



County of Los Angeles CIVIL GRAND JURY

CLARA SHORTRIDGE FOLTZ CRIMINAL JUSTICE CENTER
210 WEST TEMPLE STREET • ELEVENTH FLOOR • ROOM 11-506 • LOS ANGELES, CALIFORNIA 90012
TELEPHONE (213) 628-7914 • FAX (213) 229-2595
<http://www.grandjury.co.la.ca.us/>

May 13, 2015

Honorable Carolyn B. Kuhl, Presiding Judge
Los Angeles Superior Court
111 North Hill Street, Room 204
Los Angeles, CA 90012

Dear Judge Kuhl:

Pursuant to California Penal 933 and 933.05 we are submitting the responses of agencies and elected officials to the 2013-2014 Los Angeles County Civil Grand Jury Final Report, which was published on June 30, 2014.

Respectfully Submitted,

A handwritten signature in black ink, appearing to read "Kenneth Star". The signature is fluid and cursive.

Kenneth Star, Chairperson, Continuity Committee
2014-2015 Los Angeles County Civil Grand Jury

A handwritten signature in black ink, appearing to read "Doris K. Reed". The signature is fluid and cursive.

Doris K. Reed, Foreperson
2014-2015 Los Angeles County Civil Grand Jury



WILLIAM T FUJIOKA
Chief Executive Officer

County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration
500 West Temple Street, Room 713, Los Angeles, California 90012
(213) 974-1101
<http://ceo.lacounty.gov>

"To Enrich Lives Through Effective And Caring Service™"

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Fifth District

August 26, 2014

The Honorable Board of Supervisors
County of Los Angeles
383 Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, California 90012

Dear Supervisors:

ADOPTED

BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES

16 August 26, 2014

Sachi A. Hamai
SACHI A. HAMAI
EXECUTIVE OFFICER

RESPONSES TO THE 2013-14 CIVIL GRAND JURY FINAL REPORT RECOMMENDATIONS (ALL AFFECTED) (3 VOTES)

SUBJECT

Approval of County's responses to the findings and recommendations of the 2013-14 Civil Grand Jury Final Report, and the transmittal of responses to the Civil Grand Jury, as well as the Superior Court, upon approval by the Board.

IT IS RECOMMENDED THAT THE BOARD:

1. Approve the responses to the findings and recommendations of the 2013-14 Civil Grand Jury Final Report that pertain to County government matters under the control of the Board.
2. Instruct the Executive Officer of the Board of Supervisors to transmit copies of this report to the Civil Grand Jury, upon approval by the Board.
3. Instruct the Executive Officer of the Board of Supervisors to file a copy of this report with the Superior Court, upon approval by the Board.

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

Section 933 (b) of the California Penal Code establishes that the county boards of supervisors shall comment on grand jury findings and recommendations which pertain to county government matters under control of those boards.

On July 1, 2014, the 2013-2014 County of Los Angeles Civil Grand Jury released its Final Report containing findings and recommendations directed to various County and non-County agencies.

County department heads have reported back on the Civil Grand Jury recommendations and these responses are attached as the County's official response to the 2013-2014 Civil Grand Jury Final Report.

Recommendations that make reference to non-County agencies have been referred directly by the Civil Grand Jury to those entities.

Implementation of Strategic Plan Goals

The recommendations and responses are consistent with all three of the County Strategic Plan Goals:

- Goal No. 1 - Operational Effectiveness/Fiscal Sustainability:
 - Maximize the effectiveness of the County's processes, structure, operations, and strong fiscal management to support timely delivery of customer-oriented and efficient public services.
- Goal No. 2 – Community Support and Responsiveness:
 - Enrich lives of Los Angeles County residents by providing enhanced services, and effectively planning and responding to economic, social, and environmental challenges.
- Goal No. 3 – Integrated Services Delivery:
 - Maximize opportunities to measurably improve client and community outcomes and leverage resources through the continuous integration of health, community, and public safety services.

FISCAL IMPACT/FINANCING

Certain Civil Grand Jury recommendations require additional financing resources. In some cases, financing has been approved by the Board in the current fiscal year budget. Departments will assess the need for additional funding during the 2014-15 budget cycle and beyond, as appropriate.

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

In accordance with California Penal Code Section 933 (b), the following departments have submitted responses to the 2013-14 County of Los Angeles Civil Grand Jury Final Report.

ATTACHMENT	DEPARTMENT
A	Chief Executive Office
B	Assessor
C	Children and Family Services
D	Health Services
E	Probation
F	Sheriff

IMPACT ON CURRENT SERVICES (OR PROJECTS)

Not applicable.

