

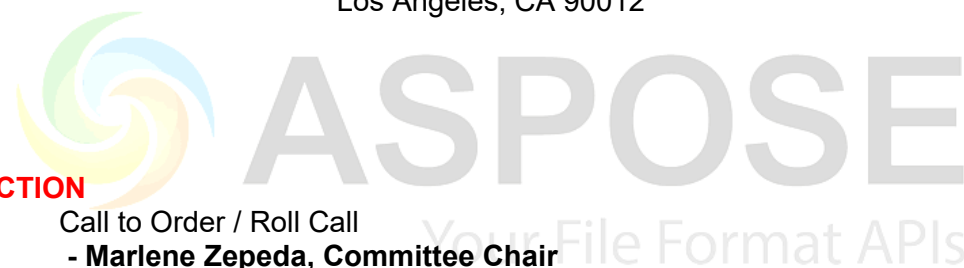
# AGENDA

## SPECIAL JOINT MEETING OF THE BOARD OF COMMISSIONERS AND THE BUDGET & FINANCE AND EXECUTIVE COMMITTEES

Budget & Finance Committee Chair: Robert Byrd

Thursday, May 25, 2017  
1:30 PM

Meeting Location:  
First 5 LA  
750 N. Alameda Street  
Los Angeles, CA 90012

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1. **ACTION**  
Call to Order / Roll Call  
- **Marlene Zepeda, Committee Chair**
  2. **INFORMATION** 3  
Review Program & Planning Committee Meeting Transcript – April  
27, 2017  
- **Marlene Zepeda, Committee Chair**
  3. **INFORMATION** 111  
Draft Proposed FY 2017-18 Budget: Program Focus  
- **Raoul Ortega, Finance Director**  
- **John Wagner, Executive Vice President**  
- **Christina Altmayer, VP of Programs**  
- **Kim Pattillo Brownson, VP of Policy & Strategy**  
- **Daniela Pineda, VP of Integration & Learning**  
A. Program Overview  
B. Emerging Opportunities
  4. Break
  5. **INFORMATION** 157  
ECE Outcome: QRIS Architects Update & Proposed Strategic  
Partnership with  
LA County Office of Education (LACOE)

#### COMMISSIONERS

Los Angeles County Supervisor	Judy Abdo	Summer McBride
Holly J. Mitchell	Robert Byrd, Psy.D	Maricela Ramirez
<i>Chair</i>	Astrid Heger, M.D.	Carol Sigala
Brandon Nichols	Yvette Martinez	
<i>Vice Chair</i>		

#### EX OFFICIO MEMBERS

Barbara Ferrer, Ph.D.,  
M.P.H., M.Ed.  
Jacquelyn McCroskey, DSW  
Deanne Tilton

#### EXECUTIVE DIRECTOR

Karla Pleitéz Howell

#### EXECUTIVE VICE PRESIDENT

John A. Wagner

1

#### A PUBLIC ENTITY

- Katie Fallin Kenyon, Director, Early Care and Education
- Christina Bath Collosi, Managing Partner, Viva Strategy +

**Communication**

6. **INFORMATION**

Public Comment (For items not on the agenda)

7. **ACTION**

Adjournment



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MEETING OF FIRST 5 LOS ANGELES PROGRAM AND PLANNING  
Thursday, April 27, 2017  
750 North Alameda Street, First Floor  
Los Angeles, California 90012

REPORTED BY:  
HEATHERLYNN GONZALEZ  
CSR #13646

1 Thursday, April 27, 2017; Los Angeles, California

2 1:36 p.m.

3 -oOo-

4 COMMISSIONER ZEPEDA: Okay. I'm Marlene Zepeda.  
5 I'm the chair of the Planning Committee, District 1.

6 COMMISSIONER GILLELAND: I'm Dayton Gilleland,  
7 LACOE.

8 COMMISSIONER BOECKMANN: I'm Jane Boeckmann,  
9 member.

10 COMMISSIONER ARAGON: Linda Aragon. I'm with  
11 Department of Public Health.

12 COMMISSIONER ABDO: I'm Judy Abdo.

13 MS. PATILLO BROWNSON: Kim Patillo Brownson,  
14 First 5 LA.

15 MS. SARTELL: I'm Michelle Sartell. LA County  
16 Office for the Advancement of Early Care and Education,  
17 saying hi to all my friends I haven't seen for a while,  
18 and staff to the Tucker Planning Committee.

19 MS. COLMAN: Debra Colman, First 5 LA.

20 MS. ANDREWS BUSH: Antoinette Andrews, First 5  
21 LA.

22 MS. ALTMAYER: Christina Altmayer with First 5  
23 LA.

24 MR. WAGNER: John Wagner, First 5 LA.

25 COMMISSIONER TILTON: Deanne Tilton, First 5 LA.

1 COMMISSIONER THOMPSON: Chris Thompson, DMH.  
2 COMMISSIONER SMITH: Wendy Smith, representing  
3 the Commission for Children and Families.  
4 COMMISSIONER CHOUGH: Genie Chough, alternate for  
5 DCFS.  
6 MS. BELSHE: Kim Belshe, First 5 LA.  
7 SPEAKER: (Inaudible).  
8 SPEAKER: (Inaudible).  
9 SPEAKER: (Inaudible)best Start Panorama City and  
10 neighbors.  
11 SPEAKER: Ann Murray, First 5 LA.  
12 SPEAKER: Sharon Murphy.  
13 SPEAKER: Rafael Gonzalez, First 5 LA.  
14 SPEAKER: Armando Jimenez, First 5 LA.  
15 SPEAKER: (Inaudible).  
16 SPEAKER: Raoul Ortega, First 5 LA.  
17 SPEAKER: (Inaudible), First 5 LA.  
18 SPEAKER: (Inaudible), First 5 LA.  
19 SPEAKER: Katy Fallin. I feel like I should mix  
20 it up. I'm in the ECE department.  
21 SPEAKER: Tara Ficek, also health systems, First  
22 5 LA.  
23 SPEAKER: Barbara Dubransky, family supports,  
24 First 5 LA.  
25 SPEAKER: Gene Calderon, Communities, First 5 LA.

1 SPEAKER: (Inaudible), ECE, First 5 LA.  
2 SPEAKER: (Inaudible) Manuel, First 5 LA.  
3 SPEAKER: John Mabry, First 5 LA.  
4 SPEAKER: (Inaudible), First 5 LA.  
5 SPEAKER: Susan Kaplan, Friends of the Family SPA  
6 two and (inaudible).  
7 SPEAKER. Hi. Eva (inaudible), ICAN.  
8 SPEAKER: (Inaudible), First 5 LA.  
9 SPEAKER: Gabriel Sanchez, Communications, First  
10 5 LA.  
11 SPEAKER: (Inaudible), LAUP.  
12 SPEAKER: Karen (inaudible), First 5 LA.  
13 SECRETARY: (Inaudible), First 5 LA.  
14 THE REPORTER: Heatherlynn Gonzalez,  
15 stenographer.  
16 COMMISSIONER ZEPEDA: Okay. I think we got  
17 everybody except for the person that just walked in.  
18 MS. BELSHE: Fabiola.  
19 SPEAKER: Hi. My name is Fabiola Montez, and I'm  
20 the communications manager.  
21 COMMISSIONER ZEPEDA: Thanks, everybody.  
22 We're going to start with Item 2, which is review  
23 program and planning meeting minute transcripts. Are  
24 there any corrections or changes to that? I'm sure you  
25 all read them very carefully.

1           Hearing none, we'll accept them as they are.

2           Okay. Item Number 3, we're going to start with  
3 the communities outcome: The Best Start alignment  
4 implementation recommended framework and cost analysis.  
5 Christina Altmayer will be presenting as well as  
6 Antoinette Andrews-Bush.

7           MS. ALTMAYER: Good afternoon. We're very  
8 excited to present the information. We see this as sort  
9 of the last piece of the puzzle. As you know, we've been  
10 working on the Best Start alignment discussion for some  
11 time. And as I was getting ready for today, I went back  
12 and was looking at when this conversation began. It  
13 really began close to a year ago, if not longer, as we  
14 started with the leadership site visits that Kim Belshe  
15 started with members of the executive team and all of our  
16 leadership team at First 5 LA to go out and visit all the  
17 14 communities partnerships and learn what was happening  
18 and what was working. And then we began an intensive  
19 process to receive a lot of input from community members,  
20 community organizations in various formats from different  
21 community meetings to a formal RFI that was issued last  
22 summer to really understand what was working within the  
23 Best Start communities, what were some of the challenges,  
24 and what was the vision for how best -- the Best Start  
25 communities could be supported effectively by First 5 LA.

1           So it has definitely been a extensive learning  
2 journey so to speak to really get our arms around how we  
3 can best make an impact within the 14 communities, how we  
4 can support that work, and also how we can be true to our  
5 vision for the strategic planning accomplishment; how can  
6 we fulfill our role as agents of policy and systems  
7 change.

8           So it has been a very thoughtful, a very  
9 deliberate process that I think has been commensurate with  
10 the complexity of the issues that are before us around how  
11 we work in a nation-state as it's sometimes referred to as  
12 LA and all of the complexities and uniqueness and  
13 diversity that LA has, how we can support these 14  
14 communities that are unique and different and also how,  
15 again, we can be true to our role in policy and systems  
16 change that was envisioned in our strategic plan.

17           So today we kind of look at it as the last piece  
18 of the puzzle, hopefully, that we are bringing forward to  
19 really help understand the cost implications of the  
20 proposed recommendations. I'm then going to take a step  
21 back and bring us to the recommendations that have been  
22 presented to board, and then we'll dive deeper into this  
23 last piece of the puzzle in regards to the projections of  
24 the cost.

25           Before we get into that, I just want to take a

1 moment and pause and really give words of appreciation and  
2 recognition and thanks to the many, many people that have  
3 been voices in this process, starting with the members of  
4 the Best Start communities, some of whom are here today  
5 that have been active in this process, representatives of  
6 communities organizations that have also given their voice  
7 to how First 5 LA can best support the 14 communities, and  
8 then, of course, our staff and the leadership of the First  
9 5 LA board. This has been a long, but important  
10 conversation, and I think I really want to recognize  
11 everyone's perseverance in staying true to the  
12 conversation and continuing to provide productive,  
13 positive input. No one has taken their marbles and gone  
14 home. Folks have stayed at the table to help us work  
15 through these issues even when -- you know, some of these  
16 issues, as you would imagine, are difficult and complex.  
17 So let's dive in. But I did -- I think it's really  
18 important to recognize and thank the many, many people who  
19 have been involved in this process for well over a year.

20 So today as I mentioned, we want to recap our  
21 understanding of the recommendations, make sure that those  
22 resonate with members of the PPC. We're going to dive  
23 deep into the costs that are associated with both our  
24 current Best Start program support as well as then review  
25 the timeline. Our goal for today is -- if we're

1 successful is that we've hopefully sufficiently and  
2 comprehensively answered your questions so that we feel  
3 comfortable with proceeding with the recommendation for  
4 the board action at the upcoming May meeting.

5 So let me just take a step back and review where  
6 we are. Again, this work is aligned with our strategic  
7 plan. Our strategic plan has our focus on the outcome of  
8 increasing community capacity to support and promote the  
9 safety, healthy development, and well-being of children  
10 prenatal to age five and their families. There are three  
11 strategies that are within our strategic plan. This work  
12 on supporting the 14 Best Start communities and the Best  
13 Start partnerships is in strategy one, which is focused on  
14 supporting those communities partnerships and really  
15 engaging broader community support.

16 It's important to note -- and I would say this at  
17 the outset when we get into the changing role -- there are  
18 two other strategies that are within our strategic plan.  
19 And a key purpose of this alignment is to provide the  
20 capacity for us to make progress on all three of these  
21 strategies. The redirection of staff from roles that they  
22 are currently playing is directly aligned with our  
23 commitment to make progress on strategies two and three.

24 So we move into the case for change, why this  
25 change is necessary at this point in time. And I think it

1 is first and foremost in response to the feedback that  
2 we've heard from so many voices, community members,  
3 leaders within community organizations about, we need to  
4 have a role in which First 5 LA is no longer the driver  
5 but we are supporting the Best Start community  
6 partnerships to move to increasingly to self-governance,  
7 community driven, community ownership. We believe that  
8 the community members can do their best work when we are  
9 in a supportive and facilitative role, not a driver role.  
10 And that's where we need to transition to.

11 Secondly, in line with our strategic plan, we  
12 need to make sure that we've got the capacity within our  
13 staff to focus on things like our built environment and  
14 take advantage of the opportunities that are emerging in  
15 those strategies as well as dedicate time to support other  
16 community networks that exist so that we can connect the  
17 work that's happening in the 14 Best Start communities  
18 with other networks of resources that exist such as the  
19 prevention and aftercare network. So we want to make sure  
20 that we have staff time and staff resources are being  
21 devoted to all three of those strategies.

22 So what is the solution to really first and  
23 foremost always working in partnership with the community  
24 members to design and implement a new structure, again,  
25 focused on community self-governance, community ownership.

1 We believe that there are resources that exist within the  
2 communities that we are not effectively leveraging and we  
3 believe by moving towards greater self-governance, we can  
4 better capitalize on those resources that exist.

5 Our commitment to working with authentic  
6 collaboration with our partnerships remains unchanged and  
7 all of this work should not be perceived in any way of  
8 diminishing our commitment to the 14 Best Start  
9 communities. It's an affirmation of our continued  
10 commitment and really our dedication of resources so we  
11 that can achieve the goals that we've all talked about,  
12 about improving the environments where children and  
13 families live.

14 So our recommendation -- we can skip forward --  
15 that we will be hopefully presenting to the board in 2017  
16 is to endorse the recommended new structure. I wish we  
17 had a fancier acronym to make it sound more witty, but  
18 it's a little complex. And it's what we're calling the  
19 regional model with local customization. We believe that  
20 there is opportunities for the 14 communities to work with  
21 regional structure that will allow for greater community  
22 sharing, that will better utilize resources within the  
23 communities, but we also have to balance that with the  
24 recognition that each of the 14 communities are unique,  
25 have unique environments, have unique priorities. So we

1 have to have an adaptive model. So we would like -- we're  
2 seeking endorsement and then to authorize staff to proceed  
3 with the planning, which will involve multiple steps in  
4 terms of procurement and continuing to work with members  
5 of the Best Start leadership, members of the transition  
6 team, and really continue to get organizational and  
7 community input.

8 So I'm going to very quickly just at a high level  
9 remind you of the concepts of this regional with local  
10 customization model that we are proposing. I'm going to  
11 walk through this really quick, so just bring these bullet  
12 points up.

13 Again, there will be a regional function which  
14 has a focus on leveraging community resources to  
15 facilitate some cross-communities discussions. Several of  
16 the communities are already working together on a shared  
17 agenda, and we think there's some opportunities to really  
18 build off of that. We also think that there are some  
19 communities, as you would expect, as they are growing and  
20 their partnerships are growing, they have strengths and  
21 opportunities for learning and facilitating that learning  
22 within regions will be helpful and bring up all boats, so  
23 to speak.

24 At the local level, we know that we have to be  
25 flexible to what are the unique conditions. And we want

1 to make sure it's also creating an opportunity to  
2 strengthen local community organizations that may not have  
3 the capacity to work directly with First 5 LA, but are  
4 strong assets at the local community level. So this  
5 regional model, which will allow for subcontracting with  
6 local community organizations, provides that opportunity  
7 to do some local capacity building of organizations.

8 This is at a high level. What we see as the  
9 differences and the assignments of roles and  
10 responsibilities between the regional level, who will be  
11 the direct grant recipient from First 5 LA, and then the  
12 local level, meaning working with a specific community  
13 that will function as a subcontractor to the regional  
14 entity.

15 Again, this model does provide some opportunity for  
16 smaller, perhaps not as sophisticated, but important  
17 community organizations to have the opportunity to  
18 participate in this work but who may not meet the  
19 standards of being able to contract with a public agency  
20 such as First 5 LA. So the regional role will have a  
21 strong purpose in terms of grant management, fiscal  
22 accountability, and reporting to First 5 LA. And the  
23 local level organization, their functions are much more  
24 related to coordination, leadership development, working  
25 specifically with community members to provide the support

1 for their decision making, to provide the support for the  
2 community partnership meetings, and their -- and  
3 supporting the community leadership development.

4 We are looking at five regions. So as you can  
5 see here, we have looked -- we have looked at a number of  
6 different factors in deciding what should be the regional  
7 makeup. We looked at factors about, do they have a shared  
8 history, have they been working together, do they have  
9 common agendas. Related to proximity: Are they near each  
10 other and do they have some shared resources. So there's  
11 a number of factors that we're taking into consideration  
12 as these five regions were developed. And this has  
13 definitely been an iterative process. There has been a  
14 number of different community meetings that began as early  
15 as January of this year where these initial compositions  
16 were shared with community members and then revised and  
17 rethought based on their input.

18 We're excited to say that I think, while everyone  
19 may not be a hundred percent in support, I think there's  
20 general consensus that this is the model that works and  
21 that this composition is both logical and understandable.  
22 So it's been an iterative and intensive process to work to  
23 these recommendations.

24 So that in sum -- oh, excuse me. One more.

25 As we think about our changing role for First 5

1 LA, this echoes back to my opening comments. Our  
2 resources have been really focused and developed on  
3 partnership management, a lot of contract management, a  
4 lot of very detailed -- I would say operational  
5 management. And we really see our future role in a much  
6 more proactive policy systems change orientation. So this  
7 is a significant change for First 5 LA staff that have  
8 been working in the communities. And I know at our last  
9 board meeting, several commissioners raised questions  
10 about, you know, are we equipped to fulfill this new role.  
11 I think we have some learning to do. We have some staff  
12 development to do, but it is the appropriate focus of our  
13 staff if our commitment is to policy and systems change.

14 So that is a -- hopefully a quick overview and  
15 reminder of some of the recommendations. And now we will  
16 walk into the next stage of the presentation lead by  
17 Antoinette, which is to address our -- the cost analysis.

18 MS. ANDREWS BUSH: Thank you. Thank you,  
19 Christina.

20 At beginning of the meeting, I leaned over to  
21 Christina and I said, wow, there's lots of commissioners  
22 here. I wasn't expecting as many, but this is an  
23 indicator --

24 MS. BELSHE: Little slice of heaven.

25 COMMISSIONER GILLELAND: Careful what you wish

1 for.

2 MS. ANDREWS BUSH: This is definitely an  
3 indicator that we take our role as public -- as stewards  
4 over public resources very seriously. I'm happy to share  
5 the analysis that we did in order to arrive at what we  
6 will present in May as the recommendation to the board.

7 So before I get into the details, I want to start  
8 with a bigger picture view of the resources according to  
9 the recently board-approved long-term financial  
10 projections. So the amounts presented are total amounts  
11 for the communities outcome area which includes all three  
12 strategies. As Christina mentioned, as we will talk about  
13 a little bit later, the redeployment of staff is really  
14 about us making progress in all three strategies. And the  
15 resources presented here reflect our work in those three  
16 strategies. And as the strategies become more refined, we  
17 have a more accurate projection of the actual costs.

18 So you see a little bit of a difference between  
19 what we projected in terms of the long-term financial  
20 projections that were just recently approved in February  
21 to the projected costs that we are looking at today, and  
22 that is because of our ongoing refinement of strategies  
23 and activities. And it's important to note that within  
24 the -- as we think about the new structure and what we're  
25 proposing in terms of resources, that it is in alignment

1 with the long-term financial projections approved by the  
2 board.

3 So when we looked at the financial analysis,  
4 there were three considerations. The first, again, was  
5 the long-term financial projections. We also looked at  
6 the most recently completed fiscal year, which was the  
7 15-16 fiscal year. We looked at actual costs. Included  
8 in that are grant awards and expenditures related to the  
9 grant to Para Los Ninos for Metro LA, the grant to South  
10 Bay Center For Counseling, or SBCC, for resident outreach  
11 coordinators, the contract to the Center for the Study of  
12 Social Policy For Capacity Builder. All of those are  
13 actuals based on 15-16 expenditures. The last point here,  
14 the Building Stronger Families grants, are annualized  
15 costs. In 15-16, the board approved those grants, but we  
16 had to account for -- for on boarding and initial  
17 implementation and we needed -- in order to have a good --  
18 comparison to the new structure, we needed to look at  
19 annual costs and not the actual costs for 15-16.

20 Based on staff analysis, we looked at, again, all  
21 those factors that I just mentioned and the current  
22 operating -- current contracted cost for the current  
23 support structure is about \$11.8 million. This is to  
24 operate the two different operating models that we've  
25 shared with the board. One is elite agency model with

1 metro LA and the other is a First 5 directed model for the  
2 other 13 communities. It's important to note that this  
3 \$11.8 million does not include First 5 LA staff costs.

4 The next step in our analysis was to develop cost  
5 projections for the recommended support structure. We  
6 considered the operations and programmatic work of the  
7 partnerships, but also the added value of leveraging  
8 cross-sector collaboration, data and learning, and the  
9 collective advocacy work that the recommended structure  
10 will provide. The projected contract at cost of the  
11 recommended structure, again, excluding First 5 LA staff  
12 and internal costs is approximately \$15.2 million.

13 Now, I raced through those two slides to get to  
14 this slide. Here's where I'm going to slow down because  
15 this is where we have more detail as to the makeup of  
16 those costs. The attachment included in your materials is  
17 actually the actual attachment. This is a miniature size  
18 version of that attachment. And as a reminder, again, I  
19 just want to reiterate that the current approach is based  
20 on a 15-16 actuals, except for the Building Stronger  
21 Families grants, which are annualized to provide a more  
22 accurate comparison to the recommended approach.

23 In looking at the external operations costs for  
24 15-16, we included the contract for the Center For the  
25 Study of Social Policy, which provides capacity building

1 coaches for each community partnership. This category  
2 also includes expenditures for logistics such as  
3 facilities, child care, transportation, translation, and  
4 catering for community partnership meetings, committees,  
5 and work groups.

6 External operations also include expenditures for  
7 communication-specific work per community as well as the  
8 operating expenses for metro LA through the grant to Para  
9 Los Ninos.

10 Whereas First 5 LA staff and contractors manage  
11 and are involved in the day-to-day work associated with  
12 the community partnerships, the new support structure,  
13 specifically organizations that will provide local level  
14 support, would now handle these operational aspects of the  
15 partnerships. The increase in costs here reflect the  
16 transition of coordination, planning, and communications  
17 work from First 5 LA and contractors to the new support  
18 structure specifically at the local level. Increases in  
19 costs also reflect the added value of cross-sector  
20 collaboration, as I mentioned before, data, continuous  
21 learning, and collective advocacy work that the regional  
22 network coordinators will provide. These are areas of  
23 work that First 5 LA has not been able to fully support  
24 through the current operating model.

25 The second category of costs is what we're

1 calling the community change work. The current model  
2 includes a categorical approach to funding whereby  
3 resources are allocated by category such as resident  
4 engagement, communications, and community-identified  
5 projects that the board approved through the Building  
6 Stronger Families grants. Under the new approach, there's  
7 a shift in the approach and the mechanism for supporting  
8 community change work.

9 There are three important shifts to point out  
10 here. The first is around resident engagement. Under the  
11 current model we're implementing a First 5 LA-driven  
12 community engagement approach. And this is through the  
13 contract that we currently hold with the South Bay Center  
14 for Counseling, better known as SBCC, for resident  
15 outreach coordinators. The exception is metro LA, which  
16 implements its own resident engagement approach funded  
17 through First 5 LA's grant to Para Los Ninos. The new  
18 approach includes partnerships specific resident  
19 engagement costs to allow community partnerships to  
20 implement strategies for parent/resident engagement within  
21 the context of their specific community.

22 The second important shift to point out is that  
23 the mechanism for supporting community-identified projects  
24 will change. The current Building Stronger Families  
25 grants for each partnership will end no later than June

1 2018. Beginning in July 2018, funding for  
2 community-identified projects would flow through the  
3 regional network coordinator via subcontracts at the local  
4 level.

5 The third shift is in the flexibility to use  
6 resources to support the community change work. As I  
7 mentioned earlier, the current model uses categorical  
8 funding. So there's a certain dollar amount associated  
9 with certain categories of funding. Instead of using that  
10 approach, the idea is to provide more of a discretionary  
11 fund to be used for community change work, and that work  
12 would include community -- would include resident  
13 engagement, community-identified projects, and  
14 communications activities.

15 Funding for community change work overall  
16 reflects our continued commitment to the work of the  
17 community partnerships to achieve results within their  
18 community. The reduction that you see here primarily  
19 reflects expected reductions based on the sunseting of  
20 the Building Stronger Families grants. These grants  
21 include indirect costs in personnel that would be captured  
22 through the external operations cost which I've covered in  
23 the first category.

24 So the total non-First 5 LA cost for the new  
25 model -- and all of a sudden my talking points went away.

1 They're upstairs somewhere. So I'll have to do this by  
2 memory. But the -- so what you see is an increase in the  
3 -- the new approach. And that reflects a 29 percent  
4 increase that reflects work that has been currently done  
5 by First 5 LA staff, that work shifting to external  
6 entities; in other words, the regional network coordinator  
7 with the subcontractors. So you'll see the increase in  
8 the -- the external costs and a decrease in First 5 LA  
9 staff's costs.

10 Now, this reflects a shift in how we would be  
11 supporting the community partnerships. As Christina  
12 mentioned earlier, there are three strategies in the  
13 communities outcome area, but staff has been dedicated to  
14 the first strategy and one component of the first  
15 strategy. So while we are redeploying staff to make  
16 progress on all three strategies, at same time we've heard  
17 very clearly from the community partnerships that they  
18 don't want First 5 to go away; that this really is a  
19 partnership between First 5 LA, the community members, and  
20 other stakeholders in order to achieve results that we  
21 seek.

22 So there are -- there continues to be First 5 LA  
23 staff costs associated with the new structure, which is  
24 why you see a increase -- an overall increase of nine  
25 percent. This includes the external support, so the

1 regional and local customization. It includes the  
2 community change work of the community partnerships, and  
3 it includes First 5 LA's continued staff resources to  
4 support the work of the community partnerships but in a  
5 different way. And, again, the nine percent increase is  
6 consistent with the board-approved long-term financial  
7 projections.

8 So revisiting our recommendation to the board in  
9 May, we will bring to the board a request for endorsement  
10 of the recommended support structure regional with local  
11 customization for the Best Start community partnerships at  
12 a contracted cost not to exceed \$15.5 million annually.  
13 And we're making the distinction between what is  
14 contracted versus what is the total cost. The total cost  
15 would include First 5 LA resources. Contracted costs  
16 would be no more than \$15.5 million annually to support  
17 all 14 community partnerships. And we would also ask that  
18 the board authorize staff to proceed with implementation,  
19 planning, and procurement.

