we're going to ask Armando to come up to talk about

18 the approach, and then I'll close with a very quick set of

19 closing comments.

20 Armando.

21 MS. COACHMAN-MOORE: Thanks, Armando.

22 MR. JIMENEZ: Good morning everyone. I knew I

23 should have picked the shoes with the higher heel.

24 (Laughter)

25 MR. JIMENEZ: The -- the ingredients of a strong

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1 theory of change are, one, that it's grounded in research,

2 and solid research, but it's also reflective of

3 theoretical concepts, as well as reality. It's also

4 responsive to issues and problems faced by families in LA

5 County, and it's relevant to families in their day-to-day

6 lives, as we've seen from some of the quotes that Kim

7 mentioned earlier.

8 But, finally, it's an important aspect of a

9 strong theory of change in that it's testable, that we can

10 measure it.

11 Accountability and measuring progress is not an

12 afterthought. It's a necessity. I would like to provide

13 a very high level of overview of how we will know we're

14 making a difference.

15 The Best Start accountability framework will

16 consist of four interconnected levels of measurement that

17 will guide the commission in measuring progress.

18 Now, it's important to note this is not an

19 evaluation plan. In the near future, staff will bring to

20 the commission an evaluation plan that will be able to

21 tell the deep, rich, and layered story of Best Start.

22 The top of the diagram describes the level of

23 measurement that's centered on tracking a wide variety of

24 population-based indicators for Los Angeles County and the

25 Best Start communities. This effort provides the

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1 commission an opportunity to monitor trends in an

2 assortment of early childhood concepts, indicators, and

3 frames of reference.

4 We are extremely lucky, as a commission, that

5 over the past decade we've been able to partner with

6 several organizations and entities in LA County to be able

7 to collect critical data on the population. Those things

8 were the LA County health survey, Los Angeles Mommy & Baby

9 survey, the WIC survey and WIC data project, as well as

10 healthy city and several administrative data sets. They

11 provide us with an important context to understand the

12 conditions that families are facing in LA County.

13 The second level of the framework focuses on the

14 tracking of measures related to improving systems and

15 concepts, communities spaces and places, and creating a

16 shared vision and collective action.

17 This will provide the commission an assessment of

18 progress towards community intermediated outcomes that we

19 are wanting to see in a positive direction.

20 The third and most critical level of the

21 framework is directed at measuring core results for

22 families, family capacities and social connections and

23 concrete supports.

24 Ultimately, all the work that we do should be

25 leading to building of stronger families, and the research

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1 strongly supports that, by doing this, we can contribute

2 to the improvement of our over-arching goals.

3 The fourth level is referred to as performance

4 measures and learning. This level is focused on tracking

5 performance of the First 5 LA investments. For example,

6 our "Welcome Baby" investment, intensive home visitation,

7 community partnerships, and so on.

8 But it helps the commission understand how

9 effectively the programs and projects are being

10 implemented and the levels at which communities and

11 families are engaged in them.

12 Previous learning from our evaluations emphasizes

13 the need to begin tracking implementation at the earliest

14 level possible and learn that critical adjustments can be

15 made.

16 A critical element of the framework is the

17 importance of creating structure to bring results,

18 collected in real time, from all levels to First 5 LA and

19 Best Start communities, to reflect learn and improve.

20 Just briefly, I would like to talk about the

21 first level. This particular level relates to population

22 conditions, and it's, once again, to provide context for

23 the work that we do in Best Start.

24 Examples of these types of indicators might be

25 the percentage of children zero to five with chronic

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1 medical conditions, percent of parents of children zero to
2 five that smoke, percent of children living in poverty.
3 And it's important to understand these conditions
4 affect the daily lives of families living in Best Start
5 communities.
6 I would like to emphasize that communities will
7 not be responsible for making changes in these
8 population-based level conditions, but these data will
9 provide us with critical context and help us understand
10 why progress is not or is not being made as a result of
11 implementing the framework.
12 For example, reducing poverty is well beyond the
13 scope of First 5 LA, but understanding how it affects
14 families is important for planning and evaluation
15 purposes.
16 Now, what we will be accountable for for Best
17 Start? Core results for communities. This table provides
18 a set of example indicators for the Best Start framework
19 core results for communities, and this second level of the
20 framework focuses on tracking of measures that are related
21 to improving systems, supports, community spaces and
22 places, and creating a shared vision and collective
23 action.
24 Now, these indicators were identified as the most
25 salient and central to community characteristics and

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1 support to building of strong families.
2 I would also like to mention that, in your packet
3 that was sent out, is a document called "The Best Start
4 Results Framework," which provides a much more robust set
5 of indicators that staff worked extremely hard to develop,
6 based on research and assessment of indicators.
7 I would also like to acknowledge that we had an
8 opportunity to talk with several of the commissioners and,
9 also, the department representatives to inform this
10 particular project.
11 The next level -- and this is of critical
12 importance -- is core results for families. This set of
13 example indicators are strongly supported in the evidence
14 as critical characteristics of strong families and
15 predictive of positive long-term outcomes.
16 For example, the percent of families who read to
17 their children every day as an indicator of family
18 capacities is one of the strongest predictors of future
19 school success.
20 For social connections, the percent of parents
21 who report that people in their neighborhood help each
22 other out is also an extremely strong predictor of social
23 cohesion. They represent a broad array of concepts across
24 the developmental spectrum.
25 It's important to acknowledge that staff needs to

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1 do more work to refine and test and pilot the measures
2 and, most importantly, to bring back a more detailed
3 evaluation plan to the commission.
4 There will also be opportunities for communities
5 to introduce and track community-specific indicators that
6 are meaningful to them.
7 Finally, performance measures and learning. This
8 element helps us understand how effectively we are
9 implementing our framework in Best Start communities.
10 These types of indicators should never form the basis of
11 an entire evaluation, but they are critical components of
12 a comprehensive evaluation and community effort that is
13 results driven.
14 It helps the commission and Best Start
15 communities understand who's involved, how many are
16 involved, what they're involved in, and what they are
17 experiencing, and how families perceive their involvement.
18 Overall the four levels provide a systematic way
19 of collecting results that are consistent across the 14
20 communities. This is an important characteristic of what
21 is different about Best Start using this framework.
22 Finally, we would like to talk about when we
23 might be able to see these results. In this chart, on the
24 vertical axis, we've identified areas in which we would
25 see results happen, and on the horizontal axis, the

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1 timeframe in which we hope and we expect to see these
2 results happen.
3 The colored bubbles represent the levels of the
4 evaluation I described earlier, with the blue relating to
5 performance measures, the orange community results, the
6 green family results, and the red systems results.
7 And we expect to see immediately the ability to
8 track and understand what's happening with regard to
9 performance as a result of participation in programs, as a
10 result of activity or engagement among the partnerships.
11 Over a three- to five-year period, we will be
12 able to see results occur with regard to the core
13 community results and core family results, and in the
14 seven- to 10-plus period of time, we will expect to see,
15 at community level, core results for communities,
16 families, and systems.
17 It's important to understand that results --
18 these type of results don't happen overnight, but the
19 tangible and intangible results that we expect to see are
20 important to measure and understand. The ability of a
21 parent to have the confidence to be able to say, "I can
22 handle anything that comes at me, and I have the belief
23 that I can and will have my child succeed," is not
24 something that will happen in the first year.
25 Finally, what's important, as a part of the

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1 discussions with communities, I would like to stress how
2 impressed I was at the level of interest that communities,
3 parents, and partnership members had on results.
4 It's not just a commission interest. It's an
5 interest of the communities, as well, and they are
6 extremely, extremely interested in working collaboratively
7 with First 5 LA. In my experience, a successful
8 evaluation is one that's done in collaboration with
9 communities.
10 And I would like to hand it back to Kim to finish
11 the presentation.
12 MS. COACHMAN-MOORE: Thank you. Kim, one to two
13 minutes, maybe?
14 MS. BELSHE: If that. Thank you, Armando.
15 So I just want to close with where I started,
16 which is to say I think this really is an enormously
17 exciting and important time for First 5 LA and Best Start
18 broadly. It's a time for us to move from planning to
19 action. It's a time for us to move forward, building upon
20 and sharpening the framework -- the foundation that was
21 built a number of years ago, and doing so with a
22 framework, which we are endeavoring to use to help, as I
23 say, sharpen and clarify our focus.
24 The Building Strong Families framework is core to
25 our ability to move forward. It provides a clear