The Honorable Board of Supervisors
8/26/2014
Page 3

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'WTF', followed by a large, stylized flourish that resembles a heart or a large 'M', and then a horizontal line extending to the right.

WILLIAM T FUJIOKA
Chief Executive Officer

WTF:SHK
FC:JR:ib

Enclosures

c: Sheriff
Executive Office, Board of Supervisors
Assessor
Children and Family Services
County Counsel
Health Services
Probation



STATEMENT OF PROCEEDINGS FOR THE
REGULAR MEETING OF THE BOARD OF SUPERVISORS
OF THE COUNTY OF LOS ANGELES HELD IN ROOM 381B
OF THE KENNETH HAHN HALL OF ADMINISTRATION
500 WEST TEMPLE STREET, LOS ANGELES, CALIFORNIA 90012

Tuesday, August 26, 2014

9:30 AM

16. Recommendation: Approve the responses to the findings and recommendations of the 2013-14 Civil Grand Jury Final Report that pertains to County government matters under the control of the Board; and instruct the Executive Officer of the Board to transmit copies of the report to the Civil Grand Jury, and file a copy of the report with the Superior Court upon Board approval. (14-3714)

Eric Preven and Dr. Genevieve Clavreul addressed the Board.

On motion of Supervisor Molina, seconded by Supervisor Knabe, this item was approved.

Ayes: 4 - Supervisor Molina, Supervisor Yaroslavsky,
Supervisor Antonovich and Supervisor Knabe

Absent: 1 - Supervisor Ridley-Thomas

The foregoing is a fair statement of the proceedings of the regular meeting held August 26, 2014, by the Board of Supervisors of the County of Los Angeles and ex officio the governing body of all other special assessment and taxing districts, agencies and authorities for which said Board so acts.



Sachi A. Hamai, Executive Officer
Executive Officer-Clerk
of the Board of Supervisors

By

Sachi A. Hamai

ATTEST: SACHI A. HAMA
EXECUTIVE OFFICER
CLERK OF THE BOARD OF SUPERVISORS

By  Deputy



County of Los Angeles
CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration
600 West Temple Street, Room 713, Los Angeles, California 90012
(213) 974-1101
<http://ceo.lacounty.gov>

WILLIAM T FUJIOKA
Chief Executive Officer

Board of Supervisors
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Third District

DON KNABE
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MICHAEL D. ANTONOVICH
Fifth District

August 8, 2014

To: Supervisor Don Knabe, Chairman
Supervisor Gloria Molina
Supervisor Mark Ridley-Thomas
Supervisor Zev Yaroslavsky
Supervisor Michael D. Antonovich

From: William T Fujioka
Chief Executive Officer

**RESPONSES TO THE 2013-2014 CIVIL GRAND JURY FINAL REPORT
RECOMMENDATIONS**

Attached are this Office's responses to the 2013-2014 Civil Grand Jury Final Report. We are responding to specific recommendations dealing with the following sections:

- A Health Information Expressway or Life in the Slow Lanes
- A Timely and Clean "Bill" of Health May Save \$285 Million
- Maintenance Issues and Living Conditions at Juvenile Halls
- Property Tax Avoidance or Picking the Taxpayers' Pocket?
- Detention – Adult Facilities

If you have any questions regarding our responses, please contact me, or your staff may contact Frank Cheng of this Office at (213) 893-7938, or fcheng@ceo.lacounty.gov.

WTF:SHK
FC:JR:ib

Attachment

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**Please Conserve Paper – This Document and Copies are Two-Sided
Intra-County Correspondence Sent Electronically Only**

RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES – CHIEF EXECUTIVE OFFICE - HEALTH AND MENTAL HEALTH SERVICES CLUSTER

SUBJECT: 2013-2014 CIVIL GRAND JURY RECOMMENDATIONS FOR A HEALTH INFORMATION EXPRESSWAY OR LIFE IN THE SLOW LANES

RECOMMENDATION NO. 1.3

The Chief Executive Office, in coordination with the Board of Supervisors, must consider the following options for continued support of Los Angeles Network for Enhanced Services (LANES), as well as input as a member of the LANES Board of Directors in establishing an effective Health Information Organization (HIO) for Los Angeles County:

1. Institute a dedicated staff for LANES to include a director, information technology managers, and staff for business outreach.
2. Develop a sustainable business plan which would include healthcare providers, managed care plans, and other stakeholders.
3. Explore the possibility of linking with an established and successful Health Information Exchange (HIE).
4. Purchase a complete HIE system that includes all necessary components from a commercial information technology vendor.