20 As Christina mentioned, there is a strong case  
21 for change in how we've been operating the Best Start  
22 community partnerships. And through this new model, with  
23 a nine percent increase in resources, we believe that  
24 there is greater opportunities for community  
25 self-governance and ownership; that this is aligned with

1 First 5 LA's vision that all children will grow up happy,  
2 healthy in mind, body, and spirit; that they would be able  
3 to have access to all the early learning experiences that  
4 help them to be happy, health, productive adults in the  
5 long run. But we also have values around partnership and  
6 collaboration. And this new model demonstrates an  
7 authentic partnership between First 5 LA community members  
8 as well as community organizations and structures that  
9 exist already within the Best Start communities. It also  
10 allows us to strategically redeploy First 5 LA staff so  
11 that we can make progress across the three strategies in  
12 the community's outcome area, progress towards results in  
13 our strategic plan across outcome areas in order to have  
14 greater impact for communities, families, and children.

15 And, again, to reiterate the costs of this new  
16 structure is consistent with the fiscal decisions that  
17 have already been made by the First 5 LA board of  
18 commissioners.

19 So at this point, we're going to pause and let me  
20 hand it back to Christina.

21 MS. ALTMAYER: So we want to pause here before we  
22 go through the timeline and the next steps, just make sure  
23 we answer any questions either about the recommended  
24 structure or the proposed cost model that Antoinette just  
25 walked through to.

1           COMMISSIONER ZEPEDA: Any commissioners have any  
2 questions at this point?

3           Okay. No questions. Can I just comment that --  
4 I get to comment.

5           MS. BELSHE: You can do whatever you wish.

6           COMMISSIONER ZEPEDA: The -- the increase, the  
7 nine percent increase makes sense because of the startup  
8 and the transitioning. I think that one of the things  
9 that is coming through loud and clear in the description  
10 of the alignment of cost analysis and projection is the  
11 focus on capacity building. And that's where a lot of the  
12 resources are going, which is a very important issue for  
13 sustainability, which has been at the heart of what this  
14 organization has been trying to do from its inception.

15           So I just wanted to point that out as -- because,  
16 in my mind when I look at nine percent, I'm going, whoa,  
17 nine percent, why do we have nine percent. But I think  
18 you laid it out very clearly why there is an increase.  
19 And a lot of it -- and I know it has to do with capacity  
20 building and all these different components. So that's my  
21 comment.

22           No other questions? Christina.

23           MS. ALTMAYER: Sure. Let me just walk through  
24 then the next steps. Started with the landscape design.  
25 We are now in the detailed design as we've brought that

1 forward. Our hope, again, is to bring this for the board's  
2 endorsement and for their direction for us to move into  
3 the next phase of work at the May board meeting. With  
4 that direction, we will then move into the procurement and  
5 the contracting phase.

6 Let me say that, really, these phases are not --  
7 are overlapping. We have already begun thinking about the  
8 procurement strategy. One of the pieces that we've been  
9 looking at quite deeply is how other county agencies, some  
10 of our partners, have approached procurement in some  
11 creative ways, particularly when they're looking to  
12 develop networks of resources. We looked very closely and  
13 thank our friends at DCFS for sharing with us their RFP  
14 when they went out for the prevention and aftercare  
15 network providers. So we've been looking -- we also  
16 looked at the California Endowment, how they handle  
17 procurements. So we're really trying to really think  
18 creatively within the constraints of being a public  
19 entity.

20 So that work has begun. Our goal is to complete  
21 all the procurement and contracting and then transition  
22 into implementation by April of 2018.

23 I should note here our original goal was by the  
24 end of this calendar year, by December of 2017. But as we  
25 got into this and really paused at some important moments

1 to make sure that we dedicated enough time for community  
2 conversations, we realized that that date was overly  
3 oppressive. So we have now adjusted our timeline and are  
4 transitioning effective April of 2018. If things move  
5 smoother and we can make this happen more quickly, we  
6 will. But given, as I talked about, the complexities  
7 being purposeful and deliberate in these steps is really  
8 important.

9 We will continue, as we look at next slide, to  
10 engage the board. We appreciate how much of the important  
11 time of this committee has been devoted to this over the  
12 past year. And we have outlined some future steps with  
13 both communities and community member engagement and board  
14 engagement leading up to our transition.

15 The last slide I just want to bring to your  
16 attention is some of the comments that we heard from the  
17 robust discussion that occurred at the board -- at the  
18 last board meeting, and there were a number of questions  
19 that were raised that I think are really important  
20 considerations as we move forward, not just for the Best  
21 Start alignment, but as we think about our evaluation and  
22 learning plan as we think about building the capacity of  
23 these organizations. So we heard questions about the  
24 importance of continuing to engage our community members,  
25 acting on their feedback, and engaging them in not just

1 the planning but the implementation and the ongoing work,  
2 and thinking about strategies such as our community  
3 advisory council and how will that effort be led by our  
4 community relations department to start that up.

5 We heard many important questions related to how  
6 would we develop the capacity and the skills of our own  
7 staff in order to fulfill these new roles. We had a  
8 meeting and a discussion earlier today where we recognized  
9 that it's both a change in role as well as a change in  
10 work and requiring new skills, new abilities, new  
11 relationships. So we are thinking about everything from  
12 training plans to mentoring plans to how we can best  
13 support our staff to fulfill different roles. But we also  
14 know there's other questions that are not directly related  
15 to the Best Start alignment that we have to keep in mind  
16 as we move forward in the implementation of our strategic  
17 plan around our learning agenda, how we are integrating  
18 the work of Best Start within our other community outcome  
19 areas. We've heard community members, for example, raise  
20 the importance of better integrating our Welcome Baby and  
21 home visitation strategies with our community  
22 partnerships. That is important work that we need to  
23 focus on. And also continuing to develop our community  
24 leaders to strengthen their own infrastructure and really  
25 to be advocates, not only within their own community, but

1 advocates with the county and advocates at the state and  
2 federal level and beginning those efforts.

3 So while we will transition into implementation,  
4 hopefully, on the Best Start alignment, there are lot of  
5 -- there is much, much work to continue to do. And we  
6 appreciate the comments and the guidance that were  
7 provided by the board at the last meeting.

8 So our next major step would be the  
9 implementation framework at the May 2017 board meeting and  
10 then we'll be returning to the board at PPC in the fall --  
11 late summer, probably early fall to talk about the Best  
12 Start learning agenda.

13 MS. ANDREWS BUSH: And one thing that I would  
14 just add is, we're also -- we recognize that we're also in  
15 budget season. So we know there was a budget and finance  
16 committee meeting yesterday. And it's not an easy  
17 cross-walk from the \$15.5 million to the budget that you  
18 will see for the 17-18 annual -- our annual budget. So  
19 it's important to note that there are some resources that  
20 are included in our 17-18 budget for the -- the  
21 on-boarding and ramp-up of this regional structure in the  
22 last quarter of the fiscal year. So that 15.5 really  
23 reflects the 18-19, the first full year of implementation.  
24 So I just wanted to point that out because you will start  
25 to get a lot of information with different numbers and

1 you'll wonder why we're saying 15.5 but you're seeing a  
2 different budget amount in our annual budget.

3 COMMISSIONER ZEPEDA: Commissioners, questions?  
4 Commission Abdo.

5 COMMISSIONER ABDO: I -- I think this timeline is  
6 probably much more realistic. And I'm wondering how  
7 you're approaching doing all this work with all the Best  
8 Start communities. Are you going to do it all at once?  
9 I'm looking for the regional groups and -- or are you  
10 going to phase it one at a time? How are you going to  
11 manage this?

12 MS. ANDREWS BUSH: Currently, we're thinking  
13 through how we're going to do it all at once because we're  
14 looking at same structure in five regions. So it is a  
15 matter of issuing one RFP and looking at how we do a  
16 review and selection process per region. So we are  
17 considering what it's going to take in order to manage  
18 that process for the selection of this new model for each  
19 of the regions.

20 COMMISSIONER ZEPEDA: Commissioner Aragon.

21 COMMISSIONER ARAGON: This is a follow-up to  
22 that. I'm assuming the expectation is not going to be any  
23 kind of break-in service of contracts that are ending the  
24 next day; pretty much the new ones will be in place.

25 MS. ALTMAYER: There will definitely be some

1 overlap. We've been talking about that. So, for example,  
2 we have to think through those specifics. But, you know,  
3 CSSP is currently providing capacity building support. We  
4 also have staff that will be transitioning. Staff has  
5 begun some of that transition. So there may be some  
6 overlap as we think about implementation, but it is our  
7 hope, as Antoinette said, to move all the communities to  
8 this model and to sort of like, do you want to take a lot  
9 of hard pills or take one really hard pill at once. And  
10 we're kind of leaning towards taking one really hard pill  
11 at once as we manage this transition.

12 COMMISSIONER ABDO: You may have questions for me  
13 about that.

14 MS. ALTMAYER: We will. And we've had to adjust  
15 along the way. As I said earlier, our goal was to  
16 complete this transition by December of this year. That  
17 became quite evident that that was not going to be work  
18 workable or the tradeoffs of making that work were not  
19 acceptable in terms of providing ample time for community  
20 feedback. So we're going to have to be flexible and  
21 adjust as we learn.

22 COMMISSIONER ZEPEDA: Commissioner Tilton.

23 MS. TILTON: This reflects a lot of really hard  
24 feeling and structure --

25 MS. BELSHE: Deanne, I'm sorry. Can you make

1 sure there's a mic.

2 MS. TILTON: My question has to do with our  
3 questions. I'm looking at our questions. And we were  
4 just really great and intelligent and insightful in  
5 providing all of these comments, but somehow we didn't ask  
6 how we will -- we're measuring the impact and capturing  
7 learnings and impacting local policy. How are we setting  
8 up a process whereby we can measure the impact on children  
9 and families? How do we make this real and it isn't just  
10 structure and process, but -- and funding and all of that?  
11 How do we show that we're actually making a difference,  
12 positive difference in the lives of children and families?

13 MS. ANDREWS BUSH: And that is absolutely part of  
14 bringing back the learning agenda and identifying -- you  
15 may recall at a previous PPC meeting, we brought forward  
16 the home visitation/Welcome Baby learning agenda and the  
17 multiple dimensions. And I think that was both a really  
18 effective process that staff went through as well as I  
19 think it facilitates some good discussion. So we hope to  
20 bring something similar to that model back to the board.

21 COMMISSIONER ZEPEDA: Other questions?

22 Genie.

23 COMMISSIONER CHOUGH: I know how hard this is  
24 because it was one of my first meetings when I started  
25 here in July 2013 and it was called long-term business

1 models. And I think it changed like four times and it  
2 just was -- I couldn't get it around my head. And it's  
3 really exciting to see how you tackled this in such a  
4 logistical but strategic framework both. I think that's  
5 what so difficult, is that it's strategic but also there's  
6 so many moving parts and there's money involved.

7 And I just -- I wanted to understand on slide 18  
8 the assumptions for First 5 LA staff. Right now, we've  
9 got a clear picture of 35 Best Start staff and then in the  
10 new scenario, we've got 12 community staff. And then a  
11 few bullets below, I'm just trying to understand if the  
12 community staff that are going to be deployed are the  
13 other 23 staff or if it's the 12 staff that will be  
14 deployed and then -- maybe you said this and I didn't --  
15 and then the elimination of the seven PSCs, how that will  
16 be handled.

17 MS. ANDREWS BUSH: I'm just trying to make sure  
18 I'm capturing. This is -- that is a really good point.  
19 So there are currently a total of 28 staff positions in  
20 the communities department. 12 of those would be deployed  
21 to -- for -- to work specifically on the Best Start  
22 communities partnerships. The remaining staff are being  
23 deployed across the other strategies in the communities  
24 outcome area. And, of course, there are lot of  
25 interdependency. So it's not as if the staff who focus on

1 the partnerships don't have work to do on those other  
2 strategies.

3 So that's -- that -- so it's not clear here  
4 because it looks like we have actually decreased staff  
5 from 35 to 12. But the fact is all 35 of those staff were  
6 deployed to the Best Start community partnerships. What  
7 we're trying to show here is that, instead of 35 staff  
8 where we're doing all the logistic and operational  
9 support, we would have 12 of our 28 staff focused on how  
10 to support the community partnerships, but not in the  
11 operational aspects of their work; more on the strategic,  
12 you know, building relationships with -- with other  
13 funders, other stakeholders, leveraging resources, policy.  
14 Exactly.

15 And then your question about the program support  
16 coordinators, can you repeat that aspect of your question?

17 COMMISSIONER CHOUGH: So how will that, the  
18 elimination of the seven PSCs happen?

19 MS. ANDREWS BUSH: So the program support  
20 coordinators have always been a temporary position because  
21 from the beginning we envisioned that we needed to do this  
22 work differently. Nonetheless, we have currently  
23 responsibilities to support the operations of the Best  
24 Start community partnerships. Those staff have been aware  
25 and are aware that that assignment will come to an end

1 once we begin the new structure because the work that they  
2 are doing that -- which they are 100 percent deployed to  
3 do will now be fulfilled by the new structure. So those  
4 seven positions will actually come to an end.

5 COMMISSIONER ZEPEDA: I have another comment.

6 Antoinette, on the community change work on the  
7 same slide that we're referring to here, I think it would  
8 be helpful for the larger meeting in May for the larger  
9 ask -- because you were very good in outlining what the  
10 specific examples were under resident engagement, under  
11 communications what exactly that entailed. And I don't  
12 know if that would be helpful to be more explicit about  
13 that in the table to help commissioners and the broader  
14 public understand how it's changing, how it's shifting.  
15 This goes back to my earlier comment on capacity building,  
16 that we're shifting it over to the local community and,  
17 therefore, there's where the resources are going.

18 So that was one of my comments on -- on this  
19 particular slide because it's a big ask that we have for  
20 the upcoming meeting.

21 If there are no other questions, we do have some  
22 public comment. Okay. Well, thank you for that  
23 presentation. I really appreciate how much time and  
24 energy goes into doing that. It's hard to get your head  
25 around it sometimes.

1           Okay. Kathy Shriner.

2           SPEAKER: Thank you. So as you know, Kathy  
3 Shriner, Best Start Panorama City and Neighbors. So I  
4 want to raise a couple of concerns from the Best Start  
5 position. First of all, just as you commented about that  
6 big number without detail, there's not enough details in  
7 this information. It's hard -- I'm having a hard time  
8 understanding it. And I'm going to meet with Antoinette  
9 afterwards, so I'll get a better understanding. But for  
10 people at the community level to really understand what's  
11 the same and what's different, it really isn't spelled out  
12 in enough detail.

13           Secondly, no notice about this recommendation was  
14 provided to the transition team, which is supposed to be  
15 formal members of Best Start that are participating in  
16 this process. We were told a cost analysis was coming, was  
17 coming, was coming. And I, of course, always monitored  
18 the meeting materials. So I was -- had a chance to see  
19 that it's here, but nobody else has received that  
20 information.

21           There is a transition team meeting coming up May  
22 5th, so I'm assuming some of this will be covered then and  
23 I'm going to advocate for it to be covered in some of the  
24 details that I'm talking about so people will be able to  
25 understand.

1           A third thing that needs to be really though  
2 about carefully is, there's a great difference in capacity  
3 among the members of people from Best Start, from really  
4 grassroots people with not a lot of education to agency  
5 people with more education and other people just for  
6 different reasons. And so to really think about how to  
7 communicated this at a level that the community level  
8 people don't feel left out I feel is very important.

9           And then, Marlene, I wanted to comment to you  
10 that it wasn't fair to you in the numbers, but I had gone  
11 to the budget meeting and read through all the budget  
12 packages. So the capacity building that's now being done  
13 by CSPP is moved out of these numbers. They created a  
14 different strategy in the department called, you know,  
15 cross-cutting strategies or something. And we personally  
16 are totally in that need of the type of person who's  
17 providing that capacity building support to our community  
18 right now because that's the person that can really reach  
19 down to those people at a level, the community people, and  
20 put it in the right words and the right language for them  
21 to really understand things. So to just assume that  
22 somebody in the region is going to have the same  
23 capabilities and be able to do that. I'm trying to --  
24 worried about that.

25           And I would just like to say the last thing is,

1 we really don't understand at all what they have in mind  
2 for the community-identified projects. This is the first  
3 time I've heard that as a separate entity will be ended  
4 and pulled into something else.

5 COMMISSIONER ZEPEDA: Thanks, Kathy.

6 Any -- should they comment on it now or no?

7 MS. BELSHE: I mean, if there's some top of mind  
8 comments. I know you are having a separate conversation,  
9 but apropos of engagement of the transition team and the  
10 very important point Kathy is making about plain speak,  
11 building upon the previous multiple meetings you've had.

12 MS. ANDREWS BUSH: I think the one thing that I  
13 will point out, as Kathy said, we do have a meeting  
14 following the program and planning committee and there is  
15 a transition team coming up next Friday. But the thing to  
16 point out is the -- for the CSSP contract, Center for the  
17 Study of Social Policy, to provide the capacity building  
18 coaches, which is what Kathy's referring to. In metro LA,  
19 the person that provides that capacity building assistance  
20 or coaching is not -- CSSP. It's actually the staff  
21 person of Para Los Ninos. So we're looking at how -- and  
22 as Kathy mentioned, in our budget you will see a  
23 cross-strategy approach around capacity building where  
24 we're looking at how do we support organizations to  
25 fulfill those kinds of roles so that it's not a contractor

1 outside of the communities and outside of First 5 LA  
2 that's providing that support.

3 So it's not the intention to remove coaching.  
4 It's really the intention to build capacity at the local  
5 level to be able to provide those supports.

6 And then the other comments, you know, we will --  
7 we're a learning organization and we continue to do the  
8 best that we can. We learn from it and then we do better  
9 next time.

10 COMMISSIONER ZEPEDA: You'll be communicating  
11 this information at the May 5 meeting that Kathy  
12 mentioned? I think that will be May 5.

13 MS. ALTMAYER: We're still looking at the agenda  
14 for that, but we can certainly take it into consideration.  
15 This is a good partnership between community relations and  
16 the communities department on providing support to the  
17 transition team. So I think that agenda is being  
18 finalized. But this is good information that we can  
19 incorporate into that planning.

20 COMMISSIONER ZEPEDA: Thank you. Thank you,  
21 Kathy.

22 We also have Saul Figueroa.

23 SPEAKER: Good afternoon, commissioners. Thank  
24 you for having me here today and thank you for your work  
25 and commitment to the communities -- the 14 communities of

1 Best Start. And I will also concur with Kathy that we've  
2 been trying to get more of a understanding with First 5  
3 staff when it comes to the transition team and getting  
4 things more at -- in advanced before hearing that they  
5 already have come here so that we can give our input ahead  
6 of time.

7 I think something that really strikes me is, you  
8 know, if I've made a commitment and understand the  
9 importance of having community representation here, I  
10 always say to myself, why aren't more communities here?  
11 Why aren't more members here from the 14 communities? Do  
12 we not understand the importance and the value of hearing  
13 our voices and our concerns firsthand? It could benefit  
14 the commission.

15 So I think on one part maybe we're -- we're not  
16 -- we're not at where we should be or we want to be as  
17 partners and moving the communities forward because I  
18 think, when we talk about moving the communities forward,  
19 it's not just about moving the communities but all of us  
20 moving together in this phase because, as the communities  
21 transition to this new implementation or this new strategy  
22 or realignment, we're all moving together. So I think  
23 that -- that part of it is that, giving that information  
24 up front ahead of time in the language that -- that more  
25 understandable to our communities and that more

1 representation really start understanding the importance  
2 of the -- being part of this commission so that our input  
3 is directly heard from the commissioners and questions can  
4 be directly asked. I think if we have more member  
5 partners, community members here, I think we would all  
6 feel a lot more comfortable and seeing that there is  
7 really a -- an alignment going forward and an agreement of  
8 what -- where we're headed as -- as -- as the 14  
9 communities.

10 It's scary. I'm going to tell you this. This is  
11 scary. This is a big change. I was at the commission  
12 meeting. They're talking about this tremendous sea change  
13 that was going on. It's scary. But I think it's  
14 something that it's a logical next step. And there was a  
15 lot of hard work. They did a great job presenting. One  
16 of my hats goes off to them because this is -- I mean,  
17 countless hours -- countless hours of work, not only from  
18 First 5 staff but also from the community members and from  
19 the commission itself.

20 So thank you very much. And, hopefully, we can  
21 get the information sooner.

22 COMMISSIONER ZEPEDA: Okay. Thank you. I think  
23 we -- you've got your marching orders. Thank you,  
24 Christina. And thank you, Antoinette, for that  
25 presentation.

1           We're going to move on to Item Number 4 on the  
2 ECE outcomes, the LA County Child Care Needs Assessment.  
3 You all have that in your packet.

4           Debra Colman will be presenting and Michelle  
5 Sartell from the -- I don't know the new acronym. I keep  
6 calling it the office of child -- and they'll be  
7 presenting on the -- the need assessment.

8           MS. COLMAN: Thank you, commissioner. Good  
9 afternoon, commissioners, staff, and guests. My name is  
10 Debra Colman and I'm a senior program officer in the early  
11 care and education systems department here at First 5 LA.  
12 And I'm pleased to share with you today information on the  
13 early care and education needs assessment for LA county;  
14 otherwise, known as the ECE needs assessment.

15           Now, we have a few goal for today. First of all,  
16 this was a very unique project. And we would like to  
17 highlight for the commission the collaborative and  
18 responsive process that went into develop this is  
19 assessment.

20           Next we will share some key data, although we  
21 don't have time to go through all of the data. We're  
22 going to highlight some key datapoints as well as  
23 elevating policy and systems change recommendations based  
24 on the data in the report.

25           As I shared, this was a highly collaborative

1 process. And we have invited Michelle Sartell, the staff  
2 to the child care planning committee, as well as staff in  
3 the LA county office for the advancement of early care and  
4 education here to be our partner in presenting today since  
5 she was the number one partner in this collaboration.

6 So I'm going to turn it over to Michelle.

7 MS. SARTELL: Thank you, Debra. I'm really  
8 excited to be with you here today because, one, it  
9 provides me with an opportunity to really extend my  
10 deepest gratitude to First 5 LA for partnering us with the  
11 child care planning committee on this endeavor. I'm going  
12 to talk a little bit more about the child care planning  
13 committee, who they are. And First 5 really helped us  
14 take it to a whole other level as well as -- a whole other  
15 level. And that will come up in terms of data  
16 presentation as well.

17 A bit of background to start us off. The  
18 California Department of Education contracts with each  
19 county to establish a local child care and development  
20 planning council with a primary purpose of meeting three  
21 distinct mandates, one is conducting a needs assessment  
22 that compares the overall supply of child care and  
23 development spaces along with the demand and then the  
24 subset of the availability of subsidized spaces throughout  
25 the county. Additional mandates include staffing, the

1 child care planning committee. And that's our county's  
2 local child care and development planning council.

3 In addition to this, every five years we develop  
4 a strategic plan which is informed by the needs  
5 assessments. So we'll start that process hopefully in  
6 September. And then annually we identified the local  
7 funding priorities that compare population data of  
8 families eligible for subsidized services with the  
9 availability of spaces by ZIP code. And that information  
10 is used by the California Department of Education to  
11 determine the allocation of new monies or the reallocation  
12 of existing funds as those become available.

13 In Los Angeles county, the board of supervisors  
14 holds the LPC contract with the California Department of  
15 Education and the CER chief executive office has been  
16 charged with overseeing administration of the contract  
17 which is then managed by the office for the advancement of  
18 early care and education.

19 And, lastly, the child care planning committee is  
20 a 50-member body. How do you get anything done with 50  
21 people? With representation from five categories as  
22 required under the California Education Code. And the  
23 planning committee is representative of parents,  
24 consumers, relative care givers, others, early care and  
25 education programs, both center based and family child

1 care homes, community-based organizations, public --  
2 public agencies. And then we have some discretionary  
3 roles including an appointment for a supervisorial  
4 district.

5 Okay. Beginning last year, the child care  
6 planning committee embarked on preparing the next  
7 iteration of its needs assessment. The last one was done  
8 in -- I want to say it was completed in 2011. Thank you.  
9 And they quickly decided to do things differently this  
10 year. Actually, we've done a new strategy where we break  
11 people into smaller groups so that 50 members have a more  
12 optimal time to actually make contributions. And so one  
13 of the questions asked right away was, how do we bring  
14 this information to the public so that it's useful to a  
15 lot more people than just the California Department of  
16 Education and use that information to influence change and  
17 help shape the future of early care and education in our  
18 county.

19 Second, the planning committee thought it would  
20 be important to expand the needs assessment, not just  
21 looking at the data, the number of spaces, but also look  
22 at what we started to refer to as the three pillars of  
23 early care and education: Access quality, and workforce.

24 First 5 LA quickly picked up on this idea with  
25 the urging of my colleague and new best friend over here,

1 Debra Colman, who really championed the planning  
2 committee's aim to take the needs assessment bigger and  
3 bolder to her colleagues at First 5 LA. And First 5 LA, I  
4 have to say, has provided generous support every step of  
5 the way, from conducting research to reviewing the data  
6 and preparing drafts and more. In fact, First 5 has  
7 raised the standard of our needs assessment work by  
8 demanding a more rigorous research orientation and clear  
9 citation of our sources. This has been a true partnership  
10 and one that I expect will continue. And, yes, I am so  
11 grateful.

12 And so next slide. Fast forward to March 20th.  
13 The planning committee, in partnership with First 5 hosted  
14 elevating the voices of children, the state of early care  
15 and education in Los Angeles county. We held it at the  
16 California Endowment. In addition to our significant  
17 partnership with First 5 LA, the California Community  
18 Foundation and its LAPAI initiative, thanks to the  
19 leadership of Rosie Arroyo, sponsored the breakfast and  
20 LAUP underwrote Marcie Whitebook's traveled to  
21 Los Angeles. And then another noteworthy contribution  
22 where this centerpiece is, if any of you were there saw  
23 the centerpieces from Lakeshore, books and the elephant in  
24 the room.

25 In your packets of materials is a copy of the

1 executive summary of the needs assessment report featuring  
2 those three pillars essential to early care and education:  
3 Access, quality, and workforce.

4 I would like to acknowledge Kate Ridell. And I  
5 think she's behind me somewhere. Ridell's research that  
6 heavily contributed to the quality and workforce sections  
7 and then with the eagle review and augmentation of Katy  
8 Fallin Kenyan of all three sections. And that's why I say  
9 the whole research piece was truly elevated with Katy's  
10 input.

11 The event moderated by Richard Cohen was kicked  
12 off with comments by Commissioner Judy Abdo on behalf of  
13 First 5. We're really grateful that you were able to join  
14 us there. Followed by the presentation of the data and  
15 recommendations by Katy and me. And I would say that Katy  
16 and I are thing one and thing two. And we'll see if any  
17 of you know what that is in reference to. But really  
18 joined together to shape things up a bit.