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1 definition of success, defined by three core results for
2 families, as well as three core results for communities,
3 and that when those conditions -- when those
4 characteristics for families and communities are in place,
5 there is a very strong evidence base to suggest that we
6 can contribute to the four over-arching goals that we've
7 established at First 5 LA.
8 The Building Stronger Families framework does
9 provide a very clear evidence base that is grounded in
10 these family strengthening protective factors, which are
11 strongly related to improve outcomes for children.
12 It is a framework that provides a framework or a
13 relationship between the kind of strategies and activities
14 we will support and the results we seek within a very
15 specific timeframe.
16 And, finally, as Armando just quickly walked
17 through, we offer an accountability framework to measure
18 our progress.
19 So strategic focus, clear results, aligned
20 program activities, strong and diverse partnerships,
21 that's what the Building Stronger Families framework is
22 endeavoring to bring to Best Start.
23 So I close with where we were with our last board
24 meeting when we talked about the listening, learning, and
25 leading effort, and as we reflect on our initial learning

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1 from L-3, I think we have an opportunity to step back and
2 carefully consider the application of the Building
3 Stronger Families framework to First 5 LA's work more
4 broadly, with an eye towards greater strategic focus,
5 integration, and impact on the results we seek. Not just
6 in the context of Best Start communities, but, really, LA
7 countywide and that is strong families and healthy
8 communities, because together they offer us the best
9 opportunity to advance our over-arching goals for young
10 children in Best Start communities and countywide.
11 And with the board's patience, having heard us
12 walk through this in some detail -- and I know this is
13 very dense -- we wanted to close with where I think we
14 will be heading next.
15 MS. COACHMAN-MOORE: Thank you very much.
16 Thanks, Armando. Thank you, Kim.
17 Pretty dense information, but you had a chance, I
18 believe, commissioners to not be seeing this for the very
19 first time, but it is a lot to absorb in a very short
20 amount of time, and I'm certain that there are probably
21 questions that you're going to have. What we're going to
22 do now is break up into small groups, just sort of walk
23 through. We'll come back together and see where we are
24 and see if we can hit some of the -- what are the outcomes
25 that we intend, in terms of endorsement and see which way

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1 the wind is blowing around that.
2 But I would like to do very briefly is spend
3 about 10 minutes for clarifying questions, but I would
4 only like to take one or two, if need be. Are there any
5 overall clarifying questions that's can't be taken up in a
6 small group?
7 Let me just take one second and say that Armando,
8 Kim, and John will be floating between the three groups,
9 about 11 minutes or so per group. So if there are
10 questions that you might want to follow-up and ask, they
11 will be present in your group to do that, over-arching.
12 Yes?
13 COMMISSIONER AU: Just to be clear, Armando said
14 that the indicators that are going to be utilized to
15 measure these -- the progress or outcomes still have not
16 been refined exactly, that you're still in the process of
17 identifying them.
18 Do you have at least a -- I know some of it is a
19 starting point here, but do you have a body of indicators
20 that are being considered at this time and how do they
21 number?
22 MR. JIMENEZ: Yeah. In fact, as a part of the
23 packet, there was a document called "The Best Start
24 Results Framework," which has an assortment of indicators
25 related to each of the core results we reviewed in the

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1 presentation, and they are a wide variety of indicators.
2 Some indicators in that document are those we
3 acknowledge, as a commission, that we will have to
4 identify collect as new information. So we've identified
5 both indicators that we have data for and indicators that
6 we need to collect data, because we don't have that data
7 currently.
8 COMMISSIONER AU: Now, in terms of process that's
9 going to be utilized to move towards finalization, is
10 there a role for community folks to -- to engage in that?
11 MR. JIMENEZ: Definitely.
12 MS. COACHMAN-MOORE: Yes. There will be a
13 process and with great engagement.
14 Any other clarifying questions?
15 Looks like we're ready to go into small groups.
16 Okay. Here's how they're going to be broken out.
17 Cecilia Sandaval will be at this table here. And we can
18 turn the lights up we will use the overhead and I'll show
19 you how that's going to go. Cecilia Sandaval's group will
20 include Commissioners Fielding, Dennis, Tilton,
21 Katy Fallon, and Marsha Ellis. And that will be at this
22 table here. You were there already.
23 Phyllis Brunson is already over here; so
24 Commissioners Kaufman, Swilley, Figueroa-Villa and
25 Antonio Gallardo, staff member, will be in that group.

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1 And I will be facilitating
2 Supervisor Mark Ridley-Thomas, Commissioners Au, Delgado
3 and staff member Theresa Suno over here.
4 And the public will be facilitated by staff.
5 We would like to ask you if you would -- I think
6 we have enough translators and boards that are around the
7 room that you can actually convene in a small group with
8 people you know or not and have a conversation as well,
9 because we really are interested in your input to what was
10 presented.
11 And what we would like to do is walk through with
12 our questions the framework which I believe you have a
13 copy of in your packets and get your response as well. So
14 everybody clear about what we're doing and where you're
15 supposed to be? So if you would -- we're going to ask --
16 let's see. I believe that would be the Best Start staff.
17 Okay. This group of people over here are going to help
18 you, and we have information in Spanish as well as
19 English.
20 So we're going to do this for the next 20, 25
21 minutes.
22 (Breakout discussion.)
23 MS. COACHMAN-MOORE: All right. We are going to
24 want to hear now -- I think that the commission groups can
25 stay where you are and start preparing yourselves for a

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1 report out.
2 All right. So now we are going to move into the
3 discussion and we're going to ask the community groups,
4 which are fairly large as well, to pull your thoughts
5 together so that, during public comment, you can also let
6 us know where you landed.
7 MR. RIDLEY-THOMAS: I think this is an attempt to
8 reconvene us.
9 Are you ready for us to be reconvened?
10 MS. COACHMAN-MOORE: I am ready and people can
11 stay where they are.
12 MR. RIDLEY-THOMAS: Ladies and gentlemen, if you
13 would take your seats. Mr. Ambassador, you if would you
14 take your seat.
15 Hold on for a minute, Valerie.
16 MS. COACHMAN-MOORE: Thank you, sir.
17 MR. RIDLEY-THOMAS: Carla, stop distracting the
18 ambassador. Take a seat. Somebody said, "Take a seat,
19 take a seat. Take a load off your feet." In other words,
20 sit on down, sit on down.
21 MS. COACHMAN-MOORE: All right. I think from
22 here is good. We're going to hear from this table here in
23 the center. Dr. Fielding, I think you are presenting.
24 MR. RIDLEY-THOMAS: Valerie, please hold on for a
25 moment. There's too much noise behind me. I cannot hear

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1 the presentation about to be made by Dr. Fielding.
2 MS. COACHMAN-MOORE: The presentation is going to
3 cover three key areas: What did you find most compelling,
4 where did you have consensus in regards to -- on the
5 framework, is that a thumbs up or a thumb down, where are
6 we with that, and questions that still need to be
7 answered, and just a little flavor of what your group
8 discussed. You need this microphone; is that correct?
9 COMMISSIONER FIELDING: I probably don't need it,
10 but I'm much better off with it.
11 I think some of the discussion before went --
12 describes succinctly with the two letters BS. And we're
13 moving to a new BS, a better BS. So some of the issues
14 are, we won't -- we agree that this is a good framework
15 and that we're ready to move forward. That's the most
16 important thing.
17 Okay. Some things that we think need to be
18 considered: One, we need to consider the alignment of
19 what we're doing in Best Start with other county efforts.
20 We also need to make clear what a family is; that a family
21 isn't simply a core family as traditionally thought. The
22 composition can be manifold, and it's not necessarily
23 blood relationships in every case.
24 And we have to think of reproductive health and
25 we have to make sure that we understand we're talking

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1 about this, we're talking about pregnancy, we're talking
2 about before pregnancy, conception care, all those things.
3 And we have to in every case think of the child first, but
4 also see the child separately as unique.
5 So we should define family. This is about core
6 results. We can endorse that very -- very clearly if we,
7 in fact, clarify the connections in terms of social, in
8 terms of services, and we suggest it including also the
9 service delivery shift and how that works.
10 We have really coordinated services. We thought
11 we should add physical activity and nutrition somewhere
12 given the importance of overweight and obesity. We also
13 thought that, when we talk about making changes, we need
14 to include the private sector and the independent sector
15 as well as the public sector. They all have a role.
16 And then in terms of menu of activity and
17 criteria, we basically like the idea of menu where we have
18 evidence-based practices.
19 We think those are the ones that should be given
20 priority. We have to make sure that we include quality,
21 and not only include it, but we define, and that we use
22 promising practices if there are no-evidence based
23 practices. But if we do that, we need to make sure we
24 evaluate them and that they meet our criteria clearly.
25 In terms of tracking results, we should first