RESPONSE

The CEO supports the establishment of an effective HIO for Los Angeles County through its membership on the Board of Directors of LANES.

1. LANES is a public/private collaborative made up of public and private organizations and is in the process of establishing itself as a 501c3 non-profit organization. As a member of the LANES Board, the County will support LANES' efforts to establish dedicated staff for the 501c3.
2. LANES is in the process of developing a sustainable business plan that will encompass all of the required operational and technology costs. LANES endeavors to include any interested healthcare providers, managed care plans, and other stakeholders, and the business plan will contemplate the cost and needs of doing so.
3. LANES is currently working with its technology vendor to continue to develop a centralized HIE infrastructure, and as such, is not exploring other options at this time.
4. The LANES technology vendor offers a complete HIE system, and as indicated above, LANES is working with the vendor to implement a complete system.

**SUBJECT: 2013-2014 CIVIL GRAND JURY RECOMMENDATIONS FOR
A TIMELY AND CLEAN "BILL" OF HEALTH MAY SAVE \$285 MILLION**

RECOMMENDATION NO. 2.17

Consider the advantages and disadvantages of adopting a formal policy to allow for a minimum level of annual General Fund contributions to the Department of Health Services (DHS) budget.

RESPONSE

This is already in place. There is a minimum level of annual General Fund contributions to the DHS budget required by State law. The amount was previously determined by the 1991-92 Realignment Program and was recently increased by Assembly Bill (AB) 85 (amended by Senate Bill 98), the Redirection of 1991 State Health Realignment program. AB 85 set the minimum contribution to the DHS budget at \$323.0 million in Fiscal Year (FY) 2012-13, trended by 1 percent per fiscal year.

RECOMMENDATION NO. 2.18

Allocate a portion of the funds to DHS if additional revenue is obtained through improved collection efforts that are beyond the required contributions by the State and irrespective of any additional revenue DHS is able to obtain through improved collection efforts.

RESPONSE

This is already in place. The Board's policy is to allow DHS to retain all surplus funds generated in a fiscal year for use by DHS in subsequent fiscal years. Further, the Board does not decrease subsequent fiscal years General Fund contributions to the DHS budget to offset increased DHS revenues from prior fiscal years, and State law determines the minimum amount of contributions to the DHS budget.

**COUNTY OF LOS ANGELES – CHIEF EXECUTIVE OFFICE - OPERATIONS,
BUDGET, AND CAPITAL PROGRAMS CLUSTER**

**SUBJECT: 2013-2014 CIVIL GRAND JURY RECOMMENDATIONS FOR
MAINTENANCE ISSUES AND LIVING CONDITIONS AT JUVENILE
HALLS**

RECOMMENDATION NO. 7.3

The CGJ recommends razing all buildings on the site and constructing a modern facility. This should be done in tandem with the on-site construction of the new Eastlake Courthouse which has already received funding of \$90,312,000 as reported by the Administrative Office of the Courts.

RESPONSE

The recommended action is already under review. The County has been in recent discussions with the Administrative Office of the Courts (AOC) and the Los Angeles Superior Courts on the feasibility of a proposed joint replacement project involving Eastlake Courthouse and Central Juvenile Hall.

Feasibility analysis is currently underway to gather space program data for operational needs; consider population consolidation with other existing Los Angeles County juvenile halls for efficiency; and develop opportunities for shared areas such as parking.

The AOC has secured funding for site acquisition and construction of a new Eastlake Courthouse. The County plans to present its joint project concept with the AOC, which will include a financing plan, to the County Board of Supervisors in the fall of 2014.

**COUNTY OF LOS ANGELES – CHIEF EXECUTIVE OFFICE – INTER-
GOVERNMENTAL AND EXTERNAL AFFAIRS
DIVISION**

**SUBJECT: 2013-2014 CIVIL GRAND JURY RECOMMENDATIONS FOR
PROPERTY TAX AVOIDANCE OR PICKING THE TAX PAYERS'
POCKET?**

RECOMMENDATION NO. 8.1

The Los Angeles County Assessor and Board of Supervisors should request the California State Legislature to revise the law to require reassessment when real property is purchased/transferred to different structural ownership at the conclusion of a transaction. Reassessment should be based on the purchase/transfer of real property—not the structure of ownership involved. (i.e. the greater than 50+% ownership formula currently in place.)