19 And then the heart of the event was the esteemed  
20 panel moderated by the amazing Kim Patillo Brownson with  
21 her rock band of experts. Kisha on quality. You might  
22 know. Kisha Woods from LACOE on quality with work I think  
23 you all know on access and really bringing it to a much  
24 better level to talk about child well-being -- child and  
25 family well-being to connect all the pieces together of

1 issues that children and families face. And then Marcy  
2 Whitebook from the Center for the Study of Child Care  
3 Employment talking about workforce and really focusing on  
4 the research that she has done.

5 And then the panel presentation which was really  
6 the heart of the meeting was followed by a keynote  
7 presentation by City of Long Beach mayor, Mayor Garcia.

8 Over a 150 people were documented in attendance.  
9 We had a full room. And among the attendees -- and thanks  
10 to some folks here in helping us grab some folks were  
11 legislative staff, policy shapers, we had philanthropy at  
12 the table, community leaders, and a number of ECE  
13 stakeholders that sort of fall into all of those aspects.

14 Moving on to the media involvement. The  
15 partnership with the planning committee and First 5 LA  
16 meant that we were able to further elevate the launch of  
17 the needs assessment to a broader audience through the  
18 communication strategy thanks to Gabriel Sanchez -- I see  
19 you over there -- and his team. As you can see from the  
20 slide, media coverage was extensive and included  
21 television, radio, print, and Spanish language media  
22 outlets. If you happen to tune into KFI radio I think the  
23 day after, you may have heard an interview with Debra.

24 And I think that's it. I hope I made it within  
25 my time frame. So I will now turn the presentation over

1 to Debra to take you on a brief tour of the data. She  
2 will begin I think with context and familiarize you with  
3 the demographics of children in our county before she  
4 dives into a summary of the data pool of access quality  
5 and workforce followed by highlights of the presentation  
6 -- I mean highlights of the recommendations.

7 MS. COLMAN: Thank you, Michelle.

8 Before I start, I also would like to just share  
9 acknowledgments. Michelle did an amazing job leading a  
10 50-member committee who were a part of this process in  
11 many ways. So many thing thanks to all of the  
12 stakeholders that were a part of this as well as  
13 internally. This was truly a cross-departmental  
14 collaboration, really with partnerships, with policy,  
15 communications, and marketing, community partnerships, the  
16 early care and education department, and, of course, the  
17 great data pieces and input brought by Katy Fallin Kenyan,  
18 director of ECE and Kate Ridell, one of our program  
19 officers in the ECE.

20 To set some context about LA county and the early  
21 care and education landscape, to keep in mind that LA  
22 county is the most populous county in the nation with over  
23 10 million residents, 88 cities, and 80 school districts.  
24 So with that in mind, looking at community care licensing,  
25 we have just over 9,500 sites in LA county that provide

1 early care and education services. That is broken into  
2 3,466 center-base programs and just over 6,000 family  
3 child care sites.

4 Now the first trend that actually got our  
5 attention when looking at this data was around family  
6 child care. We were all a bit stunned to see the decline  
7 in family child care. It has actually declined in  
8 capacity by 17 percent over the past five years. This is  
9 a trend that was cited in the 2011 needs assessment and  
10 also something that's going on nationally. Although we're  
11 not sure what the exact reason are, we know there are  
12 factors from the past recession, the changes in the  
13 minimum wage, low payments through subsidized care to  
14 providers as well as the emergence of transitional  
15 kindergarten all impacting this decline.

16 When it comes to the cost of care in LA county,  
17 families really are impacted tremendously. When we look  
18 at the average median income for a family in LA county,  
19 it's just over \$54,000 a year. Housing is expensive in  
20 LA. That takes up about 34 percent of their income. And  
21 if they have a preschool child in center-based care, that  
22 means another 19 percent of their income is paid towards  
23 care. And if that family expands to have an infant or  
24 toddler in care, that's an additional 17 percent. In  
25 fact, if a family has two children, an infant and

1 preschooler in center-based care, then 45 percent of their  
2 income will be spent on that care.

3 With this in mind, California does have a number  
4 of different subsidized care programs and funding streams  
5 throughout the state. Unfortunately, those programs don't  
6 have the capacity to reach all of the families in need. I  
7 would really bring your attention to the fact that the  
8 capacity of our programs currently can only reach about 15  
9 percent of the infants and toddlers that are eligible for  
10 subsidized care. This is a huge crisis in our system.

11 Now, as we transition from access to looking at  
12 quality, many of the commissioners in this room today have  
13 heard presentations on First 5's focus on the quality  
14 rating and improvement system, otherwise known as QRIS in  
15 LA county. Just as a reminder QRIS, when you participate  
16 in it as an early care and education program, you receive  
17 a rating as a site on a scale of one to five, with five  
18 being the highest and then receive quality improvement  
19 services which really are at the heart of QRIS.

20 Now, over the past few years, there's been a  
21 large federal investment through Race To The Top early  
22 learning challenge to expand QRIS in LA county. We're off  
23 to a good start, but still have only rated 18 percent of  
24 our center-based programs and four percent of our family  
25 child care at the end of that grant in June 2016. Also,

1 when we're looking at tiered ratings, about 60 percent of  
2 our providers are in those top tiers of three, four, and  
3 five.

4 Now, connected to quality is the compensation of  
5 the ECE workforce. Our providers really do care for the  
6 children most in need and yet they are still making  
7 poverty wages. According to the early childhood workforce  
8 index, a child care workers makes over just \$11 an hour  
9 while a preschool teacher actually is compensated at  
10 around \$15 an hour, with a kindergarten teacher making  
11 twice as much at \$30 an hour. In fact, 47 percent of  
12 child care workers and their families receive some kind of  
13 public assistance like TANF or food stamps.

14 As we're working to professionalize the early  
15 care and education workforce, education has been elevated  
16 to the forefront. A national report called Transforming  
17 the Workforce Zero to Eight that was released about two  
18 years ago put forth the recommendation that all teachers  
19 who work with zero to eight year olds should have a  
20 bachelor's degree. Unfortunately, we're not yet at that  
21 place in LA county.

22 Mathematica, in partnership with First 5 LA, did  
23 a study on participants in the ECE workforce consortium  
24 and the five programs that were professional development  
25 programs that the ECE workforce participated in. And so

1 we received a snapshot of data on the educational levels  
2 of our workforce from that study. This is a -- a high  
3 sample, a very large sample, but it is only a subset of  
4 the population and not representative of the entire  
5 workforce. But as we look at the snapshot, we can see up  
6 at the top with the blue and the orange, that is a  
7 bachelor's degree and above for center-based programs.  
8 It's about 27 percent for a bachelor's degree and three  
9 percent for an advanced degree and a bit lower for family  
10 child care providers over in that right column.

11 Finally, I'd like to share some of the  
12 recommendations based on the data. If you review in your  
13 packet the full ECE executive summary, there are a total  
14 of 15 recommendations in the categories of access quality  
15 and workforce. Now, although they're put in those  
16 categories, they do cross streams in many different ways.  
17 I'd like to highlight for you today six of those  
18 recommendations connected to the data you've seen.

19 The first is we know there's a crisis in infant  
20 and toddler care, but we don't know really what is  
21 happening or how to fix it. So we recommend conducting an  
22 analysis of barriers to infant and toddler care. The  
23 second really confronts the issue of the emergence of  
24 transitional kindergarten to really look and re-envision  
25 the workforce and the ECE system. We recommend

1 establishing a mixed delivery system ECE task force.

2 The third recommendation is around increasing the  
3 income eligibility cap for subsidized ECE. Currently, if  
4 two parents make the minimum wage increase of \$15 an hour,  
5 they will no longer be eligible for subsidized care.

6 Number four is increasing ongoing QRIS funding,  
7 especially for infant and toddler care. We have the  
8 emergence of some state funding, but that only is focused  
9 on California state preschool programs. And the current  
10 infant and toddler block grants, although extended is  
11 Diego currently scheduled to expire in September.

12 The fifth recommendation is connected to both  
13 quality as well as workforce compensation. We know that  
14 currently providers are not covered for the cost of care.  
15 So the recommendation is to increase both the regional  
16 market rate and the standard reimbursement rate for ECE  
17 providers in the subsidized system.

18 And finally, to professionalize the field, expand  
19 pathways and support for the ECE workforce to pursue  
20 higher education and professional development.

21 Now, before we move to questions from either  
22 myself or Michelle, I'd like to share with you the  
23 children that inspire us in our daily work. On the left  
24 is Riley, Michelle's son at age three. He's now 21. And  
25 to the right -- to the right is the most recent addition

1 to my family, my ninth great nephew Maddox Colman who was  
2 born last November.

3 So at this time, we'd love to take questions.

4 COMMISSIONER ZEPEDA: Thank you very much for  
5 that presentation, Debra and Michelle.

6 Questions?

7 COMMISSIONER SMITH: As a new commissioner, I'm  
8 not altogether clear on how commissioners responds to  
9 these types of recommendations. What -- what is our role  
10 related to --

11 COMMISSIONER ZEPEDA: Well, you can raise some  
12 issues relative to whatever your particular agenda or lens  
13 might be. You could -- you could ask for more  
14 information.

15 COMMISSIONER SMITH: Maybe can I make myself  
16 clear. What is the commission's role?

17 MS. BELSHE: So that's a great question, Wendy.  
18 Maybe Kim Patillo Brownson can say a few words about the  
19 connection between these recommendations that emerge from  
20 the child care needs assessment with our policy and  
21 advocacy agenda in LA and Sacramento. I think that's what  
22 you're getting at.

23 MS. PATILLO BROWNSON: Yes. So the policy  
24 recommendations that came out of the needs assessment  
25 report have actually already been quite influential and

1 helpful in a series of legislative meetings that we've had  
2 with members of Assembly in the Senate at the state level  
3 and inform our policy and agenda advocacy meetings. We  
4 actually just last commission meeting came to the  
5 commission with a series of bills that were supporting,  
6 some of which -- there are many of the trends that are  
7 identified here and some of the solutions that are also  
8 identified here. Chief among them, obviously, is budget  
9 advocacy for the seats for infants and toddlers and for  
10 preschool age access, which has been an ongoing piece of  
11 our policy agenda.

12 COMMISSIONER SMITH: Thank you.

13 MS. PATILLO BROWNSON: If there are particular  
14 pieces of the report though that you want to lift up and  
15 are also eager to join us for legislative visits, we will  
16 gladly accept that too.

17 COMMISSIONER ZEPEDA: Any other questions or  
18 comments from commissioners?

19 Deanne.

20 COMMISSIONER TILTON: Just noticing this  
21 beautiful baby lying down and I'm reminded of our  
22 importance safe sleep campaign, and I'm wondering how that  
23 is integrated into the -- the curriculum, training, or  
24 graduation of care providers for infants. And then I'll  
25 also ask if all child care providers are provided clear

1 direction in terms of child abuse suspicion of child  
2 abuse.

3 MS. SARTELL: We'll start with safe sleep. You  
4 know, I'm not going to really know the answer to that  
5 unless I look into it and see whether -- so just starting  
6 with the basic health and safety, the department of -- the  
7 California Department of Social Services community care  
8 licensing has overall responsibility for -- for licensing  
9 and oversight of early care and education programs,  
10 licensed centers and family child care homes. And there  
11 are a whole set of requirements that they have to meet and  
12 certain training that they have to have. I'm not sure  
13 where the safe sleeping fits into that. It's something  
14 I'd have to look up.

15 They do early care -- early educators are  
16 mandated reporters. They do have to have training in  
17 child abuse, maltreatment. And so that I know. But as  
18 far as -- I'll have to look into the safe sleep. I'll get  
19 back to you on that.

20 MS. PATILLO BROWNSON: I can also just share that  
21 child development -- the child development educational  
22 background that was described here is a place where  
23 training and education on safe sleep campaigns could be  
24 placed. But right now the minimum criteria -- or rather  
25 the minimum requirements for state preschool license is 24

1 units of child development for the lead teacher and fewer  
2 requirements for the support teachers and assistant  
3 teachers that are in the classroom with the children.  
4 There have been legislative campaigns in the past to  
5 require ongoing professional development, continuing  
6 professional development, which is similar to what's  
7 required in the K to 12 system. There has not been great  
8 appetite in Sacramento to fund these things unfortunately.

9 COMMISSIONER ZEPEDA: Other questions, comments?  
10 Judy.

11 COMMISSIONER ABDO: I'm wondering if you looked  
12 at all at license exempt programs.

13 MS. SARTELL: So part of the data analysis in  
14 looking at whether the needs of children and families are  
15 met by the subsidy system is doing an inquiry into -- into  
16 children and families who are served by the alternative  
17 payment -- there are multiple funding streams. It's a lot  
18 to go into here, but the three were license exempt  
19 typically comes up are the alternative payment program,  
20 CalWorks stages one, and then there are a number of  
21 families who receive vouchers through the CalWorks stages  
22 two and three.

23 Real quickly, license exempt providers are paid  
24 with vouchers through those three programs. And so when  
25 we collect data on the availability of subsidies, we look

1 at the license exempt as well. So that feeds into where  
2 need is being met.

3 What we don't count though is CalWorks stage one  
4 only because -- well, we do count it for the overall needs  
5 assessment. But it's a little bit challenging to look at  
6 stage one because families are often in various states of  
7 transition. They may have it now but they may not have it  
8 then. So that's a number that's always in transition, I  
9 guess or always moving.

10 COMMISSIONER ABDO: And I just kind of want to  
11 highlight an issue that I certainly experienced and I'm  
12 sure that many centers do experience, and that is why  
13 pushing the QRIS, we're asking programs to be rated and  
14 they rating may be not at the high level. And so if the  
15 dilemma comes up, do I want to participate in a rating  
16 system and know that I'm not going to have a good rating,  
17 is it better to not participate and not have any rating at  
18 all but at least it won't be bad, or should I go through  
19 this and -- and gamble that my rating won't be too bad.

20 And it's -- it's a difficult position to be in as  
21 a provider. And part of the rating system really is out  
22 of the control of the provider sometimes, like in a center  
23 where there are people who have worked there for a long  
24 time who did not have college degrees but are still very  
25 good child care workers, teachers, whatever. But they're

1 going to bring down the rating on a rating scale because  
2 they don't have the education at the high level that a  
3 high-level rating would require.

4 These are not easy issues to deal with. Michelle  
5 and I have talked about this extensively. But I just want  
6 to raise that -- I don't want to quote this person, but it  
7 is complicated.

8 MS. BELSHE: Sometimes.

9 COMMISSIONER ABDO: Sometimes.

10 MS. BELSHE: This one I think is always  
11 complicated.

12 COMMISSIONER ZEPEDA: Commissioner Smith.

13 COMMISSIONER SMITH: I just want to raise one  
14 other issue, which is that the very small pool of care --  
15 early childhood care for infants and toddlers is not  
16 dissimilar from a shrinking pool of foster placements for  
17 the same age group. And so I'm thinking that in the  
18 analysis of barriers, whether that can somehow also be  
19 included or the interrelationship.

20 MS. COLMAN: I actually have the answer for that.

21 Just this week I believe DCFS and the Office of  
22 Child Protection launched a work group that actually is  
23 looking specifically at the issue of placements of foster  
24 care children into early care and education sites. So one  
25 of the strategies that we've decided to start with is

1 looking at where those foster care children reside and  
2 overlaying another piece of data that comes from the child  
3 care planning committee, which is the priority needs ZIP  
4 codes that they need do every year to really understand  
5 better the capacity of centers for different age groups in  
6 each of those areas that have large amounts of foster care  
7 children. So we hope that will give us a better sense of  
8 the data and be able to develop strategies to address  
9 them.

10 COMMISSIONER ZEPEDA: Thank you. Any other  
11 questions?

12 COMMISSIONER TILTON: I just want to emphasize  
13 the need to see what's happening and why. Because what  
14 does happen is children -- foster children or children,  
15 infants and toddlers who belong to parents or a single  
16 parent who has a job, they're getting left with the  
17 boyfriend or the neighbor or whatever. It -- and horrible  
18 things can happen and have. And so in looking at that end  
19 of it, the one significant step that could reduce the  
20 hazard would be more availability of child care at an  
21 affordable cost and of course at a high quality. But  
22 right now, there are an awful lot of infants and toddlers  
23 being just left with maybe even a relative who's not  
24 qualified. And, of course, relatives don't have to be  
25 licensed.

1           But on the other hand, I -- I'm concerned about  
2 the quality and I'm concerned about the availability and  
3 the knowledge of what is available by those who might know  
4 the family or work with the family or manage a case that  
5 includes a family with young -- very young child because  
6 you put a, you know, a two-year old let's say with a --  
7 with someone who had no plans to be a parent and just kind  
8 of wanted a relationship with a parent and then suddenly  
9 his kid's driving you crazy all day long, and it's not a  
10 good situation.

11           So let me just emphasize how important this is to  
12 the safety and survival of children and the quality of  
13 life for the family overall. So needs to do it. I'm  
14 sorry, Christina.

15           MS. ALTMAYER: I was just going to mention, there  
16 is a pilot right now with DCFS around providing emergency  
17 child care for kinship that First 5 has been involved with  
18 as part of our child informed care work and related  
19 legislative effort on a similar issue providing emergency  
20 child care vouchers for kinship families.

21           COMMISSIONER CHOUGH: For all foster families.

22           MS. ALTMAYER: For all foster families, yes.

23           MS. PATILLO BROWNSON: That is also part of our  
24 legislative agenda that was adopted.

25           COMMISSIONER ZEPEDA: Any other questions by

1 commissioners?

2 I have a semi question and my comment relative to  
3 the decline in family child care, which is related to the  
4 infant/toddler because that's where the infant/toddlers  
5 are is in family child care. So what are the -- what's  
6 your thinking around moving some of these recommendations  
7 and maybe this can -- you can chime in on this too -- in  
8 trying to figure out why we have this decline in family  
9 child care. You mentioned a whole variety of reasons why,  
10 but that's where the infant/toddlers go because we do not  
11 have enough center-based care.

12 You said it was a crisis it's also a crisis in  
13 family child care homes and capacity. And that I think  
14 was one of the recommendations. So you -- those  
15 recommendations are there. But who's going to act on --  
16 how are you going to act on the recommendations?

17 MS. ALTMAYER: The legislative proposal that we  
18 have been supporting and budget proposal is for early care  
19 and education seats that are not just preschool but are  
20 also inclusive of infants and toddlers. There's been an  
21 ongoing debate and there's also a bill that we're  
22 supporting, AB-60 which is around state median income  
23 eligibility standards. One of the issues I think that has  
24 been identified is because of impacts of the minimum wage  
25 that a number of very low-income families inclusive of

1 two-parent families who earn the bare minimum -- minimum  
2 wage are getting kicked out of eligibility and would no  
3 longer have access to subsidized care. So there's some  
4 crestring above the eligibility max that is I think  
5 disqualifying parents. But one of the more interesting  
6 sort of wrinkles in the data that surprised me -- and I'll  
7 cede the floor, Deb, who clued me into it -- is that this  
8 isn't unfortunately something that's unique to California  
9 or to LA.

10 MS. ANDREWS BUSH: It's not.

11 MS. COLMAN: It's not. As soon as I saw it, I  
12 was actually very surprised. As soon as Katy Fallin  
13 Kenyan saw it, we decided to go deeper back to the data to  
14 really understand the trend better. And we reached out to  
15 our partners. I know Susan Savage at CCRC, along with  
16 Holly Tonyon at Cal State Northridge have been doing a lot  
17 of research on this issue and specifically on family child  
18 care and will be concluding some of their studies. But  
19 they did share that this is a national trend and a  
20 phenomenon going on in family child care for a lot of  
21 reasons.

22 Other partners shared ideas around zoning. There  
23 are some zoning issues, especially around infants and  
24 toddlers, that we need to look into in order to address  
25 access for that age group or the limitations that a family

1 child care provider could have of infants and toddlers in  
2 the home. So I think it's a very complex issue that we  
3 need to understand more about and identify strategies  
4 around that.

5 COMMISSIONER ZEPEDA: Thank you, Debra.

6 Commissioner Abdo.

7 COMMISSIONER ABDO: I just wanted to say another  
8 complication with this is -- and this is come up at LACOE  
9 with Head Start when there is Head Start money or  
10 theoretically if there were state money for infant/toddler  
11 or early Head Start programs, they need to be in center --  
12 center buildings. And if there are not licensable or  
13 licensed classrooms or buildings, then it takes a very,  
14 very long time, even if you have a building identified to  
15 have it be licensed in order to provide care. And in some  
16 communities there are more options than in others, but --  
17 it becomes this -- the licensing gap is a long, long  
18 process to get to the place where you can actually open  
19 your doors and welcome children.

20 And I don't know. You do want to make sure that  
21 everything is right in the building that you're going to  
22 bring children in, but it is very, very difficult to get  
23 -- get through licensing, especially for infant/toddler  
24 care.

25 COMMISSIONER ZEPEDA: I have a question -- maybe

1 Kim can answer this -- relative to the blue ribbon  
2 commission. It would seem to me that the commission --  
3 the commission -- if other commissioners don't know, there  
4 is a blue ribbon commission that has been established  
5 statewide to look at early childhood issues. And so it  
6 would seem to me that this would be an important agenda  
7 item for them. I don't know what kind of communication  
8 we're having with the blue ribbon commission and the  
9 individuals on that committee relative to the  
10 infant/toddler family child care issue.

11 MS. PATILLO BROWNSON: So the blue ribbon  
12 commission had its inaugural meeting, it's first meeting I  
13 believe in February. And it was announced there that they  
14 were looking to be meeting quarterly. So they have not  
15 yet announced their next date, but it is expected to be  
16 before July. It, in that initial sort of presentation,  
17 had state-level access gaps, a little bit of a history of  
18 the child care system in California growing out of World  
19 War II. There -- there was certainly a mention of the  
20 lack of supply of infant and toddler seats.

21 I will say actually -- I mean, it is at least a  
22 very positive thing that it was not conceived of  
23 exclusively as preschool blue ribbon commission because  
24 there was some legislative as to whether it would be  
25 confined to a discussion of threes and fours, and they

1 clarified at the commission that it is in fact zero to  
2 five. But it has been described as a long-term planning  
3 effort and that that was essentially step one of laying  
4 the foundation.

5 I also think it's worth noting that there are  
6 quite a lot of southern Californians on that commission.  
7 And wearing my southern Cal pride hat, there aren't that  
8 many state commissions that actually have a very  
9 significant stacking of LA or Southern Cal. And so there  
10 quite a few I think friends of folks around this table who  
11 I think are -- are friendly messengers and certainly who  
12 are well steeped in the sort of lived conditions of LA  
13 county.

14 But I do think it's a great idea that we could  
15 actually potentially share some of these findings with the  
16 blue ribbon commission and offer it as a local snapshot  
17 which is not unique. The magnitude of the problem is  
18 unique to LA county. The direction and dearth of  
19 opportunities for infants and toddlers is not.

20 COMMISSIONER ZEPEDA: Thanks, Kim. Appreciate  
21 it.

22 MS. BELSHE: Can I say something?

23 COMMISSIONER ZEPEDA: Sure.

24 MS. BELSHE: So I just think this is such an  
25 important conversation that we're having with the board.

1 And I really appreciate, Michelle, you coming and joining  
2 and sharing along with Debra some of the learning from  
3 this because I think just to make explicit for the board,  
4 this data report and the event in so many ways captures  
5 First 5 LA's showing up differently. And so we're -- you  
6 know, this report is not going to solve all these big,  
7 hard policy issues. I know we all know that. But I just  
8 think it's such an interesting distinction from the last  
9 time this report came out five years ago, and I -- I don't  
10 think -- five years ago? Is that right? So I wasn't  
11 here. So maybe the report came out, Michelle, and  
12 everyone just said, we've got our marching orders.

13 But what First 5 LA did -- and really appreciate,  
14 Michelle, you calling out the role First 5 LA played in  
15 commending our terrific staff in so many different ways,  
16 but we brought thought partnership. So we came to say,  
17 let us help you make this report even more robust and more  
18 actionable. We brought convening power, along with our  
19 county partners, including LACOE. You know, if we called  
20 it, people did come with over 150 diverse stakeholders  
21 showing up. We brought our communications capacity  
22 through Gabriel's shop and Edelman to create that  
23 redundant communications and amplifying that the messaging  
24 and the learning and the recommendations. We brought our  
25 policy chops in Kim's shop, as well as California

1 Strategies in Sacramento, to align the recommendations  
2 with our policy agenda in Sacramento.

3 So it's -- it's a report but it's a report and  
4 more. And I just think there's a great -- it's a great  
5 example of us working with our county agency and various  
6 stakeholders in very different ways in furtherance of some  
7 really hard but critical policy goals that we're together  
8 trying to advance.

9 And those who came -- I remember Debra and I was  
10 congratulating you on what I understood was a great  
11 meeting. We said, yes, and I brought -- we invited all  
12 our higher ed partners. And they were so excited to be  
13 here because they see themselves as part of this larger  
14 community.

15 Well, that's what we're trying to forge, right?  
16 We're trying to have everyone who's got some piece of  
17 these hard problems to have their goals aligned where it  
18 makes sense.

19 So, you know, is it going to change overnight?  
20 No. But do we now have some actionable data-informed  
21 recommendations and findings that Kim and her team and  
22 others can take to Sacramento? Absolutely. Are they  
23 paying attention? Well, that's part of our job in terms  
24 of the follow through. We need to make some noise.

25 But this report provides us some good data for

1 doing that and doing so not on our own, but in concert  
2 with others. Can we do better? Absolutely. But I think  
3 this is just a really concrete example of us doing our  
4 work differently and bringing visibility to some really  
5 important issues.

6 COMMISSIONER ZEPEDA: Thank you for that, Kim.  
7 And also because I used to be on the child care planning  
8 committee.

9 MS. BELSHE: You were one of the 50?

10 COMMISSIONER ZEPEDA: We weren't 50, but we were  
11 big. The presentation -- and I guess this goes First 5's  
12 communication department -- is qualitatively different  
13 than what the county used to produce. It's much more  
14 accessible, much more attractive, and I think that's part  
15 of the attraction of the report. So I really do commend  
16 the staff for working on that and the communication staff  
17 for working on that because people like to see pretty  
18 things, include --

19 MS. BELSHE: Including commissioners?

20 COMMISSIONER ZEPEDA: Yes. So I commend you on  
21 that.

22 MS. SARTELL: Marlene, if I just may. Thank you  
23 so much for those comments. First is my venture into  
24 doing a needs assessment and seeing this sort of mammoth  
25 of a project in front of me and even thinking about how do

1 we take it bigger, how do we bring it to. So in that  
2 respect, I'm incredibly grateful for the support that  
3 we've received from First 5 in every aspect of this  
4 report.

5 And I guess would I say, Kim, to your comment is,  
6 I see this as a beginning, that how do we go deeper, how  
7 do we go better with the data, how do we capture some of  
8 the elements that people have raised here in a much more  
9 significant way down the road. So I'm hopeful that we'll  
10 continue working together on this.