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1 make sure we've identified the assets since we have an
2 asset-based approach in every community. So we know what
3 those assets are going in because not everyone will have
4 the same.
5 We want -- I don't think we think we can move
6 alone the needle at the population level. So we have to
7 clarify what that population level means. If that's the
8 whole county, that's great. We may move something by
9 affecting the 20 percent that are the Best Start
10 communities or we may not; may not be sufficient.
11 Unanswered questions is: How do we track how
12 well the sites are integrating all the other investments
13 that we've made. There has to be some way of assessing
14 that as well. And with that -- did I leave anything out,
15 folks?
16 Thank you.
17 (Applause).
18 MS. COACHMAN-MOORE: Which group is ready? That
19 group over there. I kind of promised them that they would
20 be last because it was my group. Are you ready,
21 Commissioner Au.
22 COMMISSIONER AU: With some staff help here.
23 Actually, we were trying to be as concise and brief as
24 possible, but since Jonathan has set the stage and he went
25 on and on and on, I think I might -- I might compete with

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1 Jonathan here. The audience is saying, please, do not.
2 Well, in regards to the framework, we all --
3 there was consensus that it was a good framework and it
4 was a great starting point because it did integrate all
5 the components in a very clear and concise way and that --
6 and that -- well, I won't go on and on. I'll stop myself.
7 The area in which we wanted further clarity
8 though was the indicators in terms of what specifically
9 are going to be utilized to measure outcome and success.
10 And that -- there was some conversations about how each
11 community is going to have different indicators depending
12 upon their particular priority and major concerns.
13 So we talked a little bit about what then would
14 be the interim -- intermediate possible outcome that we
15 will be looking at. And I went on my little particular
16 spiel -- and this is Nancy Au -- is that one of the
17 universals that we're trying to achieve, I believe, with
18 Best Start in a community capacity is the activity of the
19 residents themselves; the ability for the residents to
20 convene, to organize themselves, and for them to then put
21 together a strategy or a plan as to how they're going to
22 address those major priorities and concerns, whether it is
23 going to be the lack of services to support families that
24 have special-need children, or whether or not they have
25 child care resources that are vastly absent in their

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1 community. But at least the part that is going to be
2 measurable across all communities is the fact that those
3 communities are being able to organize themselves, convene
4 themselves, and be able to articulate in a very systematic
5 and impactful manner how they're going to address those
6 concerns. And that's Nancy Au.
7 Number three is, again, the need for Best Start
8 to work in the county in such a way that there's a
9 continuum of care. Oh, my gosh, I'm better say this
10 myself. That the Best Start communities are actually
11 tending to the service delivery system within their
12 communities and that there is a linkage between those
13 agencies as well that is comprehensive and integrated.
14 Okay. I'll stop. There's more, but I'll stop.
15 MS. COACHMAN-MOORE: Okay. A lot more from this
16 group, the best group in the room. How's that? Let's
17 give them a hand. Let's see what's happening over here.
18 MR. KAUFMAN: On behalf of the really best group
19 in the -- we all felt that the framework was quite
20 compelling and that it was well written, it really helped
21 to crystallize what we're trying to do and that the
22 concept of what happens within a family is analogous of
23 what happens in a community, and to nurture communities
24 and nurture families and families' needs to nurture their
25 children. So that was really quite compelling. It was

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1 clearly in the right direction, that is focusing on things
2 that we all felt were important.

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

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

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

20 I think the other issue with the concept of menu
21 of activities, I think one of the things we talked about
22 was, yes, we want to make sure that we help 14
23 communities, but we really are doing countywide efforts
24 also. How do you spread the wordings and how do you
25 spread the capacity of other communities maybe adjacent to

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1 the community because, more than likely, the 14 have
2 people right next to them that need the can help.

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

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

12 We agree completely with the levels, the
13 population conditions, had the same question about what
14 would actually move the needle, probably won't, but it's
15 certainly a context we would want to understand.
16 Questions that we know will be answered in July and
17 finalize for the first finalization of it in terms of what
18 actual measures, and we're looking forward to that.
19 Clearly, that's one of the big questions.

20 One area that I added and I think my colleagues
21 agree, not necessarily perfectly defined, but what's
22 listed here are the four areas you'd want to look at if
23 you were evaluating and learning from a particular a Best
24 Start community and maybe even the 14 of them. The real
25 question is, how did we as a commission do, both

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1 organizationally across the entire commission activities,
2 but in particular for Best Start, were we facilitating
3 things, were we able to make it so that resources could be
4 mobilized, so that it could sustainable, that it could be
5 spread.

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

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

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

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

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

24 So thank you very much for this. We clearly, I
25 think, had -- with this way of reporting out, which took a

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1 little bit more time than we had planned, but I think it
2 was good because it was fairly comprehensive and we saw
3 where there are needs for continued conversations on
4 certain elements, but one of the things that I heard
5 pretty much clearly is that, I heard a thumbs up for the
6 framework.

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

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

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

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

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1 what the next steps are.
2 MS. BELSHE: Commission Kaufman's touching on one
3 of the handful of issues that we're going to talk about,
4 kind of a light-touch level later in the commission
5 meeting, and it's one of a number of issues that reflect
6 next step issues.
7 So what we're looking for from the board is today
8 understanding and we are asking for endorsement of the
9 framework and the core results, which will then be
10 foundational to helping further inform the more concrete
11 operational activity as well as the evaluation plan that
12 Armando spoke to. The issue of resource allocation, we'll
13 touch on for an initial table setting in about an hour.
14 MR. KAUFMAN: Thank you, I understand.
15 MS. COACHMAN-MOORE: Other comments or questions
16 relative to moving forward with the framework? I know
17 that there were a number -- yes, Commissioner?
18 COMMISSIONER FIGUEROA-VILLA: Was the supervisor
19 in a group?
20 MS. COACHMAN-MOORE: That's a question to the
21 supervisor.
22 MR. RIDLEY-THOMAS: Yes, I'm in a group. Thank
23 you.
24 COMMISSIONER FIGUEROA-VILLA: I just wanted his
25 opinion.

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1 MS. COACHMAN-MOORE: That was one of the
2 questions early on; what gift do you bring, right? He
3 brings his gifts.
4 So you're asking to hear his opinion; is that
5 correct?
6 COMMISSIONER FIGUEROA-VILLA: I just wanted to
7 make sure had he input.
8 MS. COACHMAN-MOORE: Is there anything, sir, that
9 you'd like to add to this conversation?
10 MR. RIDLEY-THOMAS: Thank you, Commissioner
11 Figueroa. I am listening and hoping that we are nearing
12 the point of consensus. To the extent that we are, and if
13 there are question that remain, I think we should put them
14 on table for broad consumption, after which I would hope
15 to bring forth a resolution that would presumably garner
16 the support of the commission.
17 And prior to the adoption of such, I think we
18 should hear from those who have indicated that they want
19 to be heard by way of public comment. That would be our
20 process.
21 MS. COACHMAN-MOORE: And I would like to welcome
22 Commissioner Browning to the table. Thank you for joining
23 us. And glad you were able to arrange your schedule today
24 to make it and be in two places. So thank you very much.
25 Other considerations at this point or further

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1 elaboration on the kinds of things that we've heard
2 already, county-wide connections, the possibilities that
3 may occur in terms of being able to web. The
4 conversations that I had with each you, and I'm certain in
5 conversations you've had, but they were very rich over the
6 past few days to talk to you about where you want to land
7 and what your concerns are.
8 And we've heard consistently that tying and
9 connecting and clarifying the results and indicators and
10 being sure that we had consistency, being sure that, even
11 though there may be variability in regards to a menu of
12 how a particular community might go about it, that there's
13 integrity to that and fidelity to a model that we would be
14 creating.
15 So do I hear silence at this point? So does that
16 really sound like agreement?
17 MR. RIDLEY-THOMAS: Let me prompt members of the
18 commission who may wish to weigh in. Commissioner Dennis,
19 Tilton?
20 COMMISSIONER DENNIS: The only thing I would
21 say --
22 MR. RIDLEY-THOMAS: Curry.
23 COMMISSIONER DENNIS: -- during my meeting is
24 that the degree -- when we're looking at measuring
25 progress, one of the indicators need to be the degree to

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1 which our countywide initiatives and our other investments
2 tie in to the Best Start community. And that has to be
3 my, in my mind, a measure of success; that Best Start is
4 not working in a vacuum and needs to be incorporated with
5 the existing investments that we already have in place.
6 And I think -- I mean, Jonathan articulated that.
7 I just wanted to surface that again because that is very
8 significant in my mind.
9 MR. RIDLEY-THOMAS: I think that's well worth
10 stating for everyone to hear as well. Commissioner
11 Delgado, Commissioner Curry, any points of weighing in?
12 COMMISSIONER DELGADO: My concern centers around
13 the flexibility of the accountability piece. I mean, how
14 flexible will it be. There was some questions raised at
15 our table regarding, at least from my perspective, on the
16 mobility piece and the fluidity of the lines of those
17 place-based communities.
18 So we know that poverty usually means mobility on
19 the part of these families. It may or may not. they may
20 start in one of our areas and be outside of the area the
21 next week and still come back in. And so some of the
22 measurement and the accountability piece of that is
23 important.
24 The other part is the consistency of the research
25 and the requirements of our early childhood education that

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

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

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

21 MR. RIDLEY-THOMAS: Well placed.
22 Commissioner Curry.

23 COMMISSIONER CURRY: I always get concerned about
24 the big picture. And the big picture is, is First 5 is
25 not an island and we have a big county here with a lot of

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1 resources and a lot of departments and a lot of agencies
2 and everything going on. And so I always look at, how
3 does it all work together and fit together, and is there a
4 plan for doing that as we implement Best Starts in the
5 community, and what is the plan for how it will fit
6 together.