RESPONSE

As noted by the Assessor in their response, AB 2372, as amended on July 2, 2014, appears to align with the Grand Jury's recommendation to revise existing law to ensure reassessments of real property occur subsequent to the purchase or transfer of affected properties to a different structural ownership, regardless of how the new property ownership is structured or negotiated. The County has Board of Supervisor-approved legislative policy to support AB 2372, and the CEO will work with the Assessor to complete an analysis of the bill and determine whether the County should support AB 2372 prior to the conclusion of the 2014 Legislative Session. (See Assessor memorandum for additional response to this recommendation)

RECOMMENDATION NO. 8.2

The Los Angeles County Assessor and Los Angeles County Board of Supervisors should support passage of Assembly Bill No. 2756, or similar legislation that contains language requiring assessor certification for decision making in the discerning of "change of ownership", and transfers of real property. (See Article 8.5 Assessment Analyst Qualifications, 674(a) of AB 2756.)

RESPONSE

The County of Los Angeles does not have approved legislative policy to support AB 2756. While AB 2756 and/or any similar legislation that contains language requiring assessor certification for decision-making in the discerning of "change of ownership", and transfers of real property may be beneficial to the assessors receiving this certification, as well as to counties throughout California, support of AB 2756 or similar legislation would be a matter of Board policy determination. (See Assessor memorandum for additional response to this recommendation)

COUNTY OF LOS ANGELES – CHIEF EXECUTIVE OFFICE - PUBLIC SAFETY
CLUSTER

SUBJECT: 2013-2014 CIVIL GRAND JURY RECOMMENDATIONS FOR
DETENTION: ADULT FACILITIES

RECOMMENDATION NO. 15.2

The Los Angeles County Board of Supervisors needs to approve the Sheriff's funding request for replacement of Men's Central, or approve funding to move inmates to facilities that provide opportunities for rehabilitation.

RESPONSE

The CEO continues to work with the Board of Supervisors, the Sheriff, the Department of Mental Health, the Department of Public Works, and Vanir consultants on finalizing plans for the replacement of Men's Central Jail. Upon the approval of a final plan, a formal funding request will be submitted to the Board for approval.



**OFFICE OF THE ASSESSOR
COUNTY OF LOS ANGELES**

500 WEST TEMPLE STREET, ROOM 320
LOS ANGELES, CALIFORNIA 90012-2770

(213) 974-3101

assessor.lacounty.gov

SHARON MOLLER
CHIEF DEPUTY ASSESSOR

July 14, 2014

The Honorable Board of Supervisors
County of Los Angeles
383 Kenneth Hahn Hall of Administration
Los Angeles, CA 90012

Dear Supervisors:

RESPONSE TO THE 2013-2014 CIVIL GRAND JURY FINAL REPORT

Attached is the Office of the Assessor's response to the 2013-2014 Civil Grand Jury Final Report. We are responding to the specific recommendations set forth in Chapter 8.

- Reassessment of commercial/industrial property is not based on a sale
- Certification of Professionals Responsible for Determining Change in Ownership

If you have any questions, please call me or your staff may contact George Renkel at (213) 974-3101 or via email at grenkel@assessor.lacounty.gov.

Sincerely,

SHARON MOLLER

GR:SRM:tt

Attachment

c: William T Fujioka, Chief Executive Officer
Sachi Hamai, Executive Officer, Board of Supervisors
George Renkel, Assistant Assessor

RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES – ASSESSOR

**SUBJECT: 2013-2014 CIVIL GRAND JURY RECOMMENDATIONS FOR
PROPERTY TAX-AVOIDANCE**

RECOMMENDATION NO. 8.1:

The Los Angeles County Assessor and Board of Supervisors should request the California State Legislature to revise the law to require reassessment, when real property is purchased/transferred to different structural ownership at the conclusion of a transaction. Reassessment should be based on the purchase/transfer of real property-not the structure of ownership involved. (i.e. the greater than 50+% ownership formula currently in place.)

RESPONSE:

The Office of the Assessor agrees that clarification is needed to ensure the fair and equitable application of Proposition 13. There is current legislation pending (AB 2372) that would amend section 64 of the Revenue and Taxation Code. We will continue to monitor and analyze potential remedies to determine if further action is warranted. (See *Chief Executive Office memorandum for additional response to this recommendation*)

RECOMMENDATION NO. 8.2:

The Los Angeles County Assessor and the Los Angeles County Board of Supervisors should support passage of Assembly Bill No. 2756, or similar legislation that contains language requiring assessor certification for decision making in the discerning of "change of ownership", and transfers of real property.