11 COMMISSIONER ZEPEDA: Well, thank you very much.  
12 And I think it's time for us to take about a ten-minute  
13 break.

14 (A brief break.)

15 COMMISSIONER ZEPEDA: All right. We're going to  
16 start. So we're going to reconvene because we're running  
17 a little bit late for Item 6, which is health outcomes and  
18 we're going to be focusing on establishing a strategic  
19 partnership with United Way of Greater Los Angeles for the  
20 Home For Good funders collaborative. And we have -- is it  
21 Pegah. Pegah Faed and Sharon Murphy will be presenting to  
22 us.

23 MS. FAED: Thank you. Good afternoon,  
24 commissioners. We're still waiting for them to join. But  
25 at least everyone is rested, got free -- replenished with

1 some drinks and snacks and ready for our presentation. So  
2 thank you.

3 Sharon Murphy and I are here today to share with  
4 you an exciting new strategic partnership that align ours  
5 trauma-informed care work with exciting work across the  
6 county. This investment will impact sustainable change  
7 within a critical service delivery system serving our  
8 families experiencing homelessness.

9 Before I dive in, I want to give a quick shout  
10 out to our colleague and communications and marketing, Ben  
11 Gibbs, who took our talking points and our thoughts and  
12 created some really great visuals that you all will see  
13 today. So thank you to him.

14 So with our time today, we'll brief -- I'll  
15 briefly provide you with an overview of our  
16 trauma-informed systems change strategy and how this  
17 particular partnership aligns with that strategy. And  
18 I'll pass it over to Sharon who will recap some of First 5  
19 LA's activities around our homelessness portfolio and  
20 present to you some of the details of the Home For Good  
21 funders collaborative partnership.

22 So as a reminder, the overall outcomes that we  
23 see for the health systems is to improve how health  
24 related systems coordinate and deliver care to our young  
25 children and their families in LA county. The two

1 strategies under this outcome area are our early  
2 identification and intervention work to support children's  
3 optimal development and our trauma-informed care. Work  
4 and, specifically, around that particular outcome our  
5 desired outcome is to improve the capacity of health  
6 related systems to deliver trauma-informed care to young  
7 children and their families in LA county.

8 So as part of that work, we have six components  
9 that comprise our trauma-informed systems change strategy:  
10 Partnership building, learning, communications and  
11 marketing, policy and advocacy, internal alignment, and  
12 emerging opportunities. We'll be coming back to the board  
13 in July for a deep dive around those components and an  
14 update on how the countywide work is going. So today  
15 we're just going to focus on this particular emerging  
16 opportunity, which is really about leveraging these  
17 emerging partnerships and funds for opportunities that  
18 will advance our desired outcomes through alignment with  
19 our strategy.

20 So our presentation today of the Home For Good  
21 funders collaborative strategic partnership is an example  
22 of how First 5 LA is doing our work differently through  
23 partnership building and leveraging funds to support  
24 systems change within various service deliver system  
25 across the county. This investment will help advance one

1 of our five-year goals within our strategic plan for at  
2 least one service delivery platform to adopt  
3 trauma-informed principles and practices. So we're  
4 excited about that.

5 And with that, I'll hand it over to my colleague,  
6 Sharon Murphy, to go into the details.

7 MS. MURPHY: All right. Thank you, Dr. Faed, for  
8 that great context and also just thank you for your --  
9 thank you for your continued guidance and your  
10 collaboration with this endeavor.

11 So I'm going to be proposing an investment. I  
12 think it's an opportunity for First 5 LA to make a great  
13 leap towards countywide scale and sustainability, and it's  
14 an opportunity to pool our funds with others for effective  
15 partnership. But before we get into -- well, you all are  
16 going to be the judge of that, so we'll see how I do.

17 But first before we get into a proposal, I just  
18 want to provide a quick review, especially looking around  
19 the table, lots of new faces here. So these are updates  
20 for some of us who've been around for a little while and  
21 might be new for some others. But even before this  
22 proposed investment, we've been engaged in some other  
23 homelessness-related activities that I want to update you  
24 on.

25 Back in February PPC meeting, you all directed

1 us, staff, to explore potential First 5 engagement with  
2 the county's homeless initiative that aligns with First 5  
3 LA's 2015-2020 strategic plan. So then at the May PPC and  
4 September commission meetings, you all got to learn about  
5 the county's homeless initiative. First 5 LA staff has  
6 been participating with county work groups and discussing  
7 ideas with county and philanthropic staff as we seek ways  
8 to partner with the county to support their plan for  
9 homelessness. Staff also engaged many colleagues across  
10 the organization in taking an inventory of all of First 5  
11 LA investments and determining how they might align with  
12 that county homeless initiative.

13 After completing the inventory and consulting  
14 with our partners, such as Supervisor Kuehl's staff and  
15 the county CEO's office as well as other partners, we  
16 identified some First 5 LA investments that already were  
17 funded, already part of our strategic plan, and that we  
18 would sort of pull out and prioritize to connect to the  
19 county's homeless initiative.

20 So you can see them up there. Those are the  
21 various prioritized investments. So I'll provide some  
22 update on activities in our efforts to connect those  
23 investments to county efforts.

24 So for those first three under the pilot  
25 training, so Welcome Baby, oral health, parent/child

1 interaction therapy. These investments include direct  
2 services that already are being implementing. So what we  
3 agreed to do is to focus on how to help homeless families  
4 access those services. So in collaboration with external  
5 partners, we identified an organization that provides  
6 housing for homeless families to serve as a pilot site.  
7 LA Family Housing for anyone who's familiar with them.  
8 Great, greater provider.

9 So then after we picked that pilot site, First 5  
10 LA staff and our contractors, we conducted training on how  
11 to connect families to these three investments. And while  
12 we were training the caseworkers, we also engaged the  
13 caseworkers in a dialogue to strategize the challenges  
14 that they might face while attempting to make these  
15 connections.

16 So that pilot will inform our efforts to take  
17 such training countywide. And I'm going to talk about  
18 that later in the presentation so keep -- remember that.

19 All right. So going on to our next investment in  
20 the research and evaluation. We are leveraging our  
21 contract with the Children's Data Network for research  
22 projects that has been informed by the county's experience  
23 with serving homeless families. Children's data network  
24 will be examining the characteristics, challenges, service  
25 needs, and outcomes of 16 to 24-year old parents and care

1 givers in relation to their older parenting counterparts.  
2 Such analysis may inform how efforts to house young  
3 families could benefit from perhaps some different  
4 approaches and supports.

5 And thank you to our board chair's office. They  
6 helped establish a data sharing agreement with the  
7 Los Angeles Homeless Services Authority so that we were  
8 able to access the data needed for this study.

9 Now, for the last one, that emerging opportunity  
10 up, there trauma-informed care. So first off, staff  
11 conducted a literature review that connects the issues of  
12 trauma-informed and homelessness. High five. First 5 LA  
13 is also wrapping up an environmental scan of  
14 trauma-informed care pioneering efforts and best  
15 practices, and staff ensured that homelessness efforts  
16 were incorporated into that scan. And then also we've  
17 benefited from the participation of the Los Angeles  
18 Homeless Services Authority with our county  
19 trauma-informed systems change work group. So it's a nice  
20 exchange there.

21 So all of those activities, we anticipate that  
22 all of them will be completed by the end of this fiscal  
23 year. So in considering how best to support the county's  
24 homeless initiative in 2017 and 2018, staff has  
25 participated with United Way's Home For Good funders

1 collaborative, or HFG. Remember HFG because we're going  
2 to talk about that a lot. That's Home For Good United  
3 Way.

4 In fact, we have with us today Chris Co, Emily  
5 Bradley from United Way. Those folks lead that funders  
6 collaborative.

7 So HFG, they've been pooling and aligning public  
8 and private funds for the past five years to advance  
9 countywide coordination and support to combat  
10 homelessness. Now, while in the past HFG was focused on  
11 the establishment of a countywide system to house veterans  
12 and chronically homeless individuals, it recently expanded  
13 its focus to include homeless families. So this presents  
14 First 5 LA with an opportunity to connect HFG's efforts  
15 with our strategic plan.

16 So we haven't finished that trauma-informed  
17 environmental scan that we've been referencing. But  
18 initial findings from it point to a gap in trauma-informed  
19 policies and services within various county systems,  
20 including the homeless service delivery system. So to  
21 help fill such gaps, First 5 LA could consider  
22 contributing funds to HFG.

23 So HFG, it's a funding pool that First 5 LA would  
24 be -- if we were to fund this, we'd be contributing to  
25 LA's largest philanthropic funding collaborative for

1 homelessnes. Given First 5 LA's interest in achieving  
2 our desired outcomes in partnership with others, a  
3 contribution to the HFG pooled fund would help leverage  
4 the contributions from other funders and maximize our  
5 impact in achieving those outcomes.

6 So the slide here -- okay. I think I had  
7 entirely too much fun creating the slides. A lot going on  
8 here. But what we're seeing here, we're seeing a list of  
9 donors who will be contributing to HFG next fiscal year.  
10 And it does provide a really nice visualization of our  
11 proposed investment. That's us there in that bottom  
12 corner. That would be sort of -- you can see how our  
13 investment would be in relative size to the other funders.

14 All right. So staff is proposing an investment.  
15 It would have three components to it. So with First 5 LA  
16 funds, HFG will do these three things: First off, infuse  
17 a trauma-informed approach into HFG and their investments.  
18 So what does that mean? First 5 LA funding will enable  
19 HFG and its many investments to become trauma-informed.  
20 A trauma-informed HFG will guide investment in and  
21 promotion of a trauma-informed approach for the countywide  
22 system that serves homeless families.

23 So to become trauma-informed, HFG will conduct an  
24 assessment of its existing assets and needs and then  
25 provide training to fill the gaps. Training will guide

1 and inform the lens through which HFG's endeavors are  
2 conceived and implemented which will continue long after  
3 our investment.

4 All right. Second component: Contribute to the  
5 establishment of a regional coordination network for  
6 homeless families. This idea actually emerged from  
7 several communities meetings where both housing providers  
8 and families expressed how best to strengthen the system  
9 that serves homeless families. Now, in a county as large  
10 and diverse as LA, regional coordination of services is  
11 needed. This investment would contribute to the  
12 establishment of a regional coordination network that  
13 would provide oversight of partnerships across multiple  
14 systems of care, including both public and private  
15 entities, to ensure that homeless families are connected  
16 to the supportive services within their respective  
17 communities.

18 And that final investment component is develop  
19 and implement training for those who serve homeless  
20 families. So HFG, they established a training academy for  
21 those professionals who serve LA county's homeless. But  
22 additional training has now been requested by some of  
23 those who work with families to enable such professionals  
24 to better serve the unique needs of homeless families.

25 So with our funding, the academy will take the

1 First 5 LA pilot training -- remember, we sampled our  
2 pilot training. By investing in this academy would have  
3 that ability to take our pilot training countywide as well  
4 as really expand upon those materials to develop a more  
5 comprehensive training that addresses our learning from  
6 the pilot and includes best practices for supporting  
7 homeless families with a zero-to-five year old by  
8 utilizing a trauma-informed approach.

9 So what makes this investment so exciting. Well,  
10 one, is you're going to see this great slide that's really  
11 going to be my grand finale here. But there's so many  
12 benefits that this investment could generate. I'll just  
13 highlight -- try to speak to at least a few of the  
14 benefits.

15 So first off, see that pink circle in the middle?  
16 The investment is well aligned with our strategic plan.  
17 It connects with all of First 5 LA's outcome areas while  
18 greatly advancing our trauma-informed strategy. A core  
19 aspect of being trauma informed is facilitating client  
20 access to concrete services. We know that access to such  
21 services is critical not only to get families housed but  
22 also to help them stay housed. Our contribution toward  
23 establishing a regional coordination network will enable  
24 the building of community-level supportive service  
25 networks. There they go, they're getting built right now.

1           A training curriculum will be developed to train  
2 caseworkers on how best to connect homeless families to  
3 those supportive services. And then such regional  
4 coordination and training could be embedded into the  
5 county's homeless initiatives -- there it goes. It got  
6 embedded -- into the county's homeless initiatives  
7 strategies and standards that's helping families across  
8 the county benefit from trauma-informed and culturally  
9 competent practices that are coordinated across systems.

10           And then, finally, First 5 LA's contribution to  
11 the HFG pooled fund would allow for implementation of  
12 those three investment components that I described, allows  
13 for us to implement those on a larger scale than really  
14 possible on our own or via competitive solicitation.

15           The theme of HFG's 2017-2018 funding cycle is  
16 called preparing for scale. The recent passage of a  
17 county tax to fund homeless services has galvanized HFG to  
18 invest in innovation and preparation so that that  
19 countywide system that serves the homeless will be ready  
20 to serve on the scale needed for such a vast population.  
21 The ongoing tax dollars offer the ability for these early  
22 innovative efforts to be sustained and embedded into that  
23 system.

24           So lots more benefits that we can talk about  
25 later. But just to help you understand where we are

1 today. So I'm presenting this proposal as information  
2 today. Staff plans to recommend at the May 2017  
3 commission meeting that the board approve the  
4 establishment of a strategic partnership with United Way  
5 and their Home For Good funders collaborative for an  
6 amount not to exceed \$300,000. The funds have been  
7 already included in the 2016-2017 programmatic budget  
8 under the trauma-informed care initiative emerging  
9 opportunities line item.

10 So we're ready for questions. I'll just point  
11 out that lovely photo is a staff team that participated  
12 with home walk. Home walk is a major contributor to HFG.

13 MS. BELSHE: \$600,000.

14 MS. MURPHY: Yes. And Gabe would want me to  
15 point out his Chicago Cub's gear in that photo as well.

16 Any questions?

17 COMMISSIONER TILTON: On the funders, what is the  
18 total amount of Home For Good funders contributions and  
19 where is LA county on this? Don't they have a huge  
20 investment?

21 MS. MURPHY: How about, Chris, you want to help  
22 speak to that?

23 SPEAKER: First off, thank you all for  
24 considering this partnership (inaudible) excited about for  
25 a very long time. In terms of overall county -- thank

1 you.

2 In terms of the overall county investment, we  
3 don't put that in this slide because, to your point, the  
4 scale would be off the charts. So we put it on another  
5 chart that we call the public leverage side. So we have  
6 another -- I think last year was \$300 million-plus that  
7 was leveraged on the aligning of city and county funds.  
8 And we certainly expect to do on an increasing basis  
9 moving forward.

10 On the total amount of philanthropic funds  
11 coordinated privately, it's -- our goal this year is \$7.2  
12 million. Moving forward I think next year is \$7.3  
13 million.

14 COMMISSIONER ZEPEDA: Other questions,  
15 commissioners? Comments?

16 I have a question about the leveraging. You  
17 mentioned leveraging, Sharon, a couple of times. And I  
18 was looking at it in the packet when I was reading.

19 When you're referencing leveraging, are you  
20 talking about leveraging specifically for homeless  
21 families within the bigger piece; right? Because that's  
22 the contribution that First 5 is bringing that lens of  
23 family; right?

24 MS. MURPHY: Uh-huh.

25 COMMISSIONER ZEPEDA: So is it to attract other

1 funders that are interested in families or the existing  
2 funders that they'd redirect towards that or is it the  
3 public dollars that would maybe infuse? I wasn't really  
4 clear.

5 MS. MURPHY: How about yes. Yes.

6 So certainly we've talked about this, that this  
7 is a new -- this is a new shift for HFG, this focus on  
8 families. They're also now exploring the idea of  
9 expanding into youth as well. So I've been sitting at the  
10 table for a while, kind of waiting for this shift to  
11 happen, and now here it's happening. So to date I  
12 wouldn't say there's many folks at table focused on  
13 family. We're really sort of leading that work. There is  
14 also the Duetsch Foundation as well. But we're definitely  
15 interested in attracting more. So this is just sort of  
16 setting off some really good -- helping to take this work  
17 to really make it more applicable to families and helping  
18 the county system really serve families better.

19 COMMISSIONER ZEPEDA: What is the proportion of  
20 homeless families relative to the homeless population in  
21 general. Do you know?

22 SPEAKER: I think last year it was about seven to  
23 10,000 out of 47,000. So that's the general proportion  
24 there.

25 To your earlier question, which I think is a good

1 one. There's a few points where I was leaning over to  
2 Emily talking about what Sharon and your team have done is  
3 really a textbook example in how to leverage well. It's  
4 honestly brilliant in terms of what is leveraged out of  
5 the collaborative. And what I mean by that, to answer  
6 your question, for example, in the training academy, you  
7 are leveraging the infrastructure of the training academy.  
8 That is a core curriculum for everyone and so that's some  
9 -- so this year, for example, we've spent \$500,000 in the  
10 training academy, which serves as the basis to add modules  
11 onto. Next year that investment will grow to \$900,000.

12 So this portion of the 300,000 that's adding on  
13 that's taking the infrastructure of distribution and  
14 training to add in a family module. You know, you're  
15 leveraging all of that.

16 In terms of the regional coordination, you're  
17 leveraging. With just that money we would not be able to  
18 establish regional coordination on its own. But as a  
19 result of this money, we are crafting director level  
20 positions that stitch all of those together, that infuse  
21 other monies to do that.

22 So it really is a textbook case in how you can  
23 stay aligned on your mission and draw a broader impact  
24 across the whole. Because, originally, we were talking  
25 about trauma-informed care for training. But when Sharon

1 presented the idea of infusing the whole effort with  
2 trauma-informed care, I was amazed. It's a gutsy move,  
3 but one that certainly spreads the impact of that  
4 investment far wider than just even the training because  
5 you are by virtue of that reaching all of the funders,  
6 which all of those funders, like and Weingart, for  
7 example, the Hilton Foundation, all of those folks, they  
8 have multiple sides of their investments inclusive of  
9 foster care investments, family investments, and others.

10 So hats off to you all I think for thinking about  
11 a strategic move here.

12 MS. MURPHY: Just add one other comment about the  
13 counts because counting homeless folk is a challenging  
14 thing and there's lots of different ways that it gets  
15 defined and counted. So while Chris offered the number  
16 that came out of last year's count, I will just say,  
17 you'll remember this. So if we just think of children who  
18 are under stressors that I think a lot of us would maybe  
19 consider as homeless such as like how LACOE counts the  
20 number of -- what was the counts in the piece that you all  
21 put together? I mean, it was huge. Something like 50,000  
22 kids could be considered homeless if you start counting  
23 like families doubling up with each other. So I would say  
24 that number is on the low end. I've heard I think it was  
25 like 50,000, wasn't it?

1 MR. SANCHEZ: And you also got to consider some  
2 kids who are what we call transitory homeless, maybe  
3 they're living in a car. There's just heart breaking  
4 stories about that, too, where, you know, the parents, you  
5 know, they're working but they just can't afford a home.  
6 And the kids -- there was one of the videos that the  
7 county did actually showed was a family living in a car  
8 and the kid were -- one of the kids was saying to their  
9 mom, I hated being in the car, mom. Very powerful stuff.

10 COMMISSIONER ZEPEDA: Thank you.

11 COMMISSIONER SMITH: I have a question, and that  
12 is, on your last slide, you referred to 100 children who  
13 have no families. Who are these 100 children?

14 MS. BELSHE: Very end, the one with the -- the  
15 team.

16 MS. MURPHY: Oh, yeah. This is something that  
17 was posted at the home walk event. So there you can see  
18 yet another count, Marlene, to your point. This count  
19 that was posted at home walking event is that there are  
20 almost 4,000 homeless children in LA county with more than  
21 a hundred of them alone without families is what that --

22 COMMISSIONER SMITH: But that's what I'm asking.  
23 Who are they and where are they and why are they not, you  
24 know, that's the attached to someone?

25 COMMISSIONER TILTON: Runaway kids?

1           SPEAKER: Unaccompanied minors.

2           MS. MURPHY: Yeah. Unaccompanied minors is how  
3 that would be defined. So it could be a myriad of  
4 reasons.

5           SPEAKER: Uh-huh, which is growing. And I think  
6 part of -- again, I think part of what's interesting about  
7 the proposed investment here is that it's seeking to  
8 stitch -- to strengthen the family system and also stitch  
9 it to the others. So, for example, we get called by  
10 people who span boundaries, and we've -- part of our  
11 reason for expanding is our recognition that the silos  
12 that we define our own work in is not often the labels  
13 that are homeless Angelinos define for themselves. So one  
14 time I got a call from a young woman who was 22 seeking  
15 services and they had been referred to us. Through the  
16 conversation, I learned that she was separated from her  
17 child who was in the foster care system. The result of  
18 their homelessness, they were separated. So she's  
19 suddenly a family. I kept talking to her and I discovered  
20 that she was fleeing a domestic violence situation. So  
21 she's a DV survivor. And then she's 22, so she fits into  
22 the transition aged youth category.

23           So in that one case, you have someone who could  
24 simultaneously be a single adult, a head of household,  
25 transitioning-age youth, and a DV survivor.

1           So I think we are trying to make sure our systems  
2 reflect the realities of the families and individuals we  
3 serve.

4           COMMISSIONER SMITH: I guess I assume these were  
5 not transition-age youth or they would be referred to as  
6 youth, but rather that they're young children.

7           MS. MURPHY: They could be -- they could be of  
8 any age.

9           COMMISSIONER ZEPEDA: Any other questions or  
10 comments by the commissioners?

11          Okay. Well, thank you very much for that  
12 presentation and for the levity that you brought with it  
13 as well.

14          MS. BELSHE: This will come back to the board on  
15 May consent. Correct?

16          SECRETARY: Correct.

17          MS. BELSHE: Thank you.

18          COMMISSIONER ZEPEDA: We're going to move on to  
19 Item 7.

20          MS. BELSHE: Gabriel's going to finish strong.

21          MR. SANCHEZ: Expectations. I like it. Setting  
22 clear expectations is very important.

23          COMMISSIONER ZEPEDA: So Gabe's going to talk to  
24 us about the LAPAI and USC and all of that stuff.

25          MR. SANCHEZ: Yes. First off, commissioners,

1 thank you for this opportunity to speak with you. And I  
2 also realize we are near the end of the day and there's  
3 been a lot of great presentations. So I will be brief.

4 I wanted to, again, talk about, essentially, this  
5 is -- presentation is about the power of storytelling and  
6 the power of stories and how we -- we're proposing several  
7 communications investments to help us tell stories.

8 So first off, we're going to review how we're  
9 using communication investments to advance our goals. And  
10 then we're going to briefly review prior investments by  
11 First 5 LA as well as through a few other organizations.  
12 And then we're going to discuss proposed investments that  
13 are in this fiscal year, fiscal 16-17, some of which will  
14 carry over into future budget years that we'll be seeking  
15 on board action on for the May board meeting. And then  
16 recognizing the results of the board survey that was last  
17 year, we want to schedule ten minutes for feedback, for  
18 questions and discussion that you might have. And,  
19 hopefully, I'll be able to answer all your questions, but  
20 I'm always happy to entertain more.

21 So first, let's put these communication goals in  
22 context. And communications is one of the six  
23 board-identified investment strategies to advance our  
24 goals. And this -- this is in the strategic plan and this  
25 is something that guides our work in educating the public

1 about the importance of investing in our children and  
2 families. The investments we're going to talk about today  
3 are going to focus on ECE systems, early care and  
4 education, as well as health care systems, specifically --  
5 well, these are just broad and those might be some of the  
6 topics that will be covered. But I want to be clear,  
7 we're not -- these investments don't specifically touch  
8 one of those areas, but rather all of them.

9 So I want to talk a moment about how we're using  
10 communications. And this is a bit of a refresher from  
11 previous presentations I have made to this commission as  
12 well as to the board, as well as I want to take a bit  
13 about communications in general.

14 So First 5 LA, our communications department,  
15 we're using communications to build our brand, engage  
16 decision makers, elevate awareness and create urgency, and  
17 support internal communications. And this is something  
18 where -- I've been here now two years, and last Thursday  
19 was celebrating my second year here. I learned a lot.  
20 And I think about the -- let me about go back to the  
21 previous slide so you can see. This really came into  
22 sharp relief, particularly the power of storytelling. I  
23 want to talk about Katy Fallin about this. But somehow  
24 somewhere my daughter went to journalism school behind my  
25 back. And so I'm picking up my wife from the airport with

1 my daughter. And as soon as she -- my wife comes in the  
2 car, she's like, oh, you know, daddy fell asleep when he  
3 was reading me a book the other night. He didn't make me  
4 a smoothie like you make me. So she was, essentially,  
5 storytelling. She's reporting out and clearly engaging a  
6 decision maker; right? Elevating awareness, as well as  
7 creating urgency for daddy; right? So that affected daddy  
8 brand; right? As well as this is internal communication  
9 within the family.

10 I see this as an example of the power of stories.  
11 And sometimes there are stories that we share we might  
12 think of them as, you know, just stories, we're sharing  
13 information, but they have an impact.

14 So what we want to be able to do, too, is of  
15 course, not just share stories with my daughter or build  
16 my brand, although I need help. But to -- how do we do  
17 this on a larger scale. And so there's some past  
18 investments that First 5 LA has made, as well as  
19 investments with other groups that I'll review briefly.  
20 We talked about this back in the May PPC back when fake  
21 news and alternative facts was not a word or words we  
22 used; right, which was kind of interesting as I was  
23 looking back at past notes. So I think this takes on an  
24 even greater urgency in the fact that these are  
25 investments that are investing in trusted sources of news

1 in order to combat that.

2 So one of our, First 5 LA, investments through  
3 the LA Partnership for Early Childhood Investment is with  
4 KPCC. And that is something that established a dedicated  
5 beat, if you will, on early care and education. And  
6 that's something where -- again, when I first got this  
7 job, I asked what reporter should I talk to? Who should I  
8 talk to about this ECE stuff? And everyone said at the  
9 time and the reporter there was Deepa Fernandes. And I  
10 was like, oh, okay, that sounds great. And as I learned  
11 more, it's like, oh, we're the one investing in that.

12 So I learned about this investment not from First  
13 5 LA first but from outside parties that were also in the  
14 field that were trying to advance their goals as well. So  
15 this is something that is important where we're not just  
16 doing this to become an organ of First 5 LA news, but to  
17 become a way to talk, you know, how do we elevate the  
18 field, how do we elevate the awareness of issues; in this  
19 case, early care and education but we also want to apply  
20 the same thinking to health care.

21 So, again, our experience has shown that  
22 investments that build the capacity in news rooms to cover  
23 the issues we care about are an effective way to engage  
24 decision makers. Again, these investments through KPCC  
25 and also we talked about LAPAI and New American Media,

1 those are other investments made through the California  
2 Community Foundation as well as the LA Partnership For  
3 Early Childhood Investment. But, again, they're all  
4 towards that same goal: How do we elevate issues? How do  
5 we create urgency? How do we inform decision makers?

6 So, again, these were over a year ago. So it's a  
7 bit of a refresher, but I thought this was important as  
8 context to see how, again, we're using communications in  
9 order to spur action.