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

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

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

24 And then to Dwayne's comment about the community
25 and what's going on in the community now, as we go into

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1 the community, implementation can't be just Best Start
2 trying to implement on their own, but we need to be
3 looking around at what our partners are doing and connect
4 with them as a community.

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

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

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

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

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

21 MR. RIDLEY-THOMAS: -- in the gifted group, yeah.
22 MS. BELSHE: We digress.

23 MS. COACHMAN-MOORE: Let's see. We're going to
24 Commissioner Au; is that correct, sir? Or should we
25 continue around to those we haven't heard from?

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1 MR. RIDLEY-THOMAS: Commissioner Au has weighed
2 in, and I'm going to try to give a little air time to
3 those who have not. And if others want to, they certainly
4 should.

5 Commissioner Figueroa.

6 COMMISSIONER FIGUEROA-VILLA: I'm coming up on
7 one year on this commission, and I'm starting to
8 understand piece of this puzzle. But when I really -- I
9 came here to better understand Best Start, what it's doing
10 and what the community -- I'm starting to feel the
11 frustration in the community; so I'm hoping that what
12 happens today, which I see it moving in the right
13 direction, is that we can cut -- get consensus. I want to
14 -- because I really want to fast track funds going into
15 the communities that so deservingly need to get that done.
16 So I feel like we're moving in the right direction.

17 MR. RIDLEY-THOMAS: All right.

18 COMMISSIONER FIGUEROA-VILLA: I don't want to get
19 detailed.

20 MR. RIDLEY-THOMAS: Okay. Broad view.
21 Commissioner Browning, any point of weighing in?

22 COMMISSIONER BROWNING: I just think from my
23 perspective, I'd like to have a road map of where we're
24 going and how do I know when we get there. So I think
25 having things in a measurable, quantifiable, even if

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1 they're not easy to measure, I think we have to go through
2 the process of how they could be measured, because I think
3 it's so critical that we involve the community with
4 potential that we know 10 years from now if there was a
5 change in.

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

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

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

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

25 I certainly know from many, many years of working

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1 with multiple agencies and multiple locations that, unless
2 you have a clear message that they all buy into, you're
3 not going anywhere because that one puzzle piece that
4 isn't there can result in a very bad outcome.

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

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

18 And I also want to say that, I like the framework
19 and I like the community-based model because, if you look
20 at each child within each constellation of the family --
21 and I really don't like just saying mom and dad. I mean,
22 a big point of the broad constellation of family members,
23 aunts, uncle, even neighbors, teachers, whatever, that the
24 benefits to the child will come more from friends, family,
25 neighbors, teachers, clergy, scout leaders, and all of

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1 their good aspects. That is what's going to form the
2 personality and the potential of the child.

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

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

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

23 So I just want to add the whole community
24 information sharing so that we aren't depending on public
25 agencies and we aren't depending on a single entity within

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1 any community and we aren't making them all alike. So
2 that's the point.

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

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

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

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

23 We resolve that the Commission hereby endorses
24 the stronger building -- Stronger Families framework for
25 Best Start, confirms that three core family results and

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1 three core communities results; and secondly, all six core
2 results affirmed in this resolution shall, on the basis of
3 further development of over-arching strategies regarding
4 the implementation, plans, the Best Start activity to be
5 funded with the First 5 LA's funds and the indicated
6 progress; thirdly, in addition the six core results shall
7 serve as a basis for considering applications for First 5
8 LA's countywide investments as well, to bring additional
9 focus on the evidence-based framework; and furthermore,
10 the Commission directs the First 5 LA staff to report back
11 at the September 12th commission meeting on options for
12 continued funding and implementation, an implementation
13 timeline, including an initial analysis, community
14 readiness, and recommended approach to Best Start
15 community plan fund that is before us for our
16 consideration.

17 Before we take a formal vote on the matter, I
18 would like to ask that we entertain public comments.
19 Therefore, we're going to ask Patricia Rizzo to come
20 forward. Kenneth Jones will follow, Lola Bravo, Salvador
21 Dias, Ramalas Taylor, and Tony Wilkinson.

22 MS. COACHMAN-MOORE: Okay. And also if there's
23 time -- let's just see how this goes.

24 The headsets are not going to be used because
25 there aren't enough of them.

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1 MS. RIZZO: (Speaking Spanish.)
2 THE INTERPRETER: My name is Ms. Rizzo, and I'm
3 here representing the co-chair of the leadership group for
4 Best Start Metro LA. And I just wanted to tell that you I
5 really agree with what was being said. I think that we're
6 going to the right direction and I strongly believe that
7 parents need to be taken into consideration, and that's
8 something that I like our recognizing participation and
9 our contribution to this effort. And I hope that that
10 continues to be so, that you understand that we need to be
11 in the center of this because we are the experts in our
12 communities and we know what we need to do, and I hope
13 that you continue to understand that our contribution is
14 important to the result that you are seeking.

15 MR. RIDLEY-THOMAS: Thank you very much for your
16 testimony.

17 Sir, next speaker please.

18 MR. TAYLOR JONES: Hello, everyone. My name is
19 Taylor Jones. I have an organization called People For
20 Community Improvement, which is a community center and
21 food bank. And we deal directly with the community. We
22 do a lot events.

23 My concern is following the protocol system of
24 First 5 where you execute the program, the protocol
25 system, the funds that need to be released we have a

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1 serious problem right there, where the funds are not
2 getting to the community and then when the community comes
3 and asks the community centers for support, and if they're
4 not supporting you, how could they support us because the
5 funds are not being trickled down to the community.

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

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

25 So we are in a serious relationship with First 5,

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1 but we want First 5 to become a partner of the community.
2 So that's what I have to say. Thank you.

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

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

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

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1 direction you're going to hope that you move forward.
2 Thank you.
3 MR. TONY WILKINSON: Tony Wilkinson from the
4 Panorama City Partnership. I just wanted to share the
5 excitement that I have personally every time I go to the
6 partnership at what you guys have built out there in Best
7 Start, because I can't tell you -- just the average folks,
8 me and everyone else from the partnerships, we're just
9 parents, and the capacity you've already built is amazing.
10 And one of the things would I ask is that, as
11 this framework goes forward, please think at every stage
12 of the framework what is the role that the community can
13 have in doing real work because, believe me, exercises
14 don't build capacity; real work builds capacity. And I
15 think somewhere the Executive Director Belshe mentioned
16 the Best Start army in one of her reports. You've got a
17 great Best Start army.
18 So, hopefully, when you get down to things like a
19 menu of activities, I'm really worried about activities.
20 How about a menu of results or outcomes? We've got to be
21 evidenced based, but open up to creativity because there
22 are a lot of creative ideas how out there. In fact, some
23 of the things that in the systems improvements area. The
24 director mentioned may just be First 5 LA. Heck, you're
25 talking about resource vote, mobilization, information and

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1 resource referral and impact and public policy. I think a
2 lot of those have a partnership role, too. Again, that's
3 real work. So that's all we ask: Give us some real work;
4 we're anxious to do it. Thank you.
5 MR. RIDLEY-THOMAS: Thank you for your testimony.
6 We'll see if we can't oblige you. Sir.
7 SPEAKER: (Speaking Spanish)
8 THE INTERPRETER: Good afternoon members of
9 Commission, executive team, organizations, and parents and
10 members of community that are here present.
11 SPEAKER: (Speaking Spanish)
12 THE INTERPRETER: I believe that the framework
13 that was presented here today it's the -- goes in the
14 right direction and it is what is needed to achieve the
15 goals and results that we need in our communities.
16 SPEAKER: (Speaking Spanish)
17 THE INTERPRETER: Thank you for the support that
18 you're giving us at the community level. And just to
19 remind you that the first features of our kids is us, the
20 parents.
21 SPEAKER: (Speaking Spanish)
22 THE INTERPRETER: And so we can achieve this for
23 the benefit of our kids together with the teachers, the
24 other community members, organizations, and our families.
25 SPEAKER: (Speaking Spanish)