RESPONSE:

The Office of the Assessor extended our support for AB 2756 in a letter addressed to Assembly Member Bocanegra dated June 11, 2014. We, along with the California Assessors' Association, feel that this certification is in the best interest of assessors, as well as the general public. It will provide for increased accuracy in assessment, via increased professionalism and training of our assessment analysts. (See *Chief Executive Office memorandum for additional response to this recommendation*)



**County of Los Angeles
DEPARTMENT OF CHILDREN AND FAMILY SERVICES**

425 Shatto Place, Los Angeles, California 90020
(213) 351-5602

PHILIP L. BROWNING
Director

FESIA A. DAVENPORT
Chief Deputy Director

Board of Supervisors
GLORIA MOLINA
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Fifth District

July 17, 2014

To: Supervisor Don Knabe, Chairman
Supervisor Gloria Molina
Supervisor Mark Ridley-Thomas
Supervisor Zev Yaroslavsky
Supervisor Michael D. Antonovich

From: Philip L. Browning, Director 

**RESPONSE TO THE 2013-2014 LOS ANGELES COUNTY CIVIL GRAND JURY
RECOMMENDATIONS**

Enclosed please find the Department of Children and Family Services' (DCFS) responses to each of the Civil Grand Jury's recommendations for year 2013-2014. The responses to the recommendations have been prepared for the following Civil Grand Jury report section topic: Why Is Grandma Worth Less? Recommendations 11.1 and 11.2.

If you have any questions, please call me or your staff may call Aldo Marin, Manager, DCFS Board Relations Section, at (213) 351-5530.

PB:FAD:aw

c: Executive Officer, Board of Supervisors
Chief Executive Officer
County Counsel

Enclosures

"To Enrich Lives Through Effective and Caring Service"

RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES – DEPARTMENT OF CHILDREN AND FAMILY SERVICES

SUBJECT: 2013-2014 CIVIL GRAND JURY RECOMMENDATIONS FOR WHY IS GRANDMA WORTH LESS?

RECOMMENDATION NO. 11.1

DCFS must exercise its authority and pay a relative foster parent the same rate as a non-relative.

RESPONSE

To the extent that there is sufficient funding by the State, the respondent agrees with the recommendation as fully explained below. The Civil Grand Jury correctly points out that certain relative caregivers of DCFS-supervised children do not receive the same amount of financial assistance paid to foster parents. This is an issue of state-wide concern and is not limited to the County of Los Angeles. Moreover, whether relatives of DCFS-supervised children will receive the same amount of financial assistance as the amount received by foster parents rests with the County Board of Supervisors due to potential fiscal impacts to the County budget. DCFS lacks authority to financially bind the County without notice to and approval from the Board of Supervisors. To the extent there is a sufficient amount of funding, DCFS supports the recently enacted Budget Trailer Bill SB 855 which authorizes counties to increase the amount of financial assistance paid to certain relative caregivers.

The timeframe for implementation depends on whether the County elects to opt in to the recently enacted "Approved Relative Caregiver Funding Option Program" (ARCFOP), as more fully described below. If the Board elects to opt in to ARCFOP, the County must exercise its option by October 1, 2014 and implement the program starting January 1, 2015. DCFS is currently conducting an analysis of the potential fiscal implications of the newly enacted legislation and will provide this information to the Board so they can make an informed decision.

ARCFOP was signed into law on June 20, 2014 by Governor Brown. ARCFOP authorizes and provides limited State funding for relative caregivers and it equalizes the amount of financial assistance paid to foster parents and an approved relative caregiver. In many instances, relative caregivers are currently able to receive the same amount of financial assistance as that received by licensed foster parents – the basic federal foster care payment amount known as the AFDC-FC payment. However, this is not true in every case; in some cases, relatives are ineligible to receive the AFDC-FC payment amount.

ARCFOP starts January 1, 2015 and counties wishing to participate must opt in to this new program. The criteria for relatives to receive assistance under this program are: (1) the proposed placement home must meet approval standards; (2) the child must be placed with the approved relative in California only; (3) the child must have been removed from their home under the jurisdiction of a child welfare or probation agency; and (4) a child is otherwise ineligible for federal financial participation for the AFDC-FC payment. The amount of funding proposed by the State is limited. Any cost increases for this program must be funded by each participating county. As such, we are seeking clarifying questions related to the legislation, specifically how the base year will be calculated. With this information we can provide cost projections to the Board which will enable them to decide whether the County of Los Angeles will opt in to this program.