10 So I want to go just briefly over some of the  
11 these investments again to talk about how, again, they use  
12 this to spur action. And Efrain Escobedo of the  
13 California Community Foundation demonstrated how they used  
14 communications to elevate awareness and advance their  
15 goal, which was to naturalize legal permanent residents in  
16 LA county. And this was a project where they realized  
17 there were close to one million eligible legal permanent  
18 residents in LA county that hadn't become citizens, just  
19 for various reasons, for paperwork issues, what have you.

20 And they looked at this as they wanted to -- how  
21 do we reach those folks and get them to do that paperwork.  
22 And this was something where they partnered with a wide  
23 variety of media partners, including, you know, La Opinión,  
24 Telemundo, Univision, as well as other community groups as  
25 well to come together to -- under one brand in order to

1 get people to do this paperwork, to do this naturalization  
2 work. And the results were impressive. They -- through  
3 some other data, they -- Efrain was talking about they  
4 achieved a 22 percent increase in naturalizations in LA  
5 county. So that's, again, speaking to how well  
6 communications can spur action.

7 And then earlier Casey Patterson from the LA  
8 Partnership From Early Childhood Investment, again, they  
9 talked a bit about KPCC as that's -- they were a funder  
10 with as well. But they also talked about their  
11 investments in ed source and also with the PPIC poll  
12 which, again, is creating a poll, getting news coverage  
13 and showing how important this issue is because -- how it  
14 is important statewide and how important it is that people  
15 view it. So, again, it's a way to spur action.

16 Now I want to talk a bit about our proposed  
17 investments, and there are -- I skip one. I'm sorry.  
18 We're proposing three strategic partnerships to advance  
19 our early care and education and our health systems  
20 strategic plan outcome areas. The first is LAPAI and  
21 LAPAI -- I know it's a lot of acronyms here, but LAPAI  
22 stands for the Los Angeles Preschool Advocacy Initiative.  
23 And that is a coalition of I believe more than 25  
24 different groups. I'll get to that in a moment. And that  
25 is something that we want to focus on to create common

1 communication strategies and a platform for early care and  
2 education, for advocates and other folks involved and to  
3 engage decision makers and other community groups.

4 The second is with the Center For Health  
5 Reporting at the USC Schaffer Center for Health Policy and  
6 Economics. That is something to help us advance our  
7 health systems goals. The next is a UC Annenberg Center  
8 for Health Journalism. Again, this is similar in name.  
9 So that's why it's -- please bear with me, commissioners  
10 -- but that is also to bear -- or to advance our health  
11 systems goals. I'll go a bit into what each one is  
12 specifically slated to do.

13 So our first investment that we want to talk  
14 about is LAPAI. Again, the goal here is to develop a  
15 robust communication infrastructure to help amplify the  
16 impact and reach of our early care and education advocacy  
17 efforts in LA county.

18 I think one of the things that Debra talked about  
19 and Michelle Sartell in the earlier presentation was the  
20 child care needs assessment. One of -- and this project  
21 with LAPAI is something that's been ongoing. But one of  
22 the things we learned in the beginning parts of LAPAI,  
23 this project's communication research, is how people think  
24 about early care and education. Now we can talk about it  
25 from a policy level and we can talk about how you need to

1 have accessibility, QRIS, and other things. But when you  
2 ask parents what do they think about quality, how do you  
3 judge if this preschool is good or bad. And we were  
4 surprised the number one thing that came out of their  
5 mouths was, oh safety; that it's safe.

6 So how do we -- and, again, this is the question  
7 that LAPAI in this investment is trying address: How do  
8 we tell parents it's more than that. Safety is important,  
9 but what happens inside the classroom is just as  
10 important. How do you balance that? So one of the  
11 efforts -- one of the goals of LAPAI is to create that  
12 common communications toolkit, but communications in such  
13 a way that it's first action and that it's easy to  
14 understand to where we wouldn't talk about QRIS, but we'd  
15 talk about what happens inside the classroom is important.  
16 So how do we create that common set of language so that  
17 we're all aware of things.

18 And the other part of this, too. I do want to  
19 point out in addition to the goals is there's other  
20 investments as well happening in the communications  
21 regarding early care and education. One is through the  
22 Silicon Valley Community Foundation. And that is  
23 something that they're trying to talk a bit about with the  
24 gubernatorial candidates that are running for 2018. And  
25 this is something that LAPAI has been working with

1 community so that these efforts leverage one another.  
2 Silicon Valley Community Foundation so that these efforts  
3 leverage one another.

4 While LAPAI is focused on LA county, clearly  
5 we're the biggest county in the state. So what's good for  
6 the state is good for us and vice versa. So we want to be  
7 sure that, although their goals are somewhat different, we  
8 also want to be sure that we're sharing out our  
9 information and they're sharing with us as well so we can  
10 leverage these efforts so that we're continually able to  
11 reach people in the best way possible.

12 So for LAPAI, the objectives are, again, to  
13 research and develop messaging that resonates with the  
14 general public, boosting our early care and education  
15 advocacy efforts and our engagement efforts. And when I  
16 say engagement efforts, I mean those of the LAPAI members.  
17 As well as establishing a robust communications  
18 infrastructure that amplifies the work of our advocates.  
19 And that is one of the other things that being done is  
20 inventorying the communication capabilities of the members  
21 of these coalitions. Do they have a web page? Do they  
22 have a Twitter account? How often do they post things on  
23 Facebook? Do they have a newsletter? How many people do  
24 they have as subscribers? And being able to bring all  
25 that together and then providing some common materials and

1 information to both share with that existing membership  
2 but then ways to build their audience where they're  
3 communicating directly with them, as well as this effort  
4 is to help increase education engagement of policy makers  
5 in the general public on early care and education issues.

6 So in this case I also want to add a note here,  
7 too, in that, in this -- in this project, we're joining  
8 the California Community Foundation, the LA Partnership  
9 For Early Childhood Investment, and the -- I don't know if  
10 I can pronounce this correctly -- the Tikkun Olam  
11 Foundation to fund this effort.

12 This is something that -- this is a project that  
13 is based over -- the life of it is two years. First 5 LA,  
14 we're proposing a partnership that would fund it in year  
15 one with \$200,000 and then the second year would be  
16 another \$200,000 for an amount not to exceed 400,000.  
17 These are items that have already been included in funding  
18 for this fiscal year in 16-17 as well as proposed in  
19 fiscal year 17-18.

20 The next is USC Center For Health Journalism.  
21 This is something through the USC Annenberg School. And  
22 this is -- this is to fund a partly a blog as well as  
23 other engagement and other -- other outreach activities,  
24 but primarily how do we get quality news in front of more  
25 people. And this is a blog with an audience of

1 clinicians, with decision makers, other journalists that  
2 read news, that are looking for either news tips or  
3 suggestions or they're part of a community that wants to  
4 learn more. So this is a very active and engaged  
5 audience. And what we want to do with our funding is  
6 build their capacity to cover issues covering child  
7 development of kids age zero five. And this is an  
8 investment that would cover -- again, this would be over  
9 three years. And the exact amount I believe is \$69,334.  
10 The amount is over three years, not to exceed 208,000  
11 which is divided by three. So there's some -- 334 and  
12 like 33 cents. But anyhow. Let's be exacting. It's very  
13 important.

14 But, again, this is funding that would help us  
15 reach decision makers, reach the people that are reporting  
16 on news as well because they come to this blog, they come  
17 for news, they come for expertise. And this would be a  
18 way to reach a larger and different audience than we're  
19 able to reach now.

20 One other thing, too, I want to point out is,  
21 this investment also would help us leverage another  
22 investment First 5 LA has made with USC. This is separate  
23 -- is the Center for Health Journalism's Fellowship. And  
24 this was a smaller fellowship for journalists. This is  
25 something that -- it's not part of this presentation, but

1 I wanted to bring it up because this is complimentary to  
2 this in that this is a fellowship for reporters to cover  
3 issues affecting early childhood development for kids zero  
4 to five in LA county. And it helps that they'll publicize  
5 this through this blog as well.

6 And the last investment is with the USC Schaffer  
7 Center For Health Policy and Economics. And this is for  
8 the Center For Health Reporting. And the best way to  
9 describe this would be, they are very similar in their  
10 model to Kaiser Health News. So they're in a way a wire  
11 service for news stories. And in this case, we would be  
12 funding their capacity to cover kid -- early childhood  
13 developments issues for kids zero to five in LA county.  
14 And they're working with the LA area news groups as well  
15 as other news groups to get their stories placed in there.  
16 So they would be essentially LA -- like the LA Daily News  
17 would feature a story and the by-line would be someone  
18 from the Center For Health Reporting as well as their own  
19 local reporter.

20 So, again, this is a way for us to get stories,  
21 incredible news sources that are trusted by experts,  
22 advocates, and the general public alike. So and that one,  
23 I'm sorry. That one is 125,000 a year for three years.  
24 So we've -- what we wanted to do with these investments is  
25 have them span as best we could the life of the strategic

1 plan.

2 And with that -- oh, I should add. I went too  
3 fast. These three proposed partnerships will be coming  
4 before the board at the May 11th commission meeting.

5 And with that, we have questions.

6 COMMISSIONER ZEPEDA: Thank you, Gabe.

7 Questions from the commissioners?

8 I have one. I'll ask a question then if nobody's  
9 going to ask a question.

10 Have I two questions. The first and they -- it's  
11 not so much with LAPAI, but it's with USC, because I was  
12 looking at the blog and I was curious as to how extensive  
13 and how popular these outlets are because that would  
14 affect our reach. And then the other concern I have is  
15 trying to just oppose early childhood education or child  
16 development with health, I read a lot of child  
17 development. I never read about health. The health  
18 people are probably reading about health and not reading  
19 about child development or early childhood or however you  
20 want to call it. And it would seem to me that it would be  
21 extremely important to have a strong intersection between  
22 those two because I don't think -- I think they're very  
23 siloed. And so when I was looking at the blog, it's very  
24 siloed. So I do have a concern about that.

25 I mean, I'm trusting the staff's judgment on why

1 you're choosing what you're choosing, but I am concerned  
2 about that in trying get the message out.

3 MR. SANCHEZ: That's an excellent question, and  
4 I'll answer the second question first.

5 In these cases, their coverage scope is something  
6 that we would negotiate with them. And so that is an  
7 excellent suggestion to bring to them to say that we don't  
8 just want health care coverage, but we want coverage that  
9 bridges the gap, that brings these things together. This  
10 is something both Michelle Lavander from the USC Center  
11 For Health Journalism as well as Richard Linkletter from  
12 the Center For Health Reporting have both asked about.  
13 They've asked, What do you want us to cover? How do you  
14 want to us cover it? And that an excellent suggestion in  
15 terms of to kind of keep an eye on both fields and how do  
16 you unify them so that their coverage was so siloed so to  
17 speak.

18 And as to your first question, there -- these are  
19 things that we also need to learn more about. But partly  
20 we're looking at it not just for their own internal reach,  
21 what they're able to do because they have their own  
22 newsletters as well that they're reaching out to that  
23 we'll consider. But we're also looking at it how can we  
24 as First 5 LA amplify these things once they're reported  
25 through our own channels as well as through our own other

1 activities that we're doing where we're distributing this  
2 not just through our own, shall we say, listenership,  
3 whether it's on social media or newsletters and the like,  
4 but also through those of other partners where we would  
5 amplify it that way as well.

6 So the reach is important, but it's also we have  
7 -- we want the content so that we can also amplify it and  
8 reach other audiences and other people as well.

9 COMMISSIONER ZEPEDA: So we might be in a  
10 position to amplify or to publicize some aspect of another  
11 investment that we're --

12 MR. SANCHEZ: Oh, yes.

13 COMMISSIONER ZEPEDA: That kind of crosses both  
14 the health and the -- okay.

15 MS. BELSHE: A really good example is  
16 developmental screening. When we've had meetings with  
17 leadership from both of the two health journalism  
18 investments that we're recommending, developmental  
19 screening was like kind of an ah-ha for them. So they  
20 cover the Affordable Care Act and coverage from kind of an  
21 insurance perspective. They were saying, well, here's  
22 some critical benefits for which children are eligible,  
23 but we have some data to suggest they're not getting it,  
24 and this is the implications of the absence of timely and  
25 appropriate screening and early intervention for a child's

1 development, education, et cetera. And they're like, oh,  
2 hum, that's sounds like really interesting.

3 So that's a really good, concrete example of a  
4 story that's not being told. Now, obviously, we're not  
5 going to be able to tell what to write about. But we can  
6 give them a scape, say some kind of broad guardrails about  
7 the areas of interest and the connections we see. And so  
8 I think developmental screening is just a really concrete.

9 MS. PATILLO BROWNSON: A similar issue is brain  
10 science, which at Harvard originally the Center for the  
11 Developing Child got more coverage among health readership  
12 than a lot of early learning outlets and it sort of  
13 migrated over. It's a little bit I think of the story  
14 that the gentleman from United Way was describing, that  
15 this is also a leverage opportunity to essentially help  
16 encourage reporters to expand their notion of what the  
17 connections between these two fields might be.

18 I think also the example with KPCC with Deepa  
19 Fernandes first started covering the early childhood beat,  
20 she did much more heavily early childhood education  
21 stories. And as she progressed in her I think level of  
22 soak and marinade in early childhood, increasingly she  
23 covered a far broader host of issues inclusive of health,  
24 child welfare, immigration, poverty, all related to early  
25 childhood, but with different fort of slices of it.

1           And then the last thing just on reach, again.  
2       For both of these -- these aren't actually seen as  
3       investments for their primary reach as in who -- how many  
4       eyeballs come to their Web site necessarily, so much as  
5       it's like a stringer service. So other outlets with  
6       broader distribution then pick it up and actually create a  
7       byline as Gabe was describing earlier.

8           COMMISSIONER ZEPEDA: So those would be good  
9       points to bring up in the general meeting.

10          Any other questions by commissioners?

11          COMMISSIONER ARAGON: I just want to get  
12       clarification. You said we don't directly write. Is  
13       there a communication plan of areas that we're going to be  
14       talking to be talking with them about so -- but we're not  
15       going to get into specifically what they write, but  
16       there's areas that they're covering for us.

17          MS. BELSHE: Absolutely. It's just we don't get  
18       into the content. We don't have editorial involvement.

19          COMMISSIONER ARAGON: I just wanted to make sure  
20       I heard it correctly that there was a communication plan  
21       that would go with this.

22          MS. BELSHE: Absolutely.

23          COMMISSIONER ARAGON: So we kind of know what  
24       areas are going to be covered and when they're going to be  
25       covered.

1 MR. SANCHEZ: And I do want to point out, too,  
2 that's an important ingredient in trust and credibility  
3 where we're not directing what they write because that's  
4 really why we're investing as well, is in credibility.  
5 And trust and in these organizations, that's what they're  
6 known for. And so for us to say, write this, cover this  
7 press release, that would then defeat the purpose of our  
8 investment.

9 COMMISSIONER ZEPEDA: Any other questions for the  
10 commissioners? Comments?

11 Okay. Well thank you very much, Gabe. I  
12 appreciate that.

13 MR. SANCHEZ: Thank you.

14 COMMISSIONER ZEPEDA: And I think we're  
15 adjourned; right? Ten minutes early.

16 (At 4:17 PM, the meeting was adjourned.)  
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C E R T I F I C A T E

I, Heatherlynn Gonzalez, a Certified Shorthand Reporter for the State of California, License Number 13646, do hereby attest that:

The preceding is a true and accurate transcription of the meeting of the organization named herein;

The meeting was taken down in shorthand and transcribed into English under my supervision and authority;

I have no interest, financial or otherwise, in any of the parties, issues, or individuals who are involved in this organization.

Attested to on this 9th day of May, 2017.

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CERTIFIED SHORTHAND REPORTER  
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## FY 2017-18 BUDGET:

## TRANSMITTAL MEMO



# Memo

To: Program and Planning Committee  
 From: Kim Belshé  
 Date: May 25, 2017  
 Subject: **FIRST 5 LA PROPOSED FISCAL YEAR 2017-18 BUDGET**

Members of the Committee,

We are pleased to present the edits to the FY 2017-18 Proposed Budget, for your consideration and discussion. This proposed budget represents the third budget to align with the 2015-2020 Strategic Plan: Focusing for the Future and the first budget organized to reflect First 5 LA's new organizational structure and staffing in furtherance of our strategic direction, role and intended impact.

Committee members will find in the attached material information for review that includes a summary of the changes from the proposed budget draft presented at the May 11 Commission meeting, revised budget estimate summaries, and a summary of the revised operating costs. The changes are the result of conversations and feedback received by both the Budget and Finance Committee at the April 26 meeting and the Executive Committee at the May 3 meeting, as well as additional staff analysis.

What follows are a number of observations about key themes and issues associated with the proposed FY 2017-18 Budget.

Strategy Implementation

In its adoption of the 2015-2020 Strategic Plan in November 2014, the Board recognized the fiscal realities of our declining revenues, and that First 5 LA needs to approach its work differently to achieve our goals for young children in Los Angeles County. First 5 LA's evolving approach – anchored in partnership and focused on policy and systems change – is reflected in the attached proposed FY 2017-18 Budget. The proposed budget represents staff's best estimate of the financial resources needed to move work forward to advance the goals and priorities articulated in our Strategic Plan – and the evolving nature of our approach to impact. The following are a number of key themes to highlight relative to the proposed budget:

- Learning by doing: an evolving approach to budgeting. First 5 LA's approach to budgeting has evolved in recent years and the proposed FY 2017-18 Budget reflects the continued evolution in approach. Historical spending is factored into the estimates upon which First 5 LA's budget is built. In addition to actual program experience, First 5 LA

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endeavors to partner with other funders, leverage non-First 5 LA funds, and complement – not duplicate – public investments. Informed by learning from our budget process generally and the mid-year budget adjustments more recently, the FY 2017-18 Budget incorporates refinements in our budgeting estimates to achieve greater precision, clarity and transparency. These refinements are also informed by learning from the experience of our programmatic investments.

- Partnership-based work. Central to our success will be staff working together in new ways and engaging externally in partnerships that advance shared policy and systems change goals on behalf of young children and their families. The Commission's emphasis on partnership recognizes that progress toward our goals will be the product of how effectively and strategically we work with others who share our aspirations for young children – as opposed to “going it alone.” Throughout the proposed budget, Commissioners will see the evolution in First 5 LA's approach and role, shifting from primarily a funder role to a lead convener, partner and catalyst role. Partnership work is hard, challenging, time - and labor - intensive. It is an essential component in First 5 LA's achievement of sustainable changes in systems, policies and practices that are fundamental to advancing our goals for young children and their families.
- Policy and systems change: at the center of our work. First 5 LA's Strategic Plan recognizes that the path to widespread impact and sustainability runs throughout community, systems and policy change. The proposed FY 2017-18 Budget reflects a continued transition away from funding discrete direct services with impact at the participant level and an increased emphasis on collaboration, systems change and public policy. Throughout the Programs Division's work, Commissioners will see a focus on changes in provider practices, service delivery systems and public policies. Within our Policy & Strategy Division's work, there are important investments proposed to cultivate diverse partners, create awareness and urgency among decision-makers, and support the coalitions of the willing to advocate for policy change on behalf of young children and their families. With the initial build out of our Integration & Learning Division we will clarify the learning agendas for Welcome Baby and Best Start, inform necessary mid-course corrections in strategy and approach, and guide development of a broader results framework and measurement reporting for the year ahead. And finally, within our Administration Division, we are including resources to partner with and support the very County systems needed to sustain larger scale impact on young children and their families, where County priorities are aligned to those with First 5 LA.
- Long-term impact requires long-term commitment. The outcomes to which First 5 LA seeks to contribute are long-term in nature. Policy and systems change is at the heart of our work and, as noted above, such efforts take time and effort – and require a long view, by First 5 LA and our diverse partners. The proposed FY 2017-18 Budget reflects new work where we believe First 5 LA can contribute to broader change, such as developmental screening and early intervention, and investments in First 5 LA's “anchor initiatives” which the organization has supported for over 7 years, such as Welcome Baby. Welcome Baby is a good example of where our long-term commitment to family strengthening is paying off, both in terms of improved maternal and child outcomes and in terms of its contribution to informing broader systems change efforts in LA County.
- Emerging opportunities: be nimble and adaptable. The work First 5 LA does is fundamentally adaptive in nature, given the complexity of the multiple systems that influence and shape child outcomes and the uncertain and fluid environment within which we do our work. To be sure, we need to be focused and disciplined in implementing our organizational strategy, but not inflexible in the face of new developments, information

and learning. The proposed budget incorporates resources for “emerging opportunities” to allow First 5 LA to be responsive to new opportunities – and threats – to child well-being.

- Integration & Learning: learning as a strategic asset. First 5 LA’s Strategic Plan recognizes the importance of using data, evaluation, and learning to advance strategies that change policies and systems that benefit young children, measure progress toward our outcomes, and continuously inform organizational performance and improvement. With the creation of the new Integration & Learning Division, First 5 LA now has dedicated capacity to lead First 5 LA to a more intentional organizational learning culture. The proposed budget reflects resources for the essential “building blocks” to support this important evolution in our learning approach – an approach that is critical to data-informed decision-making, clear learning priorities and agendas, and organization-wide process and program improvements.
- Sustainability planning. Consistent with the Strategic Plan’s direction that First 5 LA move toward a budgeting approach to live within its declining revenues, and with Board-approved Governance Guidelines, First 5 LA’s programmatic efforts – both legacy and new activities - are including a more intentional focus on sustainability and leveraging. In addition, our Policy & Strategy Division will be leading work to explore and map out a strategy related to alternative revenue generation. The proposed budget for FY 2017-18 reflects the imperative that First 5 LA proactively and intentionally incorporate sustainability in our work and in our policy and systems change strategies and activities.

#### Organization Alignment

The FY 2017-18 Budget represents the first budget reflecting First 5 LA’s new organizational structure and staffing aligned to First 5 LA’s strategic direction, role and impact. Highlights to call out here include:

- Staffing. First 5 LA’s evolving approach to impact – one that places less emphasis on direct services and more emphasis on partnership, policy and systems – has implications for First 5 LA’s staffing. Our more collaborative, partners-focused approach to advancing shared policy and systems goals is more staff-intensive, relative to staff’s more traditional contract solicitation and management roles. As proposed for FY 2017-18, First 5 LA will maintain the number of positions authorized in the current year budget and will fill vacant positions to align with our new structure and staffing model. As we gain deeper experience in First 5 LA’s more collaborative, partner-focused approach to systems and policy change, we anticipate more staff will be required in some areas of the organization.
- Staff development/support. First 5 LA recognizes the importance of supporting staff to learn and grow in their jobs and strengthen the skills and capabilities they need to succeed. In the proposed budget for FY 2017-18, resources are included to support the comprehensive training approach that has been developed, the aptly named “First 5 LA University.” Training priorities have been identified that are grounded in our commitment to effectively execute the Strategic Plan, invest in our employees, and secure First 5 LA’s continued success as a high-performing, high-impact organization.
- Infrastructure/systems. Administration Division leadership has worked collaboratively to identify specific business systems and processes to support First 5 LA’s new Strategic Plan and direction. For FY 2017-18, resources are proposed to advance a number of foundational projects. Examples include implementation of a new Chart of Accounts to help First 5 LA leverage financial data for broader learning and strategic purposes and

initial implementation of a knowledge management strategy that will enable staff to capture and easily access data and information that can be used to inform our work and course-corrections. Both projects are examples of First 5 LA's efforts to create an organizational culture of more intentional learning by charting and accessing the flow of information at First 5 LA.

- Capital improvements. As the owner and operator of our building, into which we moved in 2005, we are reaching the point in the life of our facility which will require certain capital expenditures to maintain this critical asset. The FY 2017-18 Budget process proposes the establishment of a Capital Project fund, into which will be deposited unspent funding from our operating budget. In addition to improving the layout of the building to enhance internal collaboration and work, there will be a certain amount of ongoing investment to maintain our building. The creation of this fund will allow immediate needs to be addressed, as well as plan for the future needs of a facility that is now over twelve years old.
- Cost effective operations. Each year, the Commission approves an annual administrative cost limit, which is a percentage of the total fiscal year budget. The administrative cost for supporting First 5 LA programs is projected to be 9.01% of the budget. Consistent with First 5 LA's past practice, First 5 LA continues to have one of the lowest administrative limit percentages among all 58 First 5 Commissions.

The FY 2017-18 Budget demonstrates First 5 LA's continued development of and commitment to advancing the goals detailed in the 2015-2020 Strategic Plan, with the majority of resources in FY 2017-18 slated for these purposes, as seen in the table below.

BUDGET CATEGORY	FY 2016-17 Budget		Proposed		Variance
	Original	Revised	FY 2017-18 Budget		
<b>Program</b>					
<i>2015-2020 Strategic Plan: Focusing for the Future</i>					
a. Strategic Plan Priority Outcome Areas	\$ 83,584,000	74,044,500	\$ 74,617,000	\$ 572,500	0.8%
b. Strategic Plan Investment Areas & Support Costs	8,537,000	7,006,000	10,441,000	3,435,000	49.0%
c. Integration & Learning <sup>1</sup>	6,468,000	5,212,000	6,377,000	1,165,000	22.4%
<i>Total 2015-2020 Strategic Plan</i>	\$ 98,589,000 61%	\$ 86,262,500 59%	\$ 91,435,000 63%	5,172,500	6.0%
<i>Legacy Investments</i>	41,696,000 26%	39,497,000 27%	31,824,000 22%	(7,673,000)	-19.4%
<b>Total Program</b>	\$ 140,285,000 87%	\$ 125,759,500 86%	\$ 123,259,000 85%	\$(2,500,500)	-2.0%
<b>Operating<sup>2</sup></b>	21,235,158 13%	21,235,158 14%	21,614,104 15%	378,946	1.8%
<b>TOTAL BUDGET</b>	<b>\$ 161,520,158 100%</b>	<b>\$ 146,994,658 100%</b>	<b>\$ 144,873,104 100%</b>	<b>\$(2,121,554)</b>	<b>-1.4%</b>

1. The Integration & Learning costs include research and evaluation resources in support of ongoing legacy investments.

2. The operating budget includes \$8.7 million, or 40%, in support of programs and \$13.0 million, or 60%, in support of organization-wide administrative functions, the latter being the annual Administrative Cost Limit. See Attachment B - Administrative Limit Calculation for additional detail.

Attachment A presents the FY 2017-18 Budget Highlights reflecting the Commission's direction and priorities for the year. Additional specific program and operating cost detail can be found in Attachments C-G by internal division and department, based on the new organizational structure.