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1 THE INTERPRETER: So we are asking you to
2 continue with this work and continue working together
3 because together we can do it and we can work together to
4 achieve the results that we're seeking. Thank you.
5 MS. COACHMAN-MOORE: We do need his name.
6 SPEAKER: (Speaking Spanish)
7 MS. COACHMAN-MOORE: Thank you.
8 MS. BRAVO: (Speaking Spanish.)
9 THE INTERPRETER: My name is Lola Bravo, and I'm
10 part of the leadership group at {Southwest LA Best Start.
11 MS. BRAVO: (Speaking Spanish)
12 THE INTERPRETER: First of all, I would like to
13 thank the Commission for the opportunity that they have
14 given us by being here present at this meeting.
15 MS. BRAVO: (Speaking Spanish)
16 THE INTERPRETER: All the information that you
17 presented today is very valuable because it's -- at the
18 end, it's going to help our kids for the development of
19 physical and emotional development.
20 MS. BRAVO: (Speaking Spanish)
21 THE INTERPRETER: Also, I would like to thank you
22 for considering our communities and for giving us the
23 opportunity to participate in this very important project.
24 MS. BRAVO: (Speaking Spanish)
25 THE INTERPRETER: So I think that with all the

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1 information and the training that you are providing to us
2 parents, we'll be able to help our kids once they grow up
3 and they're ready to go to school, that they'll be ready
4 mentally and physically.
5 MS. BRAVO: (Speaking Spanish)
6 THE INTERPRETER: And this will also help to us
7 create a relationship with parents, family, and the
8 community so that the kids can develop strong.
9 Thank you.
10 MR. RIDLEY-THOMAS: Thank you very much. That
11 closes the public comment portion on the matter that's
12 before us.
13 Before we proceed, we'll turn it back to the
14 facilitator for recognition of additional public input.
15 MS. COACHMAN-MOORE: Thank you very much,
16 Supervisor.
17 If your group was not heard through the public
18 comment -- if those individuals who spoke were
19 representative of your groups, that would be great. If
20 not, we'd like to give one minute, no more, to the group
21 presenter, if that's necessary. If something has not been
22 said already that needs to be repeated and put into the
23 record; otherwise, we will continue to move on.
24 Is there a desire from any of the groups that --
25 MR. RIDLEY-THOMAS: How many group were there?

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1 MS. COACHMAN-MOORE: There were five, so that
2 would be five minutes.
3 MR. RIDLEY-THOMAS: Group one? No.
4 MS. COACHMAN-MOORE: So it sounds like, from what
5 I'm seeing, that what was stated in public comments so far
6 is representative of the discussion.
7 MR. RIDLEY-THOMAS: Let me see the groups. Where
8 is group one? All right. Where is group two?
9 MS. COACHMAN-MOORE: So you were two. So you
10 were speaking on behalf of group two. Yes? So two is
11 done.
12 Three?
13 MR. RIDLEY-THOMAS: Is there a three? As such,
14 raise your hands. Don't be shy. We want to see who you
15 are.
16 Who is group four?
17 UNIDENTIFIED SPEAKER: There is one question we
18 do have.
19 MS. COACHMAN-MOORE: Yes. And five, group five,
20 is there -- is that mainly staff? No?
21 Group five. So --
22 MR. RIDLEY-THOMAS: All opinions and matters --
23 MS. COACHMAN-MOORE: The microphone is over here.
24 So we need to you speak into the mike or I can give you
25 the mike here. Would that be better?

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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
6 conciseness. We like it.
7 MR. RIDLEY-THOMAS: That's a good question. Now
8 sit down.
9 MS. COACHMAN-MOORE: So three or four, anyone
10 else? Going once.
11 UNIDENTIFIED SPEAKER: With the framework one
12 thing that we thought would be interesting is, with the
13 local groups, there should be some leadership training.
14 Part of the challenges, you have community people coming
15 in, they really don't understand leadership training, and
16 you have to have that. We have great leaders in the
17 executive board, but we do need to have that in the lower
18 groups. In that way, it just kind of passes down.
19 MS. COACHMAN-MOORE: Thank you. All right.
20 MS. DEBORAH DAVIES: Hi, just one thing. Deborah
21 Davies. And we had a -- just sort of something that
22 probably as this rolls out some more clarification of the
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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1 is really good, and we just want some more clarification
2 as things go along as our role and to place value on that
3 role in each of the communities.
4 MS. COACHMAN-MOORE: And you're from the Long
5 Beach?
6 MS. DEBORAH DAVIES: No. We're from -- I'm from
7 San Fernando valley.
8 MS. COACHMAN-MOORE: So we've heard from group
9 one, two, three. So I need to hear from group four.
10 And you spoke already were you -- is what you
11 have to say different than what you said earlier? Okay.
12 And you're speaking on behalf which group? Four.
13 (Speaking Spanish)
14 THE INTERPRETER: So one of the questions that we
15 were talking in our group was about documenting the
16 results.
17 (Speaking Spanish)
18 THE INTERPRETER: And there was a question there
19 that said that the communities will be responsible for
20 some of that documentation of the results.
21 (Speaking Spanish)
22 THE INTERPRETER: So the question was that, that
23 would be very difficult for the communities; how are the
24 communities going to be responsible for keeping track of
25 the results or documenting those results? I know that in

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1 metro, it's been a little bit easier.
2 (Speaking Spanish)
3 THE INTERPRETER: And it's been easier in our
4 community because we had had an organization called Para
5 Los Ninos that has been helping us and supporting us.
6 Para Los Ninos. And I would ask you to consider that,
7 that we'll need that support so that we can be able to do
8 that evaluation and keeping track of those results.
9 MR. RIDLEY-THOMAS: All right. Thank you very
10 much for your comments.
11 MS. COACHMAN-MOORE: Thank you. That was group
12 five. And Patty is from Metro LA co-chair.
13 And now we're back.
14 MR. RIDLEY-THOMAS: We offer in response a
15 partial response to that question, the gift of
16 accountability. We'll spend more time before we leave
17 addressing that.
18 But for now, let's move forward with the -- the
19 matter at hand, which is the resolution that has been
20 shared. I'm going to seek to have a role call on this
21 item. It is before you. Is there any discussion you wish
22 to raise?
23 I would note the hands of Commissioner Figueroa
24 and Commissioner Dennis.
25 COMMISSIONER FIGUEROA-VILLA: I wanted to second

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1 it.

2 MR. RIDLEY-THOMAS: All right. It has been

3 properly seconded by Commissioner Figueroa.

4 Commissioner Dennis:

5 COMMISSIONER DENNIS: Item 3 speaks to a

6 framework -- accountability within an evidence-based

7 framework, results within the accountability

8 evidence-based framework. And I just think, when you look

9 at some of the work that we've done, you look at capacity

10 building, it has also been best practices and promising

11 practices. So this could be restrictive and I wouldn't

12 want to expand it to include best -- best and promising

13 practices.

14 MR. RIDLEY-THOMAS: All right. Noted. And the

15 chair will accept that as a friendly and appropriate

16 amendment to be integrated.

17 All right. Are there any other questions,

18 comments, discussion, suggestions for refinement or

19 improvement?

20 Hearing none, the matter is before us as amended,

21 and would ask the secretary to call the roll.

22 SECRETARY: Nancy Au.

23 COMMISSIONER AU: Aye.

24 SECRETARY: Phillip Browning.

25 COMMISSIONER BROWNING: Aye.

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1 SECRETARY: Jonathan Fielding?

2 COMMISSIONER FIELDING: Yes.

3 SECRETARY: Rivera.

4 COMMISSIONER RIVERA: Yes.

5 SECRETARY: Neil Kaufman.

6 COMMISSIONER KAUFMAN: Yes.

7 SECRETARY: Dwayne Dennis.

8 COMMISSIONER DENNIS: Yes.

9 SECRETARY: Mark Ridley-Thomas.

10 MR. RIDLEY-THOMAS: Aye.

11 SECRETARY: Motion is passed.

12 MR. RIDLEY-THOMAS: It is unanimously adopted

13 that we will move forward with Building Stronger Families

14 Framework as has been articulated. And we hear applause.

15 (Applause)

16 MS. COACHMAN-MOORE: All right. Good response

17 for celebration and a lot of good, hard work.

18 At this point, we're going to take a break and I

19 believe we're going to stream and have an exercise moment

20 in deference to Dr. Tony Fancy who would have loved being

21 here today. So in six minutes, we're going to do two

22 minutes of that and then take about seven minutes -- eight

23 minutes of break. So let's roll it. And everyone should

24 be back here at 10 minutes of 12. Can we get this going?

25 (Brief recess.)