RECOMMENDATION NO. 11.2

DCFS must expand its efforts to place abused children currently in group homes with a relative foster caregiver.

RESPONSE

DCFS has partially completed this recommendation and its efforts are ongoing.

Since the implementation of AB 12 in January 2012, the number of children in out-of-home care has increased from 15,532 to 17,765 (14.3%). AB 12 was enacted to increase the age that dependent youth may remain in foster care from 18 years to 21 years and approximately 80% of DCFS youth of this age group chose to remain in foster care. DCFS remains committed to reducing the number of children in group homes while increasing the number of children placed in the home of a relative. From July 1, 2012 to June 30, 2014, the percent of children placed in group homes decreased from 6.5% to 6.2% (4.6%). In addition to this decrease, the percent of children placed in the home of a relative increased from 41.5% to 42.9% while the State average without Los Angeles County decreased from 32.4% to 31.6% (July 1, 2012 to April, 2014).

DCFS began an intensive effort to review children under 12 years old in group home care. DCFS developed a protocol that required the review and approval of key senior management including the Service Bureau Deputy Director, Medical Director and Department Director prior to placing a youth under 12 years in a group home. The outcome has been a reduction in the number of youth 12 years and under in group home care. In October 2011, DCFS had 199 children less than 12 years of age in group home care. By June 30, 2014 that number dropped to 101. This represents a 49.2% reduction of children in group home care less than 12 years. The DCFS protocol was so successful that the State incorporated many aspects of DCFS' protocol into All County Letter (ACL) 13-87 which specifically address the review of children in group homes under 12 years of age.

This past year the state issued ACL 13-86 as a result of passage of AB74. The ACL directs all counties to review all children who have been placed in group home care

over one year. To implement the ACL, the Department began bi-annual reviews of all children in group home care. The goal of this review is to assess the appropriateness of the group home placement and make provisions for stepping children down to foster or relative care.

In March 2014, Judge Michael Nash of the Dependency Court issued instructions related to improving assessments of youth in group home care. The Department responded by enhancing the DCFS 6011 "Notice of Replacement Report" that requires social workers to identify specific efforts made to place youth in lower levels of care with particular focus on relative placements in order to ensure the needs of the child are being met by their respective placement.



Health Services
LOS ANGELES COUNTY

Los Angeles County
Board of Supervisors

Gloria Molina
First District

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Second District

Zev Yaroslavsky
Third District

Dón Knábe
Fourth District

Michael D. Antonovich
Fifth District

July 18, 2014

TO: William T Fujioka
Chief Executive Officer

FROM: Mitchell H. Katz, M.D. *Mitchell Katz*
Director

SUBJECT: RESPONSE TO THE 2013-2014 LOS ANGELES
COUNTY CIVIL GRAND JURY REPORT

Mitchell H. Katz, M.D.
Director

Hai F. Yee, Jr., M.D., Ph.D.
Chief Medical Officer

Christina R. Ghaly, M.D.
Deputy Director, Strategic Planning

Attached is the Department of Health Services' response to the recommendations made in the 2013-2014 Los Angeles Civil Grand Jury Report. We generally concur with and have taken or initiated corrective actions to address the recommendations contained in the report.

313 N. Figueroa Street, Suite 912
Los Angeles, CA 90012

If you have any questions or require additional information, please let me know or your staff may contact Tobi L. Moree at (213) 240-7901.

Tel: (213) 240-8101
Fax: (213) 481-0503

MHK:am

www.dhs.lacounty.gov

Attachment

c: Christina R. Ghaly, M.D.
Anish P. Mahajan, M.D.

To ensure access to high-quality, patient-centered, cost-effective health care to Los Angeles County residents through direct services at DHS facilities and through collaboration with community and university partners.



www.dhs.lacounty.gov

**SUBJECT: FY 2013-2014 CIVIL GRAND JURY RECOMMENDATIONS FOR
A TIMELY AND CLEAN "BILL" OF HEALTH MAY SAVE \$285 MILLION**

RECOMMENDATION No. 2.1

Utilize DHS's Electronic billing system, Affinity Adjustment Codes on all accounts for classifying and better explaining the reasons for all write-offs.

RESPONSE

DHS agrees with this recommendation. Currently all account write-offs utilize an Affinity adjustment code and a reason code subset to provide more specific detail for each write-off adjustment. DHS will work with facility staff (i.e., meeting with facility management, issue guidelines, conduct trainings, etc.) to facilitate and reinforce the appropriate use of these codes by October 31, 2014.

RECOMMENDATION No. 2.2

Update the DHS write-off procedure to include all Reason Codes, including new Codes, as they are developed.