SUMMARY OF CHANGES FROM PROPOSED BUDGET DRAFT (MAY)

INITIATIVE	PROGRAM	DRAFT FY 2017-18 BUDGET (MAY)	CHANGE	FINAL FY 2017-18 BUDGET (JUNE)	% CHANGE	REASON FOR CHANGE	EXPLANATION OF CHANGE
1	Families Strategy 1 - Home Visiting	Welcome Baby Hospitals \$ 9,706,000	\$ 15,000	\$ 9,721,000	0.2%	ND	Additional resources are required to host events and tours highlighting Welcome Baby Hospitals, with key partners and policymakers. The cost for each event varies depending on size and scope, with some events hosting 100+ participants. This amount would support roughly 3 to 4 events. Funds for these activities were housed within the Policy Agenda/Advocacy - Strategic Plan Advocacy Strategies program in FY 2016-17.
2	Families Strategy 1 - Home Visiting	Stronger Families Database 855,000	(75,000)	780,000	-9%	ND	Adjustment is based on updated actual activity and anticipated need to support and continue the build-out of the Stronger Families Database in FY 2017-18.
3	Communities Strategy 1 - Community Leadership & Collaboration	Community Partnerships 10,721,000	(206,000)	10,515,000	-2%	ND	The adjustment is the net result of an increase in communications support, an increase in logistical support for 13 of the 14 Best Start Communities, and a decrease in the average BSF grant amount.
4	Communities - Cross-Strategy Investments	Capacity Building & Learning 3,154,000	147,000	3,301,000	5%	ND	The revised estimate accounts for a full year of note-taking support (an increase from 8 months proposed in the original budget). The additional resources also account for additional time for CSPP management to participate in planning meetings with First 5 LA, to prepare the partnerships for the transition to the new structure. These adjustments result in an overall increase in the Center for the Study of Social Policy (CSSP) contract.
5	ECE Strategy 1 - Policy/Advocacy	Kindergarten Readiness Assessment 714,000	53,000	767,000	7%	ND	An increase is required to appropriately support the piloting of a KRA tool in up to three communities in LA county and also support communities that are already implementing KRA.
6	Policy & Strategy - Emerging Opportunities	Emerging Opportunities - Policy & Strategy -	75,000	75,000	100%	ND	Based on Commissioner feedback, resources are being included to respond to emerging needs or unanticipated opportunities when identified to align with the organizational direction and strategic plan. Funds will address issues that fall under the purview of the Policy & Strategy Division, such as immigration.
7	Integration & Learning - Emerging Opportunities	Emerging Opportunities - Integration & Learning -	50,000	50,000	100%	ND	Based on Commissioner feedback, resources are being included to respond to emerging needs or unanticipated opportunities when identified to align with the organizational direction and strategic plan. Funds will address issues that fall under the purview of the Integration & Learning Division, such as work to connect county data sources.
8	Baby Friendly Hospitals	Baby Friendly Hospitals Project - Cycle 3 5,000	15,000	20,000	300%	D	Resources from FY 2016-17 are being carried-over into FY 2017-18 in order for the grantee to complete the activities identified in the scope of work. No new/additional resources are being requested.
9	Program Evaluation	Professional Development Program Evaluation -	54,000	54,000	100%	D	Resources from FY 2016-17 are being carried-over into FY 2017-18 to complete activities originally scheduled for FY 2016-17, resulting in a need to extend the contract period. No new/additional resources are being requested.
10	Program Evaluation	Welcome Baby Impact Study 1,446,000	120,000	1,566,000	8%	ND	In FY 2017-18, the Family Strengthening Learning Agenda will be fully ramped up and will require ongoing guidance to address key decision points throughout the process. In addition, the countywide efforts to enhance and expand home visiting will highlight additional learning questions, pilots and protocol tests that will require continuous quality improvement and other forms of study.
<b>INTERNAL OPERATIONS</b>							
11	Finance	Consultant Fees 75,000	15,000	90,000	20%	ND	Additional project implementation funds are needed to ensure the completion of the Chart of Accounts Financial Reengineering which is anticipated to continue through July 31, 2017.
12	Family Support	Personnel Services 1,329,424	175,697	1,505,121	13%	ND	Identified need and request for additional Temporary Program Supports staff to help advance the activities and work within the Families outcome area
13	Family Support	Consultant Fees -	120,000	120,000	100%	ND	Resources will support two consultants: one who will focus on programmatic guidance of evaluation activities and another who will contribute to the development of a data dashboard in support of the home visiting investment.
14	Communities	Personnel Services 2,537,541	20,731	2,558,272	1%	ND	The salaries for three vacant PO positions were adjusted slightly upward
<b>Total</b>			\$ 579,428				

**KEY: Reason for Change**

ND = New data available to inform budget development

D = Delay in current year activity

O = Oversight led to inadvertent omission in the May budget





## ATTACHMENT B:

### FY 2017-18 BUDGET

- Budget Summary
- Budget Summary for Programs by Initiative/Program
- Operating Costs Summary
- Administrative Limit Calculation
- Schedule of Authorized Positions



BUDGET COMPONENT		APPROVED FY 2016-17	PROPOSED ADJUSTMENT	REVISED FY 2016-17 BUDGET	PROPOSED FY 2017-18 BUDGET
<b>2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE</b>					
<b>Strategic Plan Priority Outcome Areas</b>					
1	Families	\$ 38,081,000	\$ (6,082,500)	\$ 31,998,500	\$ 29,526,000
2	Communities	18,883,000	(1,482,000)	17,401,000	18,893,000
3	Early Care & Education Systems	24,199,000	(821,000)	23,378,000	22,080,000
4	Health-Related Systems	2,421,000	(1,154,000)	1,267,000	4,118,000
	<b>Sub-total: Strategic Plan Priority Outcome Areas</b>	<b>\$ 83,584,000</b>	<b>\$ (9,539,500)</b>	<b>\$ 74,044,500</b>	<b>\$ 74,617,000</b>
<b>Strategic Plan Related Investment Areas &amp; Support Costs</b>					
5	Policy Agenda/Advocacy	\$ 2,442,000	\$ (750,000)	\$ 1,692,000	\$ 2,820,000
6	Communications & Marketing	5,345,000	(656,000)	4,689,000	6,044,000
7	Communications - Conference Funding	300,000	-	300,000	300,000
8	Strategic Partnership-Cross-Cutting Funder Partnership	75,000	-	75,000	660,000
9	Strategic Partnership-Grantmaking Memberships	-	-	-	42,000
10	Strategic Partnership-Organizational Capacity	125,000	-	125,000	200,000
11	Strategic Partnership-Partnership Development	250,000	(125,000)	125,000	250,000
12	Policy & Strategy - Emerging Opportunities	-	-	-	75,000
13	County Partnerships	-	-	-	50,000
	<b>Sub-total: Strategic Plan Related Investment Areas &amp; Support Costs</b>	<b>\$ 8,537,000</b>	<b>\$ (1,531,000)</b>	<b>\$ 7,006,000</b>	<b>\$ 10,441,000</b>
<b>Integration &amp; Learning</b>					
14	Data Development and Integration	\$ 861,000	\$ -	\$ 861,000	\$ 1,050,000
15	Data Partnership with Funders	900,000	-	900,000	850,000
16	Program Evaluation	4,707,000	(1,256,000)	3,451,000	4,105,000
17	Learning Plan Development	-	-	-	100,000
18	Communities of Practice	-	-	-	51,000
19	Grantee Assessment	-	-	-	75,000
20	Organizational-Wide Investment	-	-	-	96,000
21	Integration & Learning - Emerging Opportunities	-	-	-	50,000
	<b>Sub-total Integration &amp; Learning</b>	<b>\$ 6,468,000</b>	<b>\$ (1,256,000)</b>	<b>\$ 5,212,000</b>	<b>\$ 6,377,000</b>
	<b>TOTAL 2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE</b>	<b>\$ 98,589,000</b>	<b>\$ (12,326,500)</b>	<b>\$ 86,262,500</b>	<b>\$ 91,435,000</b>
<b>LEGACY INVESTMENTS</b>					
22	At-Risk Fathers Investment	\$ 299,000	\$ (183,000)	\$ 116,000	\$ 314,000
23	Baby Friendly Hospitals	918,000	(304,000)	614,000	457,000
24	Black Infant Health	2,203,000	(195,000)	2,008,000	2,006,000
25	Children's Dental Care	8,908,000	105,000	9,013,000	7,217,000
26	Children's Vision Care	1,333,000	7,000	1,340,000	252,000
27	Early Identification and Intervention - Autism and Other Developmental Delays	908,000	105,000	1,013,000	884,000
	* Healthy Food Access	1,174,000	23,000	1,197,000	-
	* Healthy Kids	373,000	-	373,000	-
28	Information Resource and Referral	1,260,000	-	1,260,000	1,240,000
29	Little by Little/One Step Ahead	3,312,000	-	3,312,000	3,979,000
	* Oral Health & Nutrition - Dental Home	890,000	(289,000)	601,000	-
30	Parent Child Interaction Therapy	3,590,000	-	3,590,000	3,943,000
31	Policy Advocacy Fund	1,263,000	-	1,263,000	310,000

FY 2017-18 BUDGET SUMMARY

BUDGET COMPONENT	APPROVED FY 2016-17	PROPOSED ADJUSTMENT	REVISED FY 2016-17 BUDGET	PROPOSED FY 2017-18 BUDGET
* Reducing Childhood Obesity	5,133,000	980,000	6,113,000	-
* Resource Mobilization - ECE	800,000	(650,000)	150,000	-
* Resource Mobilization - Health	326,000	-	326,000	-
32 Universal Assessment of Newborns	8,451,000	(1,798,000)	6,653,000	10,680,000
33 Workforce Development	555,000	-	555,000	542,000
<b>TOTAL LEGACY INVESTMENTS</b>	<b>\$ 41,696,000</b>	<b>\$ (2,199,000)</b>	<b>\$ 39,497,000</b>	<b>\$ 31,824,000</b>
<b>TOTAL FIRST 5 LA PROGRAM BUDGET</b>	<b>\$ 140,285,000</b>	<b>\$ (14,525,500)</b>	<b>\$ 125,759,500</b>	<b>\$ 123,259,000</b>

\* Initiative/cost area ends in FY 2016-17, with no anticipated spending for FY 2017-18.

FY 2017-18 BUDGET SUMMARY FOR PROGRAMS BY INITIATIVE/PROGRAM

INITIATIVE / STRATEGY NAME	PROGRAM NAME	APPROVED FY 2016-17 BUDGET	PROPOSED ADJUSTMENTS	REVISED FY 2016-17 BUDGET	PROPOSED FY 2017-18 BUDGET	% VAR TO FY
<b>2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE</b>						
<b>Strategic Plan Priority Outcome Areas</b>						
<b>Families</b>						
Families Strategy 1 - Home Visiting	Welcome Baby Hospitals	\$ 16,447,000	\$(3,735,000)	\$ 12,712,000	\$ 9,721,000	-24%
	Select Home Visiting Programs	15,640,000	(1,998,000)	13,642,000	12,230,000	-10%
	Family Strengthening Oversight Entity	3,373,000	-	3,373,000	4,287,000	27%
	Stronger Families Database	875,000	-	875,000	780,000	-11%
	LAC Perinatal and Early Childhood Home Visiting Consortium	-	-	-	60,000	N/A
	Abriendo Puertas	601,000	-	601,000	740,000	23%
	Family Engagement: Emerging Opportunities	340,000	(140,000)	200,000	-	-100%
	Project Dulce	670,000	(109,500)	560,500	645,000	15%
	Project Dulce Evaluation	135,000	(100,000)	35,000	-	-100%
	Emerging Opportunities	-	-	-	1,063,000	N/A
<b>Sub-total Families</b>		<b>\$ 38,061,000</b>	<b>\$(6,082,500)</b>	<b>\$ 31,998,500</b>	<b>\$ 29,526,000</b>	<b>-7.7%</b>
<b>Communities</b>						
Communities Strategy 1 - Community Leadership & Collaboration	Broader Community Building and Engagement	\$ 9,300,000	\$ -	\$ 9,300,000	\$ 2,500,000	-73%
	Community Advisory Council	-	-	-	186,000	N/A
	Transition Team	-	-	-	105,000	N/A
	Community Partnerships	4,815,000	755,000	5,570,000	10,515,000	89%
Communities Strategy 2 - Coordinated Services & Supports	Community Resource Networks	1,064,000	(664,000)	400,000	500,000	25%
	Policy/Advocacy Partnerships	1,005,000	(810,000)	695,000	-	-100%
Communities Strategy 3 - Built Environment Policy & Advocacy	Community Advocacy Fund	-	-	-	500,000	N/A
	Legacy Investments	-	-	-	806,000	0%
Communities - Cross-Strategy Investments	Capacity Building and Learning	1,029,000	(893,000)	136,000	3,301,000	2327%
	Communications & Marketing	1,670,000	(370,000)	1,300,000	-	-100%
	Emerging Opportunities	-	-	-	480,000	N/A
<b>Sub-total Communities</b>		<b>\$ 18,883,000</b>	<b>\$(1,482,000)</b>	<b>\$ 17,401,000</b>	<b>\$ 18,893,000</b>	<b>8.6%</b>
<b>Early Care &amp; Education (ECE) Systems</b>						
ECE Strategy 1 - Policy/Advocacy	ECE Policy Advocacy Fund	\$ 3,000,000	\$ -	\$ 3,000,000	\$ 3,000,000	0%
	Grade Level Reading Campaign	285,000	(220,000)	65,000	-	-100%
	Educare Policy and Advocacy	-	-	-	833,000	N/A
	Kindergarten Readiness Assessment	475,000	-	475,000	767,000	61%
	Early Childhood Educators Improving Quality (CCALA)	600,000	(300,000)	300,000	745,000	148%
	QRIS Architects Group and Systems Planning	1,085,000	-	1,085,000	1,433,000	32%
	QRIS Continuous Site Engagement (LAUP)	16,868,000	-	16,868,000	13,842,000	-18%
	Shared Services Support	350,000	-	350,000	200,000	-43%
	Early Childhood Education Credential Advocacy Project	558,000	-	558,000	790,000	42%
	Early Childhood Educator Competencies Curriculum	170,000	(120,000)	50,000	220,000	340%
ECE Strategy 3 - Professional Development	Higher Education Peer Learning Project	181,000	(181,000)	-	-	0%
	ECE Workforce Registry	627,000	-	627,000	650,000	4%
	Emerging Opportunities	-	-	-	100,000	N/A
<b>Sub-total ECE</b>		<b>\$ 24,199,000</b>	<b>\$(821,000)</b>	<b>\$ 23,378,000</b>	<b>\$ 22,080,000</b>	<b>-6%</b>
<b>Health, Mental Health &amp; Substance Abuse Systems</b>						
Health Strategy 1 - Early Identification/Developmental Screening/Connection to Services	Developmental Screening: Help Me Grow	\$ 1,124,000	\$(654,000)	\$ 570,000	\$ 2,518,000	342%
	Trauma-Informed Care	1,297,000	(600,000)	697,000	1,350,000	94%
Health Strategy 2 - Trauma-Informed Care	Health - Emerging Opportunities	-	-	-	250,000	N/A
	Emerging Opportunities	-	-	-	4,118,000	225%
<b>Sub-total Health</b>		<b>\$ 2,421,000</b>	<b>\$(1,154,000)</b>	<b>\$ 1,267,000</b>	<b>\$ 4,118,000</b>	<b>225%</b>
<b>Sub-Total: Priority Outcome Areas</b>		<b>\$ 83,564,000</b>	<b>\$(9,539,500)</b>	<b>\$ 74,044,500</b>	<b>\$ 74,617,000</b>	<b>0.8%</b>

FY 2017-18 BUDGET SUMMARY FOR PROGRAMS BY INITIATIVE/PROGRAM

INITIATIVE / STRATEGY NAME	PROGRAM NAME	APPROVED FY 2016-17 BUDGET	PROPOSED ADJUSTMENTS	REVISED FY 2016-17 BUDGET	PROPOSED FY 2017-18 BUDGET	% VAR TO FY
<b>Strategic Plan Related Investment Areas &amp; Support Costs</b>						
Policy Agenda/Advocacy	Federal Policy and Sustainability Advocate	\$ 127,000	\$ -	\$ 127,000	\$ 130,000	2%
	State Policy and Sustainability Advocate	440,000	-	440,000	440,000	0%
Communications & Marketing	Strategic Plan Advocacy Strategies	1,875,000	(750,000)	1,125,000	2,250,000	100%
	Communications & Marketing	5,345,000	(656,000)	4,689,000	6,044,000	29%
Communications - Conference Funding	Conference Funding	300,000	-	300,000	300,000	0%
	Emerging Funder Collaboratives	75,000	-	75,000	450,000	500%
	LA Diversity Equity & Inclusion (DED) Funder Group	-	-	-	15,000	N/A
	LA Funders Collaborative	-	-	-	15,000	N/A
	LA-N-Sync	-	-	-	40,000	N/A
	Los Angeles Chamber of Commerce	-	-	-	15,000	N/A
	Los Angeles Partnership for Early Childhood Investment	-	-	-	40,000	N/A
	Southern California Grant Maker	-	-	-	110,000	N/A
	Grantmaking Memberships	-	-	-	42,000	N/A
Strategic Partnership-Grantmaking Memberships	Organizational Capacity Building	125,000	-	125,000	200,000	60%
Strategic Partnership-Organizational Capacity	Consulting	150,000	(75,000)	75,000	150,000	100%
Strategic Partnership-Partnership Development	Convenings	100,000	(50,000)	50,000	100,000	100%
Policy & Strategy - Emerging Opportunities	Emerging Opportunities - Policy & Strategy	-	-	-	75,000	N/A
County Partnerships	County Partnership Fund	-	-	-	50,000	N/A
<b>Sub-Total: Strategic Plan Related Investment Areas &amp; Support Costs</b>		<b>\$ 8,537,000</b>	<b>\$ (1,531,000)</b>	<b>\$ 7,006,000</b>	<b>\$ 10,441,000</b>	<b>49.0%</b>
<b>INTEGRATION &amp; LEARNING</b>						
	Data Consultant	\$ 4,000	\$ -	\$ 4,000	\$ 100,000	2400%
	Data Requests	5,000	-	5,000	5,000	0%
	Dissemination	15,000	-	15,000	15,000	0%
	Data Analytics	-	-	-	25,000	N/A
	Indicator Development	-	-	-	165,000	N/A
	First 5 LA Contracts and Grants Program Reporting Database	187,000	-	187,000	140,000	-25%
	WIC Data Mining Research Partnership	650,000	-	650,000	600,000	-8%
	Children's Data Network (CDN)	900,000	-	900,000	850,000	-6%
	Best Start Evaluation	734,000	(515,000)	219,000	950,000	334%
	Early Care and Education Policy Advocacy Fund Evaluation	243,000	(193,000)	50,000	-	-100%
	Obesity Prevention & Nutrition Collective Impact Evaluation	961,000	-	961,000	750,000	-22%
	Parent-Child Interaction Therapy Evaluation	125,000	(8,000)	117,000	131,000	12%
	Professional Development Program Evaluation	490,000	-	490,000	54,000	-89%
	Quality Rating and Improvement System Evaluation	100,000	(20,000)	80,000	-	-100%
	Universal Screening Psychometric Study	67,000	-	67,000	-	-100%
	Welcome Baby Impact Study	1,035,000	(406,000)	629,000	1,566,000	149%
	Welcome Baby Implementation and Outcomes Evaluation	952,000	(114,000)	838,000	654,000	-22%
	ECE Outcome Area	-	-	-	50,000	N/A
	Health Systems Outcome Area	-	-	-	50,000	N/A
	External Partner Learning	-	-	-	6,000	N/A
	Learning Advisory Committee	-	-	-	20,000	N/A
	Organizational-Wide Learning	-	-	-	25,000	N/A
	Grantee Perception Report	-	-	-	75,000	N/A
	Investment Process	-	-	-	96,000	N/A
	Emerging Opportunities - Integration & Learning	-	-	-	50,000	N/A
	Organizational-Wide Investment	-	-	-	50,000	N/A
	Integration & Learning - Emerging Opportunities	-	-	-	50,000	N/A
	<b>Sub-total Integration &amp; Learning</b>	<b>\$ 6,468,000</b>	<b>\$ (1,256,000)</b>	<b>\$ 5,212,000</b>	<b>\$ 6,377,000</b>	<b>0.0%</b>
<b>TOTAL 2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE</b>		<b>\$ 98,589,000</b>	<b>\$ (12,326,500)</b>	<b>\$ 86,262,500</b>	<b>\$ 91,435,000</b>	<b>6.0%</b>

FY 2017-18 BUDGET SUMMARY FOR PROGRAMS BY INITIATIVE/PROGRAM

INITIATIVE / STRATEGY NAME	PROGRAM NAME	APPROVED FY 2016-17 BUDGET	PROPOSED ADJUSTMENTS	REVISED FY 2016-17 BUDGET	PROPOSED FY 2017-18 BUDGET	% VAR TO FY
<b>LEGACY INVESTMENTS</b>						
At-Risk Fathers Investment	At-Risk Fathers Investment	\$ 299,000	\$ (183,000)	\$ 116,000	\$ 314,000	171%
Baby Friendly Hospitals	Baby Friendly Hospital Project - Cycle 3	453,000	(114,000)	339,000	20,000	-94%
	Baby Friendly Hospital Project - Cycle 4	465,000	(190,000)	275,000	437,000	59%
Black Infant Health	Birth Outcomes and Disparities – Policy and Systems Change	500,000	-	500,000	500,000	0%
Children's Dental Care	Black Infant Health Program	1,703,000	(195,000)	1,508,000	1,506,000	0%
Children's Vision Care	Children's Dental Care Program	8,908,000	105,000	9,013,000	7,217,000	-20%
Early Identification and Intervention - Autism and Other Developmental Delays	Children's Vision Care	1,333,000	7,000	1,340,000	252,000	-81%
	Early Identification and Intervention - Autism and Other Developmental Delays	908,000	105,000	1,013,000	884,000	-13%
Healthy Food Access	Children's Garden Collaborative	434,000	23,000	457,000	-	-100%
	Market Match	740,000	-	740,000	-	-100%
Healthy Kids	Healthy Kids Insurance Coverage	373,000	-	373,000	-	-100%
Information Resource and Referral	211 LA County	1,240,000	-	1,240,000	1,240,000	0%
Little by Little/One Step Ahead	Performance Based Agreement (Consulting)	20,000	-	20,000	-	-100%
Oral Health & Nutrition - Dental Home	Little by Little/One Step Ahead Program	3,312,000	-	3,312,000	3,379,000	20%
Parent Child Interaction Therapy	Oral Health & Nutrition - Dental Home	890,000	(289,000)	601,000	-	-100%
	Parent Child Interaction Therapy	3,590,000	-	3,590,000	3,943,000	10%
Policy Advocacy Fund	Policy Advocacy Fund - I	300,000	-	300,000	-	-100%
	Policy Advocacy Fund - II	850,000	-	850,000	197,000	-77%
	Policy Advocacy Fund Technical Assistance Provider	113,000	-	113,000	113,000	0%
Reducing Childhood Obesity	Reducing Childhood Obesity	5,133,000	980,000	6,113,000	-	-100%
Resource Mobilization - ECE	ECE Recoverable Grant/Bridge Fund	800,000	(650,000)	150,000	-	-100%
Resource Mobilization - Health	Early Childhood Linkages to Wellness	326,000	-	326,000	-	-100%
Universal Assessment of Newborns	Welcome Baby Hospitals	8,451,000	(1,798,000)	6,653,000	10,680,000	61%
Workforce Development	P-5 Workforce Development Core Competencies	555,000	-	555,000	542,000	-2%
<b>TOTAL LEGACY INVESTMENTS</b>		<b>\$ 41,696,000</b>	<b>\$ (2,199,000)</b>	<b>\$ 39,497,000</b>	<b>\$ 31,824,000</b>	<b>-19.4%</b>
<b>TOTAL FIRST 5 LA PROGRAM BUDGET</b>		<b>\$ 140,285,000</b>	<b>\$ (14,825,500)</b>	<b>\$ 125,459,500</b>	<b>\$ 123,259,000</b>	<b>-13%</b>



ADMINISTRATIVE LIMIT CALCULATION

<b>First 5 LA</b>		
<b>FY 2017-18 Operating Budget</b>		
<b>Administrative Limit Calculation</b>		
		<b>FY 2017-18</b>
<b>Departmental Budgets:</b>		
Board of Commissioners	\$	116,850
Administration		582,330
VP Programs		376,598
VP Policy & Strategy		474,905
VP Integration & Learning		700,935
Communications		1,213,551
Contract Administration & Purchasing		1,014,907
Executive		1,498,485
Facilities Management		885,400
Finance		1,413,996
Human Resources & Talent Mgmt.		1,311,259
Information Technology		1,238,142
<b>Salary &amp; Benefits*:</b>		
Communities		275,170
Community Relations		206,962
Early Care & Education		262,830
Family Supports		208,045
Health-Related Systems		205,710
Integration & Learning		233,859
Measurement, Learning & Evaluation		239,906
Public Policy & Government Affairs		268,289
Strategic Partnerships		288,872
<b>Total FY 2017-18 Administrative Budget</b>	<b>\$</b>	<b>13,017,001</b>
Total FY 2017-18 Operating Budget		21,614,104
Total FY 2017-18 Program Budget		123,259,000
<b>Total FY 2017-18 Budget</b>	<b>\$</b>	<b>144,873,104</b>
<b>Administrative Cost Percentage</b>		<b>8.99%</b>
* Directors and Administrative Assistants Only		

SCHEDULE OF AUTHORIZED POSITIONS

SCHEDULE OF AUTHORIZED POSITIONS					
Division/Department	FY 2016-17		FY 2017-18		
	Authorized Positions <sup>1</sup>	Filled Positions as of March 2017	Baseline	Repurposed Positions	Total
<b>Executive Operations</b>	7	5	7	0	7
Special Initiatives & Emerging Opportunities	1	0	1	-1	0
<b>Administration</b>	3	4	3	1	4
Administration	7	7	7	2	9
Contract Administration & Purchasing	0	0	0	0	0
Facilities Management	8	8	8	1	9
Finance	1	0	1	-1	0
Operations	7	0	7	-7	0
Medi-Cal Administrative Activities (MAA)	4	4	4	0	4
Grants Management	5	4	5	-1	4
Human Resources & Talent Management	1	0	1	-1	0
Information Technology	2	1	2	0	2
Office of Strategic Planning and Integration	0	6	0	7	7
<b>Programs</b>	0	3	0	4	4
VP Programs	0	1	0	7	7
Strategic Partnerships	0	1	0	7	7
VP of Integration & Learning	0	12	0	12	12
Integration & Learning	0	8	0	10	10
Family Supports	0	7	0	8	8
Early Care & Education	0	5	0	5	5
Health Systems	32	22	32	-4	28
Community Relations	0	2	0	3	3
Communities	7	0	7	-7	0
VP of Policy & Strategy	12	5	12	-3	9
Community Investment	18	0	18	-18	0
Public Policy and Government Affairs	16	10	16	-6	10
Program Development	17	4	17	-11	6
Communications	148	118	148	0	148
Measurement, Learning & Evaluation					

1) Based on approval of the Operating Budget for FY 2016-17 in June 2016.