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1 MS. COACHMAN-MOORE: We would like to call

2 everybody back to the room so we can get moving. We would

3 like for everyone to return please. Is everyone -- if you

4 haven't had a chance to take a look at the fabulous

5 Michelle Winkle, formerly of IA. Her work is amazing.

6 So please take a moment and see if what we have

7 been doing today and how it has been captured by her

8 artistry and her pictures. It's pretty amazing. I

9 haven't had a chance, but do come over.

10 So is everybody back? Commissioners, almost? Is

11 someone helping me? Thank you, Freddy.

12 All right. What we were putting up -- can I just

13 start? We don't have everyone quite here. What we were

14 putting up on the agenda, the next item is to look at --

15 where are we? Presentation -- here we are. I guess I'm

16 so excited. I've lost my way. I guess I'll have to

17 follow the framework.

18 Key implementation -- thank you for understanding

19 my humor, Antonio.

20 Key implementation issues and consideration. We

21 had originally thought we'd spend about 45 minutes

22 unpacking that, but we will probably do about 25, 30

23 minutes max.

24 And part of what that presentation was to entail

25 is a summary of our recap actually of -- at a high level,

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1 the information that I got from board interviews. What I

2 will say -- three sentences about that and I won't

3 actually take you through the presentation. I'll provide

4 you with a copy. But it was really great to speak with

5 all of, and thank you for getting the Survey Monkey back.

6 That was really great work.

7 And we learned some stuff. We learn that greater

8 articulation of questions is seizure something that we

9 will be focused on, and perhaps come back now that we have

10 this framework and you've also received on Friday this was

11 -- the Survey Monkey was due at 4:00 o'clock on Friday,

12 and you got information probably on Saturday about some of

13 these issues and matters. So after today's discussion and

14 your further reading of that information and the work that

15 you will be doing over the summer, we can perhaps come

16 back and ask more that will help us understand better

17 about these considerations.

18 But for the public, what we did do was, there

19 were a series of questions that's related largely to

20 implementation issues, but there were also some that asked

21 about how well Best Start could be achieved through its

22 place-based approach. We asked about barriers and

23 challenges. We asked about possibilities. And as you saw

24 today, there was really a lot of congruence around moving

25 forward, and yet results, clarification. So a lot of the

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1 conversation that we've had today is what's here.
2 Did you have a question?
3 COMMISSIONER FIGUEROA-VILLA: I do. In terms of
4 the public, could we include their sheets into the record,
5 their recommendations, because I don't think they really
6 expressed everything that they wanted.
7 MS. BELSHE: We absolutely will and we'll also
8 circulate that among Commissioner and post it on our
9 website as well. I've been trying to peer over the
10 supervisor's shoulder to make sure I can see what some of
11 these things are.
12 MS. COACHMAN-MOORE: Duly noted.
13 So with no further ado, I'm going to turn the
14 microphone over to Cecilia Sandaval who is going to
15 facilitate this section.
16 MS. SANDAVAL: (Speaking Spanish). No. It's
17 started in three minutes. Good morning and good
18 afternoon. East coast people already in the afternoon.
19 As we look at this last segment, I wanted to
20 bring the attention of the public and the Commissioners to
21 response forms that you have. So Commissioners, in a
22 moment, we're going to talk about some of the
23 implementation issues, challenges. Okay. I've been
24 corrected; you don't have it in front of you. But what we
25 would like to do is have your comments at the end of --

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1 this is a briefing about implementation/operational
2 issues. And what we would like at the end is, what are
3 your questions, what -- what is missing, what needs to be
4 clearer by staff for the July discussion that you'll have
5 about implementation of the framework. Okay. But --
6 (Speaking Spanish)
7 So I'm asking the public, those of you that are
8 here, to please be sure to leave us your comments. And
9 I'm sorry that some people left before we were able to get
10 their comments on this form or if -- anything else you
11 want to add to this will be taken very seriously and
12 included in the planning to move forward.
13 So without further ado, our chief program officer
14 Antonio Delgado is going to talk with us. And you have
15 issues and considerations for implementation in your
16 packet. I believe it begins on page 69. So you can walk
17 through with it. There is no PowerPoint or Prezi
18 presentation, but Antonio's going to try to walk you
19 through the materials.
20 COMMISSIONER GALLARDO: Gracias, Cecilia. I have
21 to say officially, good afternoon. It's 12:00, so good
22 afternoon to the Commissioners and the public and the
23 community members that are here with us today this
24 afternoon.
25 It is great to see there is a great deal of

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1 eagerness about moving forward. So what is next to
2 implement this framework? And we want to share with you
3 is a series of considerations, considerations that the
4 staff has been thinking about that are the same with this
5 implementation. Although the framework serves as an
6 organizing mechanism to transition the place-based efforts
7 from planning to execution, this transition would be
8 formed by three things: Our experience, the evidence that
9 is in the literature and advances in the field of
10 place-based, as well as the clear results that are there
11 in the framework.
12 When we look at the framework and we consider
13 that for implementation, that framework has raised a
14 number of implementation considerations that we need to
15 address before we move forward. Addressing these
16 considerations would allow us, the staff, to clearly
17 articulate a transition plan because these are matters
18 that we have been grappling with. These are not new
19 issues. And that would allow to us give the clarity that
20 we seek in the final implementation for Best Start. And
21 on that point, I would like to thank our First 5 IA staff
22 because, for the past two-and-a-half years, they have
23 shown their resiliency in moving forward with
24 implementation in absence of a clarity that we all
25 intended to have.

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1 So my intent today, very briefly, is to share
2 with you highlights on this implementation considerations
3 and share with you some of the initial considerations that
4 we have been leaning towards. The materials are on page
5 69 where you will find details.
6 First one, timeline for implementation. As it
7 was discussed in the results framework, we have realized
8 that to accomplish the committee level and the population
9 outcomes, it will take anywhere from seven to ten years.
10 So it's important for us to realize -- to expect
11 significant changes in the outcomes for these Best Start
12 communities in the time that is remaining within the
13 current strategic plan; that is two -- two to three years
14 is very unrealistic.
15 In order to achieve core results at the levels we
16 intend, which is beyond program participants that is at
17 the community level, it is important that we consider the
18 timeline that allows for sufficient time for these
19 communities to build a degree of capacity to generate the
20 intended results.
21 Therefore, the operating assumption for us is
22 that it would take any where from five to ten years, and
23 that's considered within the framework. That timeline is
24 in alignment with the vision intended in the 2009/2015
25 strategic plan where it was stated that had the vision for

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1 this plan was much longer than the timeframe of the plan,
2 which was five years. So timeline. It will take time to
3 accomplish those results.

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

13 When we take a look at an example within our own
14 neighborhood, Metro LA our pilot community, some of the
15 earliest findings and lessons learned from implementation
16 was that the boundary that we selected initially at First
17 5 LA didn't entirely resonate with the community members
18 reflecting them to be one cohesive community. Rather, the
19 boundary was seen as encompassing four distinct
20 neighborhoods.

21 And Metro LA has had the need to step in and
22 create a sense of one integrated and connected community.
23 What they have done is that they focus the efforts in
24 parent engagement activities in six different
25 neighborhoods, and they have created these six different

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1 leadership groups that are comprised of parents and
2 residents that inform the activities that are to be
3 implemented within the communities. So that neighborhood
4 level impact that we seek, learning from the lessons from
5 Metro will allow to us know how to forward as they roll
6 this out in the other 13 communities and we continue the
7 implementation.

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

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

23 On the activities to be supportive, we have heard
24 that also we have implemented activities that are in
25 alignment with strategic plan. There were some challenges

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1 associated with the insufficient definition of what
2 activities were, clarity about how these activities are
3 related to results, alignment of these activities with the
4 countywide strategies.

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

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

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

22 So we have learned through experience to date,
23 after being two-and-a-half years on the ground, that the
24 community partnerships propose a very strong community
25 support for First 5 LA for goals: Children be more

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1 healthy, maintain a healthy weight, free from abuse and
2 neglect, and be prepared for school. So the community
3 shares our major goals.

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

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

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

23 So there's a common agreement, an alignment
24 between what the communities seek and what we have decided
25 to go for.

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1 In terms of the partnership, the partnerships are
 2 one of the principle activities within our place-based
 3 efforts. We believe that the partnerships will continue
 4 to serve as vehicles to promote a better action for
 5 children zero to five and their families within their
 6 communities.

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

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

21 Also, we are recommending that the activities of
 22 the partnerships pursue are in line with the level of
 23 capacity to implement them. And we call that referment.
 24 To that extent, we believe that the level of community
 25 capacity measured by the partnership preparedness will

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1 have an influence on what activity they could develop and
 2 what activities they could oversee and the type and level
 3 of resources that they will utilize to implement these
 4 efforts.