RESPONSE

DHS agrees with this recommendation. DHS will revise the write-off procedures to include all applicable Reason Codes and provide guidelines for facility staff to request new reason codes when necessary. DHS will work with the facilities to monitor and update the reason codes listing.

RECOMMENDATION No. 2.3

Expand the scheduled availability of Patient Financial Services Worker staff at all hospitals.

RESPONSE

DHS agrees with this recommendation. DHS will evaluate expanding the use of Patient Financial Services Workers (PFSWs) and Patient Resources Workers (PRWs) at DHS facilities for Medi-Cal and Hospital Presumptive Eligibility (HPE) application intakes. The evaluation may include options such as additional staff, added work shifts and/or shift rotation to increase worker availability during off hours. Completion of the assessment is anticipated by December 31, 2014 and if necessary, options will subsequently be developed on how to fully implement this recommendation.

RECOMMENDATION No. 2.4

Develop and track a Reason Code Classifying write-offs for denied or late claims that are billed by the DHS Consolidated Business Office without Treatment Authorization Requests (TARs) or InterQual Reviews (IQRs) demonstrating the medical necessity of the services provided.

RESPONSE

DHS disagrees with this recommendation. This billing practice has been discontinued.

RECOMMENDATION No. 2.5

Formalize the point at which Medi-Cal fee-for-service accounts are retrospectively reviewed for patients still in the Department hospitals.

RESPONSE

DHS agrees with this recommendation. An assessment will be conducted to determine the staffing needs to perform the concurrent reviews recommended. Completion of the assessment is anticipated by December 31, 2014 and if necessary, options will subsequently be developed on how to fully implement this recommendation.

RECOMMENDATION No. 2.6

Conduct a Utilization Review staffing analysis at county hospitals as an increase in staff may substantially increase Department cash flow by decreasing backlogs and increasing the timeliness of billings.

RESPONSE

DHS agrees with this recommendation. DHS will conduct a staffing analysis to determine if additional staffing will decrease backlogs and increase billing timeliness. Completion of the assessment is anticipated by December 31, 2014 and if necessary, options will subsequently be developed on how to fully implement this recommendation.

RECOMMENDATION No. 2.7

Utilize available systems and tools, and require DHS physicians to report their National Provider Identifier (NPI) number and complete the 855R form linking the NPI number to DHS, as required for Medicare billing purposes, prior to commencing work at a DHS facility.

RESPONSE

DHS agrees with this recommendation. DHS will assess available systems, tools, and processes to determine how best to implement this recommendation. Completion of the assessment is anticipated by December 31, 2014.

RECOMMENDATION No. 2.8

Monitor the processing of Medicare claims to ensure that the implementation of ORCHID, the Department's new electronic health record system is aiding and providing Medicare itemized claims.

RESPONSE

DHS agrees with this recommendation. DHS will monitor the processing of Medicare claims and ensure itemized billing is accommodated within the Online Real-Time Centralized Health Information Database (ORCHID), Affinity Patient Accounting, Billing Clearinghouse, etc., as each DHS facility implements ORCHID. ORCHID implementation and associated interfaces for billing is anticipated to be completed prior to December 31, 2014.

RECOMMENDATION No. 2.9

Track the backlog for coding at all facilities through regular reports, similar to those produced by Los Angeles County's LAC+USC Medical Center. Aggregate and analyze coding backlog data at all facilities for resulting trends and to identify any problem areas.

RESPONSE

DHS agrees with this recommendation. DHS will standardize Health Information Management (HIM) reports to monitor coding backlogs as part of its implementation of ORCHID. ORCHID implementation at DHS' first facility is anticipated to be completed by November 1, 2014.

RECOMMENDATION No. 2.10

Perform a staffing analysis in Health Information Management (HIM) divisions at all DHS facilities to assess whether additional staff might ameliorate the current HIM backlogs and delays in coding.

RESPONSE

DHS agrees with this recommendation. DHS will conduct a staffing analysis to determine if additional staffing will decrease HIM backlogs and delays in coding.

Completion of the assessment is anticipated by December 31, 2014 and if necessary, options will subsequently be developed on how to fully implement this recommendation.

RECOMMENDATION No. 2.11

Implement an electronic notification method for alerting physicians of the patients' required authorization from third party payers when follow-up services are required.

RESPONSE

DHS agrees with this recommendation. DHS will study the feasibility of utilizing an electronic notification to alert physicians, utilization review nurses, etc., when third party payer authorization is required for follow-up services as part of its implementation of ORCHID. Completion of the study is anticipated by December 31, 2014.