2) Temporary employees are not included in the FTE count.

# FY 2017-18 Draft Budget – Program Costs

Program & Planning Committee Meeting

May 25, 2017



# Budget Development Context

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The FY 2017-18 Budget supports the third year of the 2015-2020 Strategic Plan, providing resources to advance our efforts to ensure that all children in LA County enter kindergarten ready to succeed in school and life

## Strategic Implementation & Budget Related Themes

- Learning by doing – an evolving approach to budgeting
- Partnership-based work
- Policy and systems change – at the center of our work
- Long-term impact requires long-term commitment
- Emerging Opportunities
- Integration & Learning – learning as a strategic asset
- Sustainability planning

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# Budget Development Context

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## Organizational Alignment

- New Organizational approach to structure and staffing
- Staff development/support
- Infrastructure/systems
- Capital Improvements

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# Budget Framework

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Structured to reflect the 2015-2020 Strategic Plan priorities, the various components of implementation activity, and ongoing work of the Commission

## Components of the FY 2017-18 Budget

1. 2015-2020 Strategic Plan: Focusing for the Future
  - a) Strategic Plan Priority Outcome Areas
  - b) Strategic Plan Investment Areas & Support Costs
  - c) Integration & Learning
2. Legacy Investments
3. Internal Operations (Operating Budget)

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# FY 2017-18 Budget Summary

BUDGET CATEGORY	FY 2016-17 Budget				Proposed		Variance		
	Original		Revised		FY 2017-18 Budget				
<b>Program</b>									
<i>2015-2020 Strategic Plan: Focusing for the Future</i>									
a. Strategic Plan Priority Outcome Areas	\$ 83,584,000		74,044,500		\$ 74,617,000		\$ 572,500	0.8%	
b. Strategic Plan Related Investment Areas & Support Costs	8,537,000		7,006,000		10,441,000		3,435,000	49.0%	
c. Integration & Learning	6,468,000		5,212,000		6,377,000		1,165,000	22.4%	
<i>Total 2015-2020 Strategic Plan</i>	\$ 98,589,000	61%	\$ 86,262,500	59%	\$ 91,435,000	63%	\$ 5,172,500 <sub>133</sub>	6.0%	
<i>Legacy Investments</i>	41,696,000	26%	39,497,000	27%	31,824,000	22%	(7,673,000)	-19.4%	
<b>Total Program</b>	<b>\$ 140,285,000</b>	<b>87%</b>	<b>\$ 125,759,500</b>	<b>86%</b>	<b>\$ 123,259,000</b>	<b>85%</b>	<b>\$ (2,500,500)</b>	<b>-2.0%</b>	
<b>Operating</b>	<b>21,235,158</b>	<b>13%</b>	<b>21,235,158</b>	<b>14%</b>	<b>21,614,104</b>	<b>15%</b>	<b>378,946</b>	<b>1.8%</b>	
<b>TOTAL BUDGET</b>	<b>\$ 161,520,158</b>	<b>100%</b>	<b>\$ 146,994,658</b>	<b>100%</b>	<b>\$ 144,873,104</b>	<b>100%</b>	<b>\$ (2,121,554)</b>	<b>-1.4%</b>	

# Budget Highlights

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- Overall decrease of \$2.1 million or 1.4%
- Increase of \$5.2 million (6.0%) to support the 2015-2020 Strategic Plan
- Decrease of \$7.7 million (19.4%) in Legacy Resources
- Net decrease of \$2.5 million (2.0%) in total programs budget
- Increase of \$378,946 (1.8%) in support of Operating resources

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# Budget Changes

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Reasons for budget changes fall under two categories:

1. New data available to inform budget development (\$510,428 increase)
2. Delay in current year activity (\$69,000 increase)

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# Budget Changes from Draft

INITIATIVE	PROGRAM	DRAFT FY 2017-18 BUDGET (MAY)	CHANGE	FINAL FY 2017-18 BUDGET (JUNE)	% CHANGE	REASON FOR CHANGE	EXPLANATION OF CHANGE
Families Strategy 1 - Home Visiting	Welcome Baby Hospitals	\$ 9,706,000	\$ 15,000	\$ 9,721,000	0.2%	ND	Additional resources are required to host events and tours highlighting Welcome Baby Hospitals, with key partners and policymakers. The cost for each event varies depending on size and scope, with some events hosting 100+ participants. This amount would support roughly 3 to 4 events. Funds for these activities were housed within the Policy Agenda/Advocacy - Strategic Plan Advocacy Strategies program in FY 2016-17.
Families Strategy 1 - Home Visiting	Stronger Families Database	855,000	(75,000)	780,000	-9%	ND	Adjustment is based on updated actual activity and anticipated need to support and continue the build-out of the Stronger Families Database in FY 2017-18.
Communities Strategy 1 - Community Leadership & Collaboration	Community Partnerships	10,721,000	(206,000)	10,515,000	-2%	ND	The adjustment is the net result of an increase in communications support, an increase in logistical support for 13 of the 14 Best Start Communities, and a decrease in the average BSF grant amount.
Communities - Cross-Strategy Investments	Capacity Building & Learning	3,154,000	147,000	3,301,000	5%	ND	The revised estimate accounts for a full year of note-taking support (an increase from 8 months proposed in the original budget). The additional resources also account for additional time for CSPP management to participate in planning meetings with First 5 LA to prepare the partnerships for the transition to the new structure. These adjustments result in an overall increase in the Center for the Study of Social Policy (CSSP) contract.
ECE Strategy 1 - Policy/Advocacy	Kindergarten Readiness Assessment	714,000	53,000	767,000	7%	ND	An increase is required to appropriately support the piloting of a KRA tool in up to three communities in LA county and also support communities that are already implementing KRA.
Policy & Strategy - Emerging Opportunities	Emerging Opportunities - Policy & Strategy	-	75,000	75,000	100%	ND	Based on Commissioner feedback, resources are being included to respond to emerging needs or unanticipated opportunities when identified to align with the organizational direction and strategic plan. Funds will address issues that fall under the purview of the Policy & Strategy Division, such as immigration.
Integration & Learning - Emerging Opportunities	Emerging Opportunities - Integration & Learning	-	50,000	50,000	100%	ND	Based on Commissioner feedback, resources are being included to respond to emerging needs or unanticipated opportunities when identified to align with the organizational direction and strategic plan. Funds will address issues that fall under the purview of the Integration & Learning Division, such as work to connect county data sources.
Baby Friendly Hospitals	Baby Friendly Hospitals Project - Cycle 3	5,000	15,000	20,000	300%	D	Resources from FY 2016-17 are being carried-over into FY 2017-18 in order for the grantee to complete the activities identified in the scope of work. No new/additional resources are being requested.
Program Evaluation	Professional Development Program Evaluation	-	54,000	54,000	100%	D	Resources from FY 2016-17 are being carried-over into FY 2017-18 to complete activities originally scheduled for FY 2016-17, resulting in a need to extend the contract period. No new/additional resources are being requested.
Program Evaluation	Welcome Baby Impact Study	1,446,000	120,000	1,566,000	8%	ND	In FY 2017-18, the Family Strengthening Learning Agenda will be fully ramped up and will require ongoing guidance to address key decision points throughout the process. In addition, the countywide efforts to enhance and expand home visiting will highlight additional learning questions, pilots and protocol tests that will require continuous quality improvement and other forms of study.
<b>INTERNAL OPERATIONS</b>							
Finance	Consultant Fees	75,000	15,000	90,000	20%	ND	Additional project implementation funds are needed to ensure the completion of the Chart of Accounts Financial Reengineering which is anticipated to continue through July 31, 2017.
Family Support	Personnel Services	1,329,424	175,697	1,505,121	13%	ND	Identified need and request for additional Temporary Program Supports staff to help advance the activities and work within the Families outcome area
Family Support	Consultant Fees	-	120,000	120,000	100%	ND	Resources will support two consultants: one who will focus on programmatic guidance of evaluation activities and another who will contribute to the development of a data dashboard in support of the home visiting investment.
Communities	Personnel Services	2,537,541	20,731	2,558,272	1%	ND	The salaries for three vacant PO positions were adjusted slightly upward
<b>Total</b>			<b>\$ 579,428</b>				

# New Organizational Structure

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The FY 2017-18 budget is aligned to the new internal structure and staffing to advance the work outlined in the Strategic Plan and continue to support ongoing Legacy Investments.

The resulting structure is divided into four divisions:

- 1) Programs
- 2) Policy & Strategy
- 3) Integration & Learning
- 4) Administration

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# Programs Division

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*Through partnership, we promote strategic investment, innovation, and leadership to advance the policies and systems that will improve outcomes for children and families.*

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# Strategic Plan Priority Outcome Areas

Estimated resources required to support work related to the anticipated Year 3 activities of the Strategic Plan

2015-2020 STRATEGIC PLAN OUTCOME AREA	Revised FY 2016-17	Proposed FY 2017-18	Variance <sup>139</sup>	
Families	\$ 31,998,500	\$ 29,526,000	\$(2,472,500)	-7.7%
Communities	17,401,000	18,893,000	1,492,000	8.6%
Early Care & Education (ECE) Systems	23,378,000	22,080,000	(1,298,000)	-5.6%
Health-Related Systems	1,267,000	4,118,000	2,851,000	225.0%
<b>Total Strategic Plan Priority Outcome Areas</b>	<b>\$ 74,044,500</b>	<b>\$ 74,617,000</b>	<b>\$ 572,500</b>	<b>0.8%</b>

# Family Supports Overview

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## Key Budget Highlights

- Strategy 1: Home Visiting – Proposed budget is aligned with current year experience, mid-year budget adjustments, and projected staffing required based on projected participation/enrollment rates; eliminated prior year contingency. Continued support for Board motion response on building a system of home visiting
- Strategy 2: Family Engagement - Continued funding to support and test family engagement strategies with Abriendo Puertas and Project DULCE.

## Emerging Opportunities

- Includes funding for multiple strategies to support program improvement and fund leveraging for Welcome Baby and Select Home Visitation

# Families

FAMILIES OUTCOME AREA STRATEGY	Revised		Proposed	
	FY 2016-17 Budget		FY 2017-18 Budget	
Strategy 1 - Home Visiting	\$ 30,602,000	96%	\$ 27,078,000	92%
Strategy 2 - Family Engagement	1,396,500	4%	1,385,000	5%
Emerging Opportunities	-	0%	1,063,000	4%
<b>Total Families Outcome Area</b>	<b>\$ 31,998,500</b>	<b>100%</b>	<b>\$ 29,526,000</b>	<b>100%</b>

## Assumptions:

- Ongoing investment in Welcome Baby and Select Home Visiting represents 74% of the total Families Outcome Area budget.
  - 14 Welcome Baby Providers - \$9.7 million
  - 19 Select Home Visiting Providers – \$12.2 million
- Increase in the Family Strengthening Oversight Entity budget related to augmented support to database management, enhanced Continuous Quality Improvement activities and activities related to responding to the Board of Supervisors Home Visiting motion.

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# Communities Overview

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## Key Budget Highlights

- Strategy 1: Community Leadership & Collaboration – Transition to and onboarding of the new support structure beginning in April 2018; resources available to potentially extend Building Stronger Family (BSF) grants through the end of the fiscal year (June 2018).
- Strategy 2: Community Resource Networks - Costs related to support service provider networks that focus on prevention and early intervention (includes but not limited to Prevention and Aftercare Networks)
- Strategy 3: Built Environment – Costs related to Community Advocacy Fund and continued support for two legacy projects

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## Emerging Opportunities

- \$480,000 across three strategies for strategic partnerships with other funders and small grants for advocacy.

# Communities

COMMUNITIES OUTCOME AREA STRATEGY	Revised FY 2016-17 Budget		Proposed FY 2017-18 Budget	
Strategy 1 - Community Leadership & Collaboration	\$ 14,870,000	85%	\$ 13,306,000	70%
Strategy 2 - Coordinated Services & Supports	400,000	2%	500,000	3%
Strategy 3 - Built Environment Policy & Advocacy	695,000	4%	1,306,000	7%
Cross-Strategy Investments	1,436,000	8%	3,301,000	17%
Emerging Opportunities	-	0%	480,000	3%
<b>Total Communities Outcome Area</b>	<b>\$ 17,401,000</b>	<b>100%</b>	<b>\$ 18,893,000</b>	<b>100%</b>

## Assumptions

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- Funding for the Best Start Alignment transition consistent with Board action at the May meeting
- Emerging and new work in Strategies 2 & 3

# ECE Overview

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## Key Budget Highlights

- Strategy 1: Policy & Advocacy – Full year of contracting with an intermediary and grantees under ECE Policy Advocacy Fund; New work includes building on community momentum related to a Kindergarten Readiness Assessments (KRA); and potential support for Educare site expansion in Long Beach
- Strategy 2: QRIS Implementation - Continued support of Quality Rating and Improvement Systems (QRIS) and Architects (Update at June PPC)
- Strategy 3: Workplace Development – Continued support for professional development partnerships with higher education and Workforce Registry (Update at June PPC)

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## Emerging Opportunities/New work for FY 2017-18

- Support activities that may emerge as result of LA County's 2017 Child Care Needs Assessment

# Early Care & Education Systems (ECE)

ECE OUTCOME AREA STRATEGY	Revised			Proposed	
		FY 2016-17 Budget		FY 2017-18 Budget	
Strategy 1 - Policy/Advocacy	\$	3,540,000	15%	\$ 4,100,000	19%
Strategy 2 - QRIS		18,603,000	80%	16,220,000	73%
Strategy 3 - Professional Development		1,235,000	5%	1,660,000	8%
Emerging Opportunities		-	0%	100,000	0.5%
<b>Total ECE Outcome Area</b>	<b>\$</b>	<b>23,378,000</b>	<b>100%</b>	<b>\$ 22,080,000</b>	<b>100%</b>

## Assumptions:

- Full year of support for the ECE Policy Advocacy Fund
- Advancement of Kindergarten Readiness Assessment (KRA) and learning communities
- Continue the systems building work of the QRIS Architects and testing of initial QRIS model for LA County
- Continued investments in Workforce Development

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# Health Systems Overview

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## Key Budget Highlights

- Transition from planning and partnership development to implementation
- Strategy 1: Early Identification and Intervention – Includes initial start-up of Help Me Grow (HMG) and support for organizing entity
- Strategy 2: Trauma-Informed Care (TIC) – Specific projects are yet to be developed pending the action plan as a result of the environmental scan
- Continued progress, as planned, on all legacy investments

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## Emerging Opportunities

- Funds available to support opportunities and potential projects that may emerge in FY 2017-18 for leveraging and/or support for Trauma Informed Care

# Health

HEALTH-RELATED SYSTEMS OUTCOME AREA STRATEGY	Revised FY 2016-17 Budget			Proposed FY 2017-18	
Strategy 1 - Early Identification/Developmental Screening/Connection to Services	\$	570,000	45%	\$2,518,000	61%
Strategy 2 - Trauma-Informed Care		697,000	55%	1,350,000	33%
Emerging Opportunities		-	0%	250,000	6%
<b>Total Health Outcome Area</b>	<b>\$</b>	<b>1,267,000</b>	<b>100%</b>	<b>\$4,118,000</b>	<b>100%</b>

## Across Both Strategies:

- Represents most “emerging” work with our Strategic Plan

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## Strategy 1- Early Identification and Intervention

- Anticipates Help Me Grow (HMG) will move from design to implementation phase; organizing entity to be contracted

## Strategy 2- Trauma-Informed Care (TIC)

- Reflects anticipated work in major areas, however specific projects will be determined by both environmental scan and action plan to be completed in June 2017

# Policy & Strategy Division

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*The Policy & Strategy Division connects, captivates and catalyzes key partners to help drive policy and transform systems for young children and their families.*

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# Policy & Strategy Division

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## SP Related Investment Areas & Support Costs

### Policy/Advocacy (\$2.8 million)

- Key policy activities to support work in Home Visiting and Early Care & Education
- Exploration of priority policy and sustainability issues aligned with the Strategic Plan

### Strategic Communications (\$6.3 million)

- Develop and implement strategic communications plans that build our brand, engage decision makers, elevate awareness and create urgency, and support internal communications

### Strategic Partnerships (\$1.2 million)

- Reach out to build new civic allies and champions in the business, higher education and philanthropy sectors to support policy and systems change for LA County's young children.

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Local relationship/partnership building and coordinating program activities associated with the new Community Relations department are embedded within the Communities outcome area

*Total proposed FY 2017-18 budget: \$10.3 million*

# Integration & Learning Division

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*The Integration & Learning Division supports continuous improvement and integration across strategies and processes to harness First 5 LA's collective knowledge to improve outcomes for children and families.*

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# Integration & Learning

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Initial investments to establish key building blocks of a learning organization. This includes support for ongoing research and evaluation work.

## Build Staff Capacity to Learn and Improve

Provide structured opportunities for staff to reflect, capture and share insights- internally and externally

## Build a Knowledge Base

Assess state of current information systems and how the organization uses data as initial step for creating a knowledge base

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## Rigorous research and evaluation

Support of ongoing evaluation of key investments (Welcome Baby, Best Start) to inform the strategic plan implementation and measure progress

*Total proposed FY 2017-18 budget: \$6.2 million*

# Administration Division

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*In support of First 5 LA, a public entity, the Administration Division together strives to achieve operational excellence with an integrated customer focus.*

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# Administration Division

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## Key Budget Highlights: Foundational Investments

- Financial Re-engineering: Enhance our financial system (Financial Edge) to align with our new Chart of Accounts (COA) and continue to assess for additional improvement opportunities
- IT Assessment: Optimize IT resources and inform how best to support the needs of the organization and role of IT
- Purchasing: Establish a centralized purchasing function for the planning, management, control and evaluation of purchasing activities
- Records Retention: Integrate management of records and information to appropriately retain/destroy, secure, archive, control, and improve accessibility to records with the goal of improving efficiency and mitigating risk
- County Partnership Fund: Support emerging county government partners' work aligned to First 5 LA

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*Total proposed FY 2017-18 budget: \$6.4 million*

# Emerging Opportunities

INITIATIVE / STRATEGY NAME	PROGRAM/PROJECT NAME	EST. RESOURCES FOR EMERGING OPPORTUNITIES
<b>PROGRAMS</b>		
Families - Emerging Opportunities	Emerging Opportunities - Families Outcome Area	\$ 1,063,000
Communities - Emerging Opportunities	Emerging Opportunities - Communities Outcome Area	480,000
ECE - Emerging Opportunities	LA County Needs Assessment: Emerging	100,000
Health - Emerging Opportunities	Developmental Screening: Help Me Grow	250,000
<b><i>Programs Division Sub-Total</i></b>		<b>\$ 1,893,000</b>
<b>POLICY &amp; STRATEGY DIVISION</b>		
Strategic Partnership-Cross-Cutting Funder Partnership	Southern California Grantmakers (SCG)/ Center for Strategic Public Private Partnerships	25,050
Policy & Strategy - Emerging Opportunities	Emerging Opportunities - Policy & Strategy	75,000
<b><i>Policy &amp; Strategy Division Sub-Total</i></b>		<b>\$ 100,000</b>
<b>INTEGRATION &amp; LEARNING DIVISION</b>		
Integration & Learning - Emerging Opportunities	Emerging Opportunities - Integration & Learning	50,000
<b><i>Integration &amp; Learning Division Sub-Total</i></b>		<b>\$ 50,000</b>
<b>ADMINISTRATION DIVISION</b>		
County Partnerships	County Partnership Fund	50,000
<b><i>Administration Division Sub-Total</i></b>		<b>\$ 50,000</b>
<b>TOTAL EMERGING OPPORTUNITIES</b>		<b>\$ 2,093,000</b>

# Next Steps

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- **April 26, 2017– Budget & Finance Committee**
  - Overview and discussion of Draft FY 2017-18 Budget
- **May 3, 2017– Executive Committee**
  - Discussion of FY 2017-18 proposed operating costs
- **May 11, 2017– Commission Meeting**
  - Informational Item: Overview and discussion of the Draft FY 2017-18 Budget
- **May 24, 2017– Budget & Finance Committee**
  - Review changes to the FY 2017-18 Budget based on:
    - a. Commission Feedback
    - b. Updated information/direction
- **May 25, 2017– Program & Planning Committee**
  - Discussion of FY 2017-18 proposed programmatic costs
- **June 8, 2017 – Commission Meeting**
  - Action Item: Final FY 2017-18 Budget presented for Board Approval

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# Questions?



FIRST 5 LA

**SUBJECT:**

**Request to Establish a Strategic Partnership with the Los Angeles County Office of Education (LACOE) not to Exceed \$2,500,000 and Authorize First 5 LA Staff to Execute a Contract for the Period Beginning July 1, 2017 and ending June 30, 2020.**

**RECOMMENDATION:**

This memo is provided as information for the Board's consideration. First 5 LA staff recommends that at the June 8, 2017 Commission meeting, the Board approve the establishment of a three-year Strategic Partnership with the Los Angeles County Office of Education (LACOE) for an amount not to exceed \$2,500,000 and authorize staff to execute a contract with LACOE from July 1, 2017 through June 30, 2018. The funds to support this Strategic Partnership will come from IMPACT/IMPACT T&TA Hub funding from First 5 CA. The proposed work of this Strategic Partnership serves to advance First 5 LA's Strategic Plan by working closely with a county partner toward the establishment of a common Quality Rating and Improvement System (QRIS) data system (iPinwheel) for Los Angeles County.

**BACKGROUND:**

The QRIS Architects have identified the need for a common data system to advance the work of a uniform Quality Rating and Improvement System in Los Angeles County. Currently, a comprehensive data system called iPinwheel is used to hold data related to sites served by the California State Preschool Program QRIS and Infant/Toddler Block Grants. However, these are not the only funding streams for QRIS in Los Angeles County. First 5 LA, for example, currently invests in QRIS site ratings through its contract with LAUP and will continue to do so through the current Strategic Plan with both its own funds and funds from First 5 CA.

A common data system has the added benefit of being more efficient and streamlined than holding numerous contracts with either one or multiple data system vendors, and helps Los Angeles County more easily tell the story of the QRIS landscape. By coordinating QRIS data efforts, Los Angeles County is able to tell a more comprehensive story about the picture of quality in early childhood education settings across the county and can ensure data are collected and entered reliably within a single data system, allowing for greater confidence in the quality of the data. In addition, because the California Department of Education and First 5 CA have aligned respective data collection efforts around QRIS with a common data file, a shared QRIS database among all LA County partners implementing QRIS allows for a singular data submission process from the county, increasing administrative efficiency and reducing the likelihood of data errors associated with multiple data submissions from a single county. LACOE currently administers iPinwheel's contract for data services related to the California State Preschool Program QRIS and Infant/Toddler Block Grants, but faces a number of challenges, namely that QRIS sites not receiving services through the Block Grants cannot be hosted under the current contract. In addition, due to the unpredictable funding amounts and cycles of these Block Grants, LACOE has historically been unable to hold long-term contracts with a data vendor to support the infrastructure of a countywide data system.

Over a number of months, the Architects have explored the elements that would need to be in place in order to move forward with a countywide QRIS data system. The Architects unanimously expressed a desire to continue working with iPinwheel as the data vendor of choice, and have also discussed levels of data access needed by the various partners, as well as the types of staffing and support that would be needed to implement the work. Under the proposed Strategic Partnership, LACOE would administer a contract with iPinwheel and provide appropriate staffing to manage the database, providing the necessary support for countywide partners interfacing with iPinwheel.

Pursuant to the Procurement Policy, Strategic Partners of \$75,000 or more in a fiscal year must be presented to the Board for approval. Staff is requesting the establishment of a Strategic Partnership for the period beginning July 1, 2017 and ending June 30, 2020 for an amount not to exceed \$2,500,000, to

comply with this policy. Section IV.5 of the Procurement Policy also states that contracts of \$75,000 or more requires Board approval prior to execution. Staff is seeking approval to execute a contract for the period of July 1, 2017 to June 30, 2018 for an amount not to exceed \$900,000. Contract renewals will be brought to the Board annually via the Consent Calendar.

**GOVERNANCE GUIDELINES #5 AND #6 (SUSTAINABILITY AND LEVERAGING):**

***Sustainability Plan and Funding Landscape***

QRIS Sustainability - The pathway to sustainability for QRIS is through policy and systems change so that there is increased public funding to support a quality early care and education system. First 5 LA has a number of efforts aligned with ensuring QRIS' sustainability beyond particular funding cycles, including the Early Care and Education Policy and Advocacy Fund (ECE PAF). In addition, the QRIS Architects collaboration is aimed at increasing administrative efficiency and reducing the cost of providing QRIS services. Some of the discussions to reduce the cost of QRIS to date have included the use of the ECE Workforce Registry as a means of verifying educational attainment of directors and lead teachers, the use of financial incentives for participating sites, and sharing resources among county partners.

Leveraged Resources – The proposed Strategic Partnership between LACOE and First 5 LA represents a cost sharing partnership. By combining resources, LACOE and First 5 LA are able to ensure long-term continuity of a data system to be used for QRIS efforts in Los Angeles County and increase administrative efficiency and bargaining power by entering into a single contract with a data vendor.

**JUSTIFICATION:**

**This Strategic Partnership meets the criteria below:**

- The Strategic Partnership can provide specific resources needed by First 5 LA to implement an approved program or initiative in a manner or on a scale that makes the Strategic Partnership more cost effective than resources provided through a competitive solicitation; or
- The Strategic Partnership can implement an approved program or initiative more expeditiously than resources provided through a competitive solicitation; or
- The Strategic Partnership can provide a demonstrated level of ability or expertise that is only available in the community through the proposed Strategic Partnership; or
- The Strategic Partnership provides an opportunity to leverage First 5 LA funds to produce additional funding for the program or initiative or service.

**AND**

- The proposed Strategic Partnership is aligned with the adopted Strategic Plan.

***The Strategic Partnership can implement an approved program or initiative more expeditiously than resources provided through a competitive solicitation***

- iPinwheel has been identified by the LA County QRIS Architects as the data system of choice for QRIS work moving forward
- LACOE currently holds a contract with the data system vendor, *iPinwheel*, for QRIS efforts funded by the California State Preschool Program QRIS and Infant/Toddler QRIS Block Grants.

- LACOE has demonstrated previous experience with hosting a large scale data system and is able and willing to provide the necessary staffing to support the QRIS data system for use by all county partners.

***The Strategic Partnership provides an opportunity to leverage First 5 LA funds to produce additional funding for the program or initiative or service.***

- The Strategic Partnership with LACOE allows for a longer period of contracting between LACOE and iPinwheel, reducing administrative burden associated with re-negotiating and executing contracts multiple times annually.