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

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

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

20 The building a Stronger Families offers all of us
 21 an opportunity to align this existing and future First 5
 22 LA investments because it helped us to address the family
 23 and the community level results that are clearly
 24 articulated in the framework with the indicators. If we
 25 adopt this framework not just for Best Start but as an

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1 agency-wide approach to anchor our investments, we have
 2 done so many initial analysis at the staff level and we
 3 have realized that there are some existing investments
 4 that show some promise because they align with the core
 5 results in the Building Stronger Families framework. The
 6 greatest future, however, is in future investments and how
 7 this future investment could certainly be anchored around
 8 this framework, too.

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

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

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

24 So the business model, we believe should include
 25 at least functions around program oversight. I mean, who

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1 is responsible for the oversight; who is responsible for
 2 the ongoing development and support of these local
 3 partnerships; who is responsible for the fiscal management
 4 of these partnership activities; who is responsible for
 5 the subcontractors that will help to implement this, too.

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

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

21 Finally, there is a consideration about funding
 22 and is a consideration necessary with the investment
 23 portfolio. In the strategic plan, there were stated
 24 ranges of investments for the three main areas:
 25 Countywide activities, place-based activities, research

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1 evaluation, and then there was an item for administration
2 and organization.

3 In page 107, you will be able to see some
4 projections. What we have learned so far is that, as of
5 today, the majority of investments have been around
6 countywide activities, and mainly caused by the countywide
7 implementation projects. When you see the projections
8 over time, we will see that mainly due to the ramp up of
9 Welcome Baby and Home Visitation. The projections in your
10 packets will show that the proportion of expenditures
11 associated with First 5 LA place-based investments will
12 reach the target range set in the strategic plan.

13 So in summary, I could say that, after being on
14 the ground with this place for more than two years, at 14
15 Best Start communities, we have learned valuable lessons
16 that we need to consider in moving forward with clarity of
17 results. The place-based field itself has advanced and
18 also provide us with best practices for to us consider.
19 We have formed an infrastructure at the community level.
20 We have these partnerships that we need to built upon.
21 And we know that that partnership group is ready to work
22 with us in help us to move this implementation forward.
23 Identified and addressing these additional implementation
24 considerations will certainly help us all to clearly
25 articulate how we move forward very solid steps.

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1 Thank you.

2 MS. SANDAVAL: Thank you, Antonio.

3 As you see, staff has done some considerable work
4 in thinking through some of the implications of the
5 adoption of this framework for the -- at the operational
6 level.

7 Now, the very brief overview that Antonio has
8 given you is supplemented by the materials in the
9 commission packets, but will require very careful
10 discussions with community because, if we're talking about
11 timelines scale, the kinds of activities to be supported,
12 all of these are also being informed by the community and
13 the community experience.

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

22 Commissioner Au.

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

25 MS. SANDAVAL: Can you speak into the microphone?

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1 COMMISSIONER AU: I forget. Thank you very much
2 for the particular framing of this next iteration and the
3 implementation and the impact of consideration given the
4 framework has been approved. I think the -- number one
5 for me is always in terms of the revenue stream. You
6 know, that is, for me, a major consideration. You know,
7 what is best fiscally realistic that we have available to
8 move forward with this implementation.

9 The second question for me is, we have two
10 different models operating. And oftentimes a way for us
11 to -- an important consideration is the cost/benefit
12 analysis of both models because, if we're talking about
13 limited finances, if we can achieve the same kinds of
14 results with less impact on our finances, you know, it's
15 almost a no-brainer. So I think it would be helpful to
16 have that cost/benefit analysis done of the two different
17 models.

18 The third is sustainability. What happens when
19 at a certain point in time when we reach our plateau. You
20 know, what is going to be required for us to sustain and
21 maintain the infrastructure that we're building through
22 Best Start. And that needs to also be considered and
23 factored in. So it's not just the short term, but the
24 long term as well. And I'm not sure if we're ready to
25 move in that direction or have that conversation, but I

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1 think the sooner we do and grapple with that, I think the
2 better the clarity we'll have as well.

3 MS. SANDAVAL: So other than the cost/benefit
4 analysis, what specifically would you like us to have the
5 staff answer in three weeks?

6 COMMISSIONER AU: The sustainability of Best
7 Start in terms of -- we're building an infrastructure
8 right now within the communities with our Best Start
9 place-based work as well as the countywide and policy
10 piece.

11 For me, it -- it's a clear indication that First
12 5 LA is going to continue doing this work. And the best,
13 most-effective way for them to do it is to continue doing
14 Best Start work. The question is then, what is going to
15 be required for us maintain or sustain that.

16 MS. SANDAVAL: So it's not necessarily just
17 related to revenue. It could be partnerships, county --

18 COMMISSIONER AU: All of that.

19 MS. SANDAVAL: Great. So but in the --

20 COMMISSIONER AU: But the context of revenues as
21 well.

22 MS. SANDAVAL: Yes, of course. You but the
23 thought -- the principal question is sustainability of
24 this after ten to 20 years forward.

25 COMMISSIONER AU: Yeah, whatever down the line.

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1 Okay. I think there was another one.
2 MS. SANDAVAL: I can come back to you.
3 COMMISSIONER AU: Yes. Please.
4 MS. SANDAVAL: Thank you. Commissioner Dennis,
5 you look as if you have something you want to say.
6 COMMISSIONER DENNIS: I guess if I look, I better
7 talk. One of the things that in Antonio's articulation he
8 was talking about infrastructural support, and he brought
9 the two scenarios, the first of which is the
10 community-based entity taking the fiscal responsibility
11 and the infrastructural responsibility. And the second
12 option was to look at what was happening as far as First 5
13 actually providing the oversight and -- in the fiscal
14 management.
15 And I would suggest that's just a tip of the
16 iceberg when it comes to infrastructural support. I think
17 we need to look at support, you know, with -- what do we
18 have core in our staffing that lends itself to expertise
19 around place-based modeling. And I don't think we have
20 that. And I think we need to really look at how do we
21 develop that, how do we secure it.
22 I know historically we had a Best Start director,
23 and I'm not sure if that is even the answer. I just think
24 there needs to be staff capacity around place-based having
25 knowledge and expertise in that arena if we're going to

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1 put this type of investments out there in the community.
2 MS. SANDAVAL: So in looking at models, if I
3 heard you correctly, other than lead agency, fiscal
4 sponsor model, there's also the staff role and to look at
5 the implications for staff capacity within the
6 organization because there's a cost to that also.
7 COMMISSIONER DENNIS: Yeah. There is a cost to
8 that, but I would also suggest it would be an investment
9 taking into consideration how much money we have vested
10 into Best Start.
11 MS. SANDAVAL: And capacities and knowledge, et
12 cetera, everything else. Okay. Great.
13 Dr. Fielding, our BS expert.
14 COMMISSIONER FIELDING: I think one thing we need
15 to do is to assess what's going on in the broader
16 environment. I think Patricia Curry's comments are very
17 important; that there are a lot of other things happening.
18 There are a lot of county departments. There's thing at
19 cities. There's things at other levels. There's
20 initiatives and foundations. And if we don't keep track
21 of those things, it's going to be even much harder to try
22 and figure out what we've done alone, in addition to the
23 importance of working collectively and collaboratively
24 with those other organizations.
25 So I think that should be an explicit part of

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1 what in fact is record and there should be an explicit
2 methodology for getting that.
3 The other part I wanted to bring up was one that
4 commissioner Delgado brought up, which I thought was very
5 important, which is mobility question. I'm not sure we've
6 had a full discussion about the mobility, currently or
7 recent past, within those -- each of those 14 communities
8 and what the implications are of that for young families.
9 I think that's extremely important. Are they moving from
10 one of our communities to another or some place else or --
11 the other option, of course, is that we could, through
12 this effort, create magnets where people would want to be
13 to raise young families. That might lead to us in the
14 influx.
15 MS. BELSHE: A Best Start community.
16 COMMISSIONER FIELDING: A Best Start community.
17 COMMISSIONER AU: Remember the original idea.
18 COMMISSIONER FIELDING: Best Start, what's that?
19 Anyway, those are my two comments.
20 MS. SANDAVAL: So assessing other efforts and the
21 issue of the mobility of certain populations. Any other
22 thing you need to know by the July meeting in order to
23 address the implementation question a little bit more?
24 Dr. Figueroa.
25 COMMISSIONER FIGUEROA-VILLA: Doctor? You

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1 promoted me.
2 I would like to hear what -- I thought about this
3 after I had a conversation with staff, and it's -- it made
4 sense to me.
5 MS. SANDAVAL: They're asking you to pull the
6 mike a little closer, please, Sandra.
7 COMMISSIONER FIGUEROA-VILLA: And it made sense
8 to me that the Metro model, I -- I was conflicted that our
9 staff was doing all this work when we have all these other
10 initiatives that maybe they should be doing. But as we're
11 going -- I don't -- I don't think that it should be our
12 staff because when you -- you have community partner or a
13 lead agency, they also bring resources with them that
14 could help that neighborhood. But I also would like to
15 hear or staff to consider or they probably already know,
16 what do those best -- they're already formed, Best Start
17 programs in communities. What do they want? Do they have
18 someone that could help them?
19 I heard one of the parents talk about, because
20 they have a fiscal agent or a partner, that they've been
21 able to really -- they're probably ahead of the game in
22 terms of documentation and paperwork that's helping these
23 parents develop that.
24 MS. SANDAVAL: That's a lead agency model. So
25 you look at what's working is what --

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1 COMMISSIONER FIGUEROA-VILLA: What's working, but
2 also get feedback from the Best Start programs. Maybe
3 they don't want or they don't have a partner there that
4 they trust because a lot of these -- the Best Start is
5 about developing relationships and trust the --
6 MS. SANDAVAL: And are you open that it could be
7 different in different communities?
8 COMMISSIONER FIGUEROA-VILLA: Oh, yes.
9 Definitely.
10 MS. SANDAVAL: We're really short not time. So
11 thank you.
12 Any other comments? You remembered.
13 COMMISSIONER AU: I remembered. I -- I believe
14 that the Strengthening Family piece, the home visit, the
15 Welcome Baby piece, the projection is the cost of it,
16 based on our original, intent is -- may not be achievable
17 or even feasible. Therefore, the other bit of information
18 I need is, what scale do we need in order for us --
19 because a part of the rationale for moving in this
20 direction -- I'm looking at Jonathan as well as Dr.
21 Kaufman here -- is that we wanted to establish some --
22 some benefit proof -- proof of benefit for this kind of
23 model to be in place. So then we can turn to other
24 funding mechanism to then continue this work.
25 So I -- I need to know to what scale do we need

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1 in order for us to have a body of outcomes that would say,
2 this is really effective -- an effective program. Do you
3 see where I'm going?
4 MS. SANDAVAL: You're saying, what scale is
5 needed in order to have value that will attract other
6 funders.
7 COMMISSIONER AU: Exactly. How many hospitals,
8 how many parents, how many babies do we need to actually
9 have this interaction with to have an established level of
10 proof that this is really an effective project or program.
11 Ms. COACHMAN-MOORE: Thank you. And we're really
12 close to time. We're going to take just two minutes, Kim,
13 for a timeline and next steps. Can you wrap that in two
14 minute or one? I know there's a handout that everyone
15 has. And parting comments. Is that possible?
16 MS. BELSHE: Parting comments.
17 MS. COACHMAN-MOORE: No, I won't do that one.
18 I'll just say timeline. We certainly have -- I can
19 actually --
20 MS. BELSHE: If I might. I can be very brief and
21 it's helpful. Thank you.
22 So just to underscore a couple of points that
23 Antonio highlighted, and that is, with the board's
24 endorsement of the Building Stronger Families framework
25 which embodies six core results, that is a significant

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1 milestone for us. It also means we're transitioning to a
2 different phase, from planning to action. Action grounded
3 in now some very concrete results. So it's going to
4 require to us step back and be reflective on some of these
5 issues that Antonio just spoke to. And as you noted,
6 these are issues, many of which are not new to the
7 Commission. They're hard, they're knotty, with a K, and
8 it's going to take some time.
9 So what we intend to bring to the board in July
10 is going to be more of a detailed work plan in terms of
11 giving you a picture of the work that needs to be
12 undertaken both in the context of our outreach and
13 engagement of the community partnerships to talk with them
14 about this new framework, to talk about the basis of it,
15 much of what is what we learned from the communities
16 themselves; second, to talk with them about next steps and
17 the roles they will play relative to indicators, relative
18 to core results, relative to this idea of a menu of
19 activities.
20 So I want to walk the board in July through more
21 details about next steps relative community outreach and
22 engagement, but also these hard issues around readiness
23 and how do we assess community partnership preparedness to
24 move to this next level. And that requires us to think
25 carefully about our role versus the community

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1 partnership's role. And in that respect, these business
2 model questions -- I was interested in how that really was
3 a theme in all of these comments -- is a very, very
4 important set of questions. If the board were to say, you
5 know, execute immediately a different model, obviously,
6 that's going to take some time. So we're thinking about
7 business model development, both short term and longer
8 term. Again, we will map that out in July.
9 So that's the principle thing I wanted to
10 emphasis is that, with the endorsement of the core results
11 and the framework, that helps ground our next iteration of
12 activity that is about transitioning to a different type
13 of Best Start. It's not about planning and planning and
14 process and process. It's about results. It's about
15 accountability. And that's going to make us look
16 different and it will make the community partnerships look
17 different. And, frankly, with the board's endorsement,
18 I'm going to put out -- we've had a director position for
19 Best Start on hold pending clarity of direction. I feel
20 we have clarity of direction. We need to bring in and
21 build our capacity further. We've got a terrific team,
22 but I think I feel comfortable enough to move forward with
23 bringing some additional leadership on board to help with
24 this very important next stage of work.
25 MS. COACHMAN-MOORE: Thank you.

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1 MS. BELSHE: I want to underscore for the board,
2 all the issues that were just phrased will not be answered
3 in July, but we'll be taking these comments back with an
4 eye towards informing the development of the work plan and
5 being clear with you about when these issues around
6 business model, for example, are likely to be lifted up
7 conversationally and then for action.
8 MS. COACHMAN-MOORE: Thank you. And I will yield
9 the last word, but may I say a few?
10 MR. RIDLEY-THOMAS: This is not intended to be
11 the last word. I'm wanting to piggy-back on Kim's
12 remarks, namely not all of the questions that have been
13 posed will be answered by July. But I want to encourage
14 the members of the board to keep thinking about their
15 respective questions, refine those questions and dialogue
16 and collaboration with staff where appropriate.
17 And I'm going to suggest that the staff take
18 those questions and work with them as best as possible and
19 with an eye towards prioritizing the responses to them.
20 Not all questions are equal, nor were they intended to be.
21 And I think the board can benefit from moving in the same
22 direction. The importance of the questions that everyone
23 may have posed should be treated respectfully, but some
24 may be more foundational than others and, therefore, we
25 want to kind of be sure we are getting to those first.

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1 I have no notion in mind as to what those are at
2 this point in time, but I want to make sure we all are
3 walking in the same direction about what those priorities
4 may look like.
5 Thank you.
6 MS. COACHMAN-MOORE: Thank you. I know that this
7 is a conversation that we started, and in deference to
8 Peter Block, I'm currently a fan. He talked about -- in
9 his works, he talks about creating the conversation, the
10 invitation, and moving it through to possibilities, and he
11 -- the initial question is, what proclamation could be
12 made. And today you did that. And so I would like to
13 congratulate the board and those of you who are present
14 from the Best Start communities and the communities at
15 large for the work that you've done, and to say to staff
16 of First 5 LA and to staff of the supervisor's office, but
17 let me also say to the hardest working staff and board in
18 this work as James Brown would say, you guy are the
19 hardest working group. A lot has been accomplished in
20 two-and-a-half months. So let's give ourselves a really
21 quick shout.
22 (Applause)
23 With that in mind, we have public comment that we
24 must take at this point and also we have Michelle Winkle's
25 work. I think there's only one public comment, is that

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1 correct, or are there any? We do have one. Just one. So
2 take that one. And as that one is coming up, we'd also
3 like to ask to you continue to think about your gift.
4 MR. RIDLEY-THOMAS: Okay. Goes around. Do come
5 forward and give your testimony.
6 Coach Ron still here? Going once, going twice,
7 sold.
8 Commissioner Curry wishes to be heard.
9 COMMISSIONER CURRY: I just wanted to say that,
10 with the passing of this resolution, you called it a
11 milestone, and I think that we owe Kim and John a huge
12 thank you for their work. Coming in here in such a short
13 time and doing the amazing job you guy have done, I think
14 it's fabulous. And along with that, thank all the staff
15 and congratulations.
16 (Applause)
17 MR. RIDLEY-THOMAS: Right.
18 MS. COACHMAN-MOORE: So adjournment.
19 MR. RIDLEY-THOMAS: I think we have reached the
20 point of conclusion with thanks everyone for being here.
21 Do yourselves a treat before leaving, take a moment and
22 walk out to the rose garden and see what you can see and
23 avail yourselves of the service of the works that has been
24 done all the way from Vancouver. You know what time it
25 is. So thank you very much and we trust you'll have the

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1 balance of a good day.
2 (At 12:36 p.m. the meeting was adjourned.)
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