***The proposed Strategic Partnership is aligned with the adopted Strategic Plan.***

- The Strategic Partnership with LACOE is directly aligned with First 5 LA's Early Care and Education (ECE) Systems outcome to increase access to quality early care and education. The work of this Strategic Partnership is also directly aligned with all three of First 5 LA's strategies under the ECE Systems outcome area: (1) to support the implementation of a uniform Quality Rating and Improvement System (QRIS) within LA County in order to support advocacy and policy change, (2) to strengthen the professional development system for early care and education, and (3) to advocate for greater public investment in early care and education, with a focus on both infant/toddler and preschool.
- The proposed strategic partnership is also aligned with several of First 5 LA's investment guidelines, which seek to focus on systems and policy change and to engage partners at early stages.

# Quality Rating and Improvement System (QRIS) Update

Katie Fallin Kenyon, First 5 LA  
Christina Bath Collosi, Viva  
Strategy + Communications

May 25, 2017



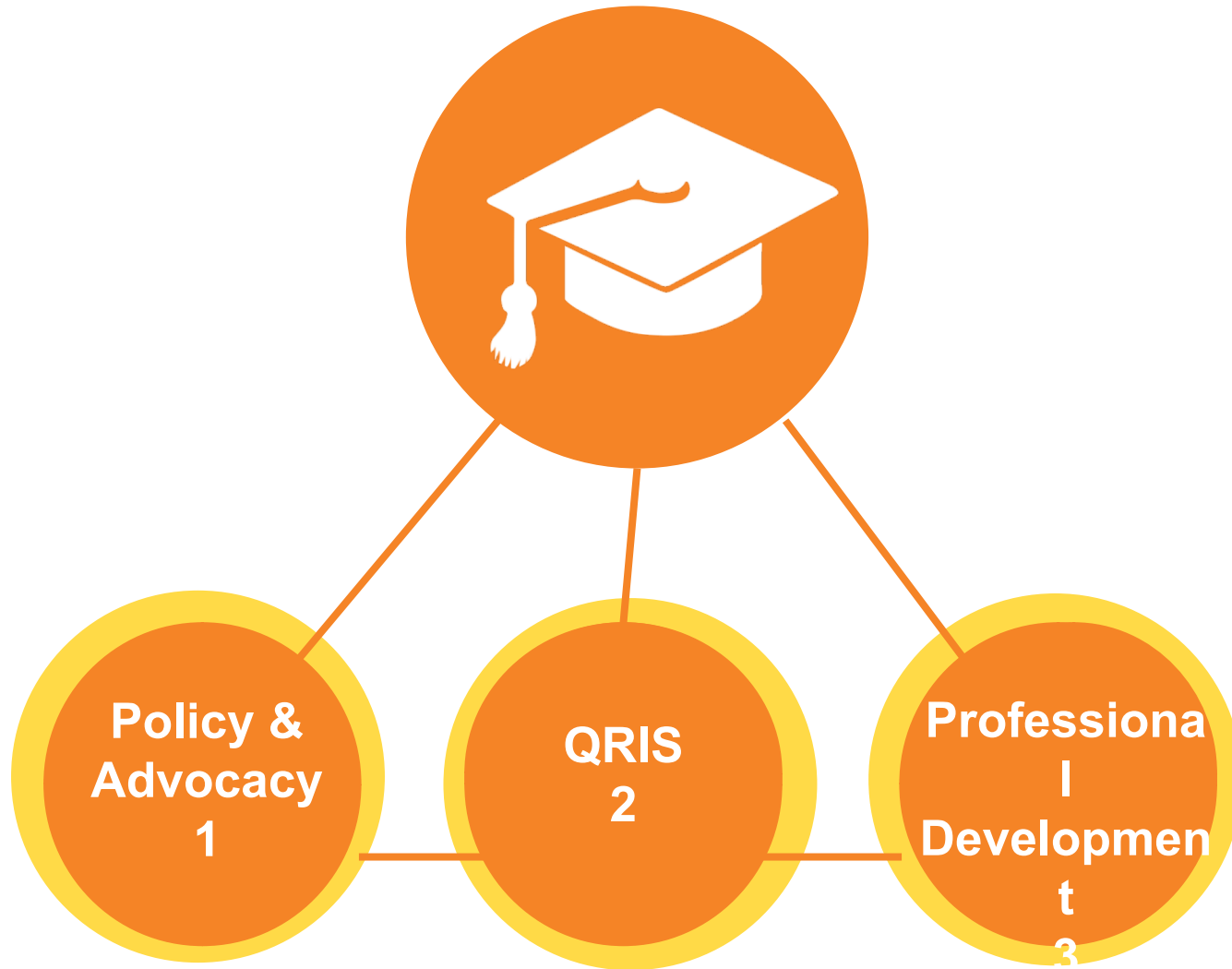
# Presentation Goals

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- Overview of QRIS strategy
- Progress update on the QRIS Systems  
Planning work with the QRIS Architects
- Accomplishments, challenges, lessons learned<sup>161</sup>
- Next steps including proposed Strategic  
Partnership with LACOE for a countywide  
QRIS database

# Early Care and Education Outcome

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# QRIS: California Overview

**A QRIS is a systemic approach to assess, improve, and communicate the level of quality in early care and education settings.**

A fully functioning QRIS includes the following:

1. Quality standards
2. Supports and infrastructure to meet standards
3. Financial incentives linked to meeting quality standards
4. Engagement and outreach

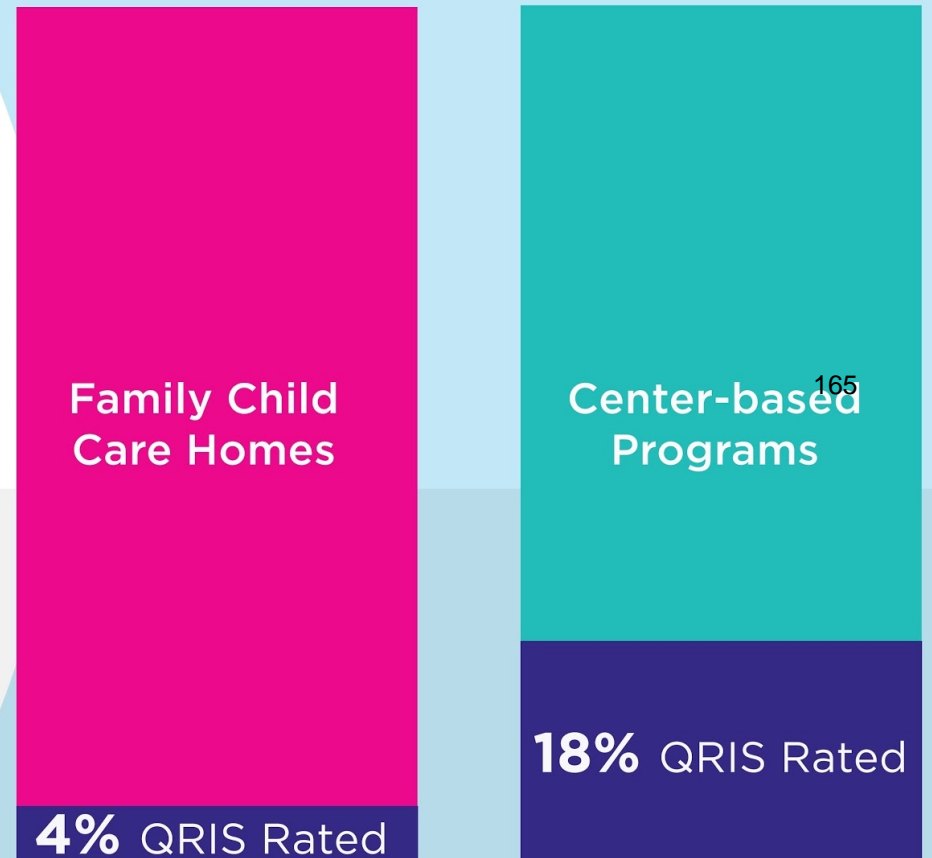
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**In California, QRIS is *voluntary* for licensed centers and family child care homes serving children 0-5**

# QRIS in LA County

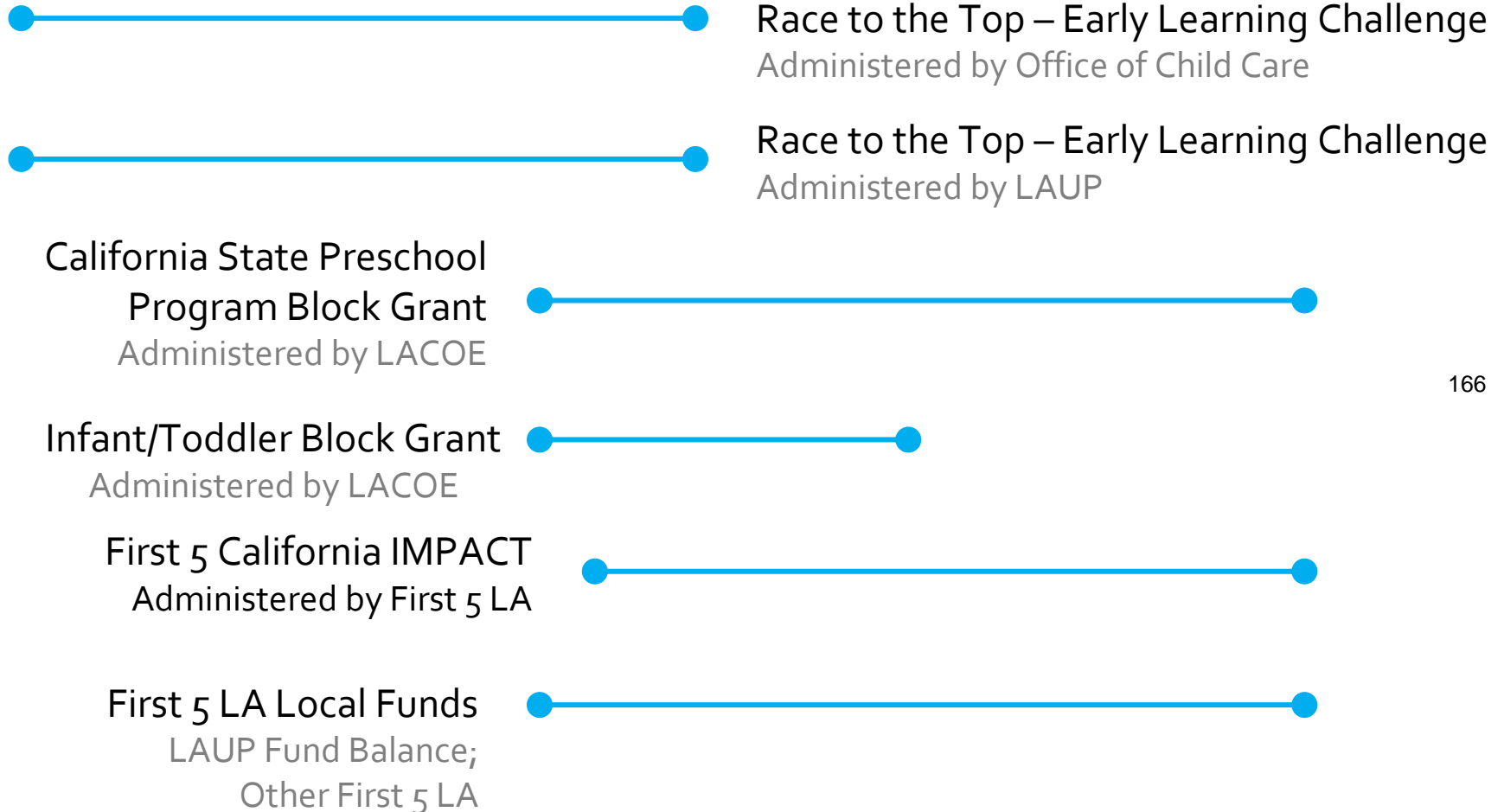
Percent of All Licensed Programs Participating in QRIS by Program Type

(As of June 30, 2016)



# LA County QRIS Funding Streams

2012 | 2014 | 2016 | 2018 | 2020



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In 2015, the First 5 California IMPACT application provided the opportunity for Los Angeles to build a QRIS model that will be:

- Unconstrained by specifics of particular funding sources
- Built on lessons learned from previous QI/QRIS efforts in LA County

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In order to further this work, the organizations that are required participants in the various CA-QRIS efforts were convened.

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This representative group is now called the Los Angeles County QRIS Architects.

# Architects' Goals

1

Collectively develop a countywide QRIS that addresses the quality improvement needs of different licensed provider types

2


Strengthen relationships between QRIS participants for successful implementation

3

Strengthen QRIS infrastructure so that it is efficient and able to be expanded

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**Imagination is everything. It is the preview of life's coming attractions. - Albert Einstein**

# LA County QRIS Architects' Approach

**"This is our opportunity to pause, take a breath, and figure out how we all work together."**

**- LA Architect**



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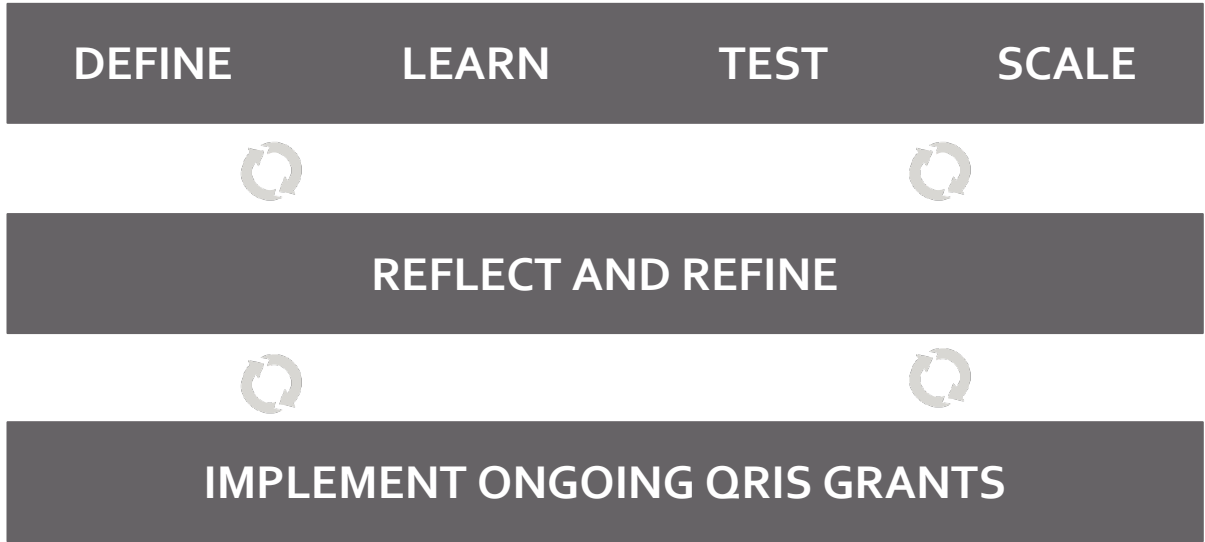
# QRIS Foundational Components

- 1 QRIS Matrix
- 2 Quality Improvement Pathways
- 3 QRIS Local Indicators (Tier 2 & Tier 5)
- 4 Data Collection & Sharing
- 5 Data System
- 6 ECE Registry
- 7 Rating & Monitoring
- 8 Research & Evaluation
- 9 Coaching Model
- 10 Technical Assistance
- 11 Stipends/Incentives
- 12 Tiered Reimbursement
- 13 Rating Communications
- 14 Educator Communications
- 15 Educator Outreach & Recognition
- 16 Parent Communications

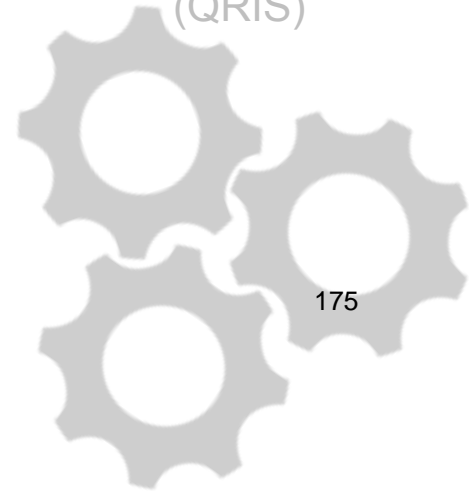


**LA Architects agreed to rigorously study, discuss and construct a shared QRIS model for these components**

# Architects' Approach



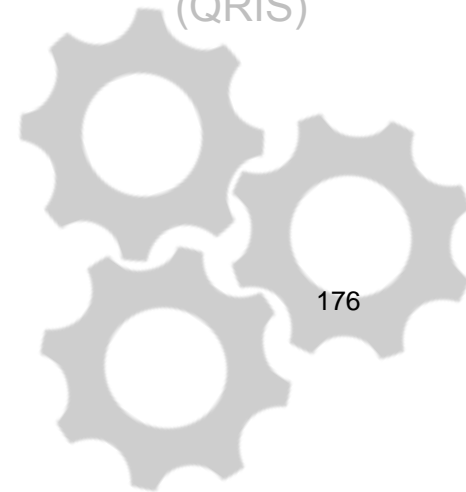
LA County  
Quality Rating and  
Improvement System  
(QRIS)



January 2016 – August 2016  
Memorandum of Understanding  
(MOU) was developed

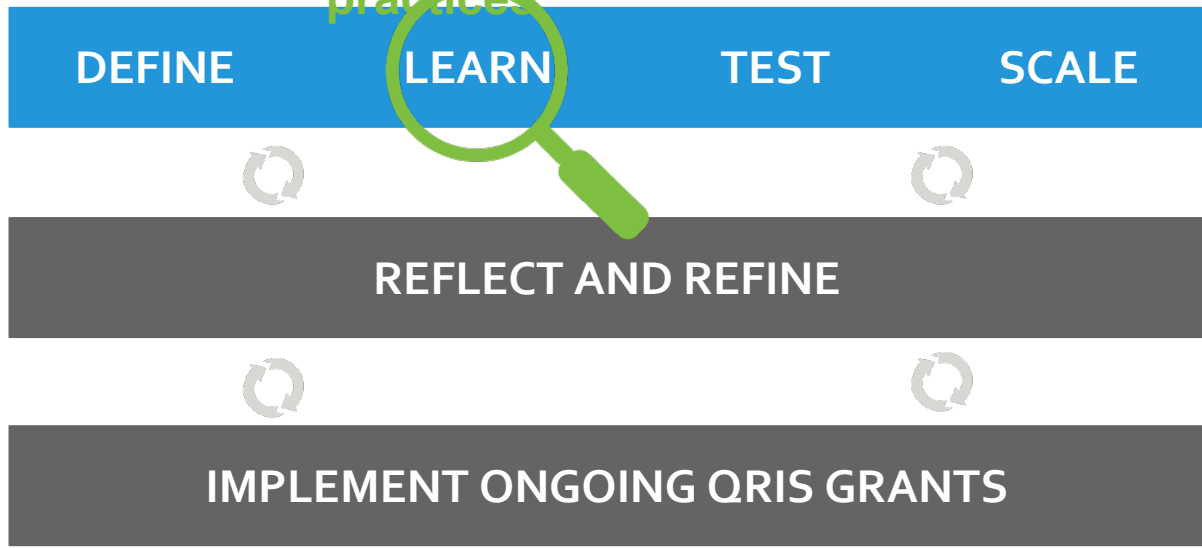


LA County  
Quality Rating and  
Improvement System  
(QRIS)

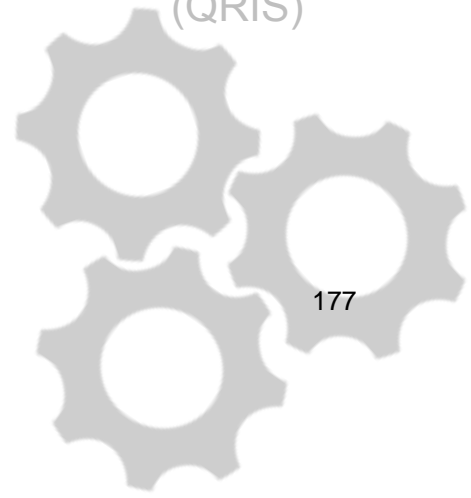


Estimated Timeframe:  
September 2016 – December  
2018

Deepen QRIS knowledge through learning from local experience as well as state and national research and best practices



LA County  
Quality Rating and  
Improvement System  
(QRIS)



Estimated Timeframe:  
Phase I : July 2017 – June 2018  
Phase II: July 2018 – June 2019

Utilize reflections and learning to build and pilot the Architect developed QRIS model

LA County Quality Rating and Improvement System (QRIS)

DEFINE

LEARN

TEST

SCALE

REFLECT AND REFINE

IMPLEMENT ONGOING QRIS GRANTS

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Estimated Timeframe:  
July 2019-June 2020  
Expand QRIS in Los Angeles County using model developed by Architects

LA County Quality Rating and Improvement System (QRIS)

DEFINE

LEARN

TEST

SCALE

REFLECT AND REFINE

IMPLEMENT ONGOING QRIS GRANTS

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LA County  
Quality Rating and  
Improvement System  
(QRIS)



DEFINE

LEARN

TEST

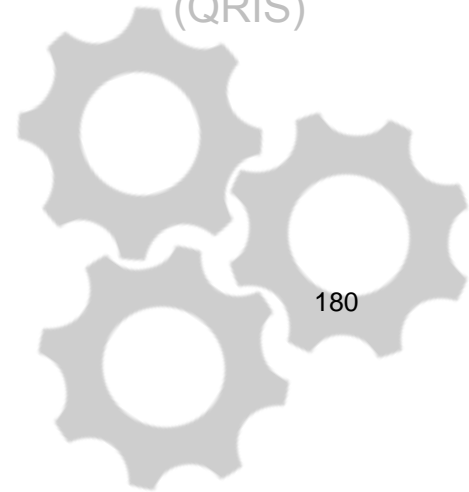
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REFLECT AND REFINE



IMPLEMENT ONGOING QRIS GRANTS



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LA County  
Quality Rating and  
Improvement System  
(QRIS)



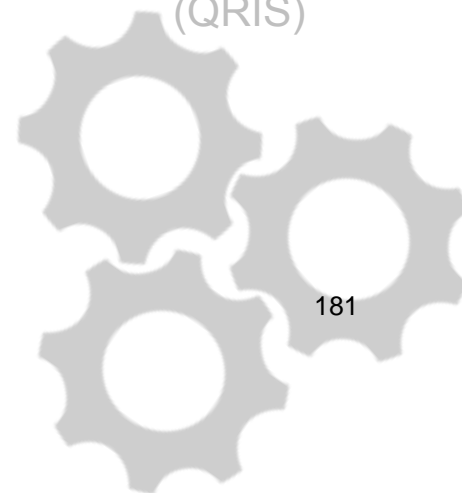
DEFINE      LEARN      TEST      SCALE



REFLECT AND REFINE



IMPLEMENT ONGOING QRIS GRANTS



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DEFINE      LEARN      TEST      SCALE

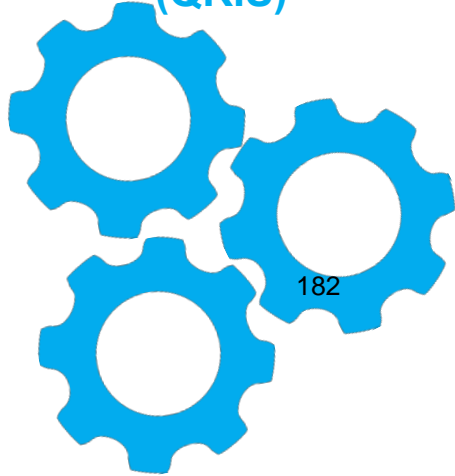


REFLECT AND REFINE



IMPLEMENT ONGOING QRIS GRANTS

LA County  
Quality Rating and  
Improvement System  
(QRIS)



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**“This approach is what LA County needs to do if...we’re going to have a countywide system.”**  
- LA Architect

# Systems Building FY 16-17

# Intensive Learning and Dialogue

*"The retreat was just great. I wish I could have divided myself in three so I could have been in each content stream."* -Harvey Kawasaki, LA County COE's office

## Learning Journey Reflection

*I am intrigued by University of Florida's agnostic coaching model and the use of a data display.<sup>185</sup>*  
- Several Architects

## Well received advice

*"Don't try to boil the ocean"*  
- Abby Thorman, Ph.D

# Systems Building in Action Relationships

First 5 Santa Clara  
&  
First 5 Santa Cruz



First 5 San Francisco

# Systems Building in Action

## Decisions

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- 1 Common Participant Incentives
- 2 Common QRIS Database
- 3 QRIS Integration with the ECE Workforce Registry

# Systems Building in Action

Relationships  
+  
Applied Learning  
  
= Outcomes

Currently exploring how to coordinate AB 212 professional development stipend program with QRIS including coordination across funding streams and integration of data

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*Architect Entities Leveraging Blended Funding Model from San Francisco*

# Learning Themes + Architect Application

- 1. Equity Lens (SF Bay Region)**
  - ✧ *Architect Model - Incentive Structure*
- 2. Administrative Integration of Funding Sources (San Francisco, Florida)**
  - ✧ *Architect Model - AB212 Integration*
- 3. Coaching Models (Florida, San Francisco, Santa Cruz)**
  - ✧ *Architect Model - May 24<sup>th</sup> Retreat*

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# Learning Themes + Architect Application

## 4. Linkage of Systems Investments (San Diego, ASQ + QRIS)

✧ *Architect Model - ECE Workforce Registry*

## 5. Shared Data System (Bay Area Region)

✧ *Architect Model - Single Countywide Data System*

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# Looking Back: October 2016 Commission Presentation

## Challenges, October 2016

### Getting on the same page

*Different definitions of systems building*



### Staying future-focused

*Today demands so much time and energy*



### Strengthening partnerships

*Differences in resources among participants*



## Status, May 2017

**Significant progress**

**Progress, still a<sup>101</sup>  
challenge**

**Significant progress,  
continued diligence**



## Looking Forward: QRIS Model Building FY 17-18

- 1 Outreach
- 2 Enrollment Process
- 3 Application
- 4 Site selection
- 5 Orientation
- 6 Quality Improvement
- 7 CLASS & ERS Assessment
- 8 Rating Verification
- 9 Engagement During Non-Rating Years
- 10 Educator Recognition
- 11 Parent Communications
- 12 Continuous Quality Improvement of QRIS (focus groups, surveys, interviews, etc.)

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**Countywide QRIS Database:**  
Proposed Strategic Partnership with  
the Los Angeles County Office of  
Education (LACOE)

# Proposed Strategic Partnership

- Amount not to exceed \$2.5 Million
- Funding from First 5 CA IMPACT
- July 1, 2017 through June 30, 2020
- Leverages ~ \$670,000 in other state funding
- Builds upon existing QRIS database contract with iPinwheel managed by LACOE
- First 5 LA will have access to all system data to use for monitoring, evaluation and learning