RECOMMENDATION No. 2.12

All physicians must be trained on the new electronic notification system and accountability measures should be implemented to ensure that physicians schedule follow-up services appropriately.

RESPONSE

DHS agrees with this recommendation. Based upon the outcome of feasibility study conducted on Recommendation 2.11, training will be provided to appropriate staff, e.g., physicians, utilization review nurses, etc., on the electronic notification system. Completion of the assessment is anticipated by December 31, 2014 and if necessary, options will subsequently be developed on how to fully implement this recommendation.

RECOMMENDATION No. 2.13

Require all DHS facilities to regularly pre-screen scheduled outpatient appointments to ensure that authorization is obtained or the patient is referred to a more appropriate provider.

RESPONSE

DHS partially agrees with this recommendation. DHS will evaluate facility staffing for pre-screening outpatient appointments (excludes Emergency Room, Urgent Care, and Walk-in Clinics). Completion of the assessment is anticipated by December 31, 2014 and if necessary, options will subsequently be developed on how to fully implement this recommendation.

RECOMMENDATION No. 2.14

Evaluate effective and efficient staffing models to support the need for obtaining authorization from third party payers for inpatient services; such as a designated unit, a centralized staff, or an independent utilization review unit.

RESPONSE

DHS agrees with this recommendation. DHS will evaluate the feasibility of inpatient staffing to determine the organizational structure and staffing needs in order to effectively obtain authorization from third party payers for inpatient services. Completion of the assessment is anticipated by December 31, 2014 and if necessary, options will subsequently be developed on how to fully implement this recommendation.

RECOMMENDATION No. 2.15

Determine the cost-effectiveness of implementing third party payers' online authorization tools to ensure timely authorization for inpatient services.

RESPONSE

DHS agrees with this recommendation. A study will be conducted to determine the feasibility of obtaining an electronic tool for online third party payer authorization for DHS' largest payers. Completion of the assessment is anticipated by December 31, 2014 and if necessary, options will subsequently be developed on how to fully implement this recommendation.

RECOMMENDATION No. 2.16

Collaborate with Cerner, the Department's vendor for its new electronic medical record system, ORCHID, to determine if enhancements in the new system could facilitate online processing of health care plan authorizations for DHS services.

RESPONSE

DHS agrees with this recommendation. DHS will collaborate with Cerner to determine the feasibility of using standard functionality or enhancing ORCHID to facilitate electronic online processing of health care plan authorizations for DHS services. Completion of the assessment is anticipated by December 31, 2014 and if necessary, options will subsequently be developed on how to fully implement this recommendation.

RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES – DEPARTMENT OF HEALTH SERVICES (DHS)

**SUBJECT: 2013-2014 CIVIL GRAND JURY RECOMMENDATIONS FOR
A HEALTH INFORMATION EXPRESSWAY OR LIFE IN THE SLOW
LANES**

RECOMMENDATION NO. 1.1

The Department of Health Services must expeditiously complete the build-out and implementation of an Electronic health Record System. It must provide easy accessibility for the county's participants in the DHS clinics and hospitals.

RESPONSE

DHS agrees with this recommendation. DHS is in process of completing the build-out and implementation of the Cerner Millennium system, known at the Department as ORCHID. ORCHID is scheduled to go-live at Harbor-UCLA Medical Center and associated Ambulatory Care Network (ACN) clinics on November 1, 2014. Thereafter, each major DHS hospital or Multi-Service Ambulatory Care Center (MACC) cluster of facilities will go-live at approximately 3-month intervals.

RECOMMENDATION NO. 1.2

Medical records should be in an electronic format to allow billing to be done accurately, thoroughly, and in a timely fashion.

RESPONSE

DHS agrees with this recommendation. With the build-out and implementation of the new ORCHID and new Affinity Revenue Cycle systems based on the schedule described in 1.1, medical records will be in an electronic format that will enable accurate and timely billing.

**SUBJECT: 2013-2014 CIVIL GRAND JURY RECOMMENDATIONS FOR
A TIMELY AND CLEAN "BILL" OF HEALTH MAY SAVE \$285 MILLION**

RECOMMENDATION NO. 2.17

Consider the advantages and disadvantages of adopting a formal policy to allow for a minimum level of annual General Fund contributions to the Department of Health Services (DHS) budget.

RESPONSE

This is already in place. There is a minimum level of annual General Fund contributions to the DHS budget required by State law. The amount was previously determined by the 1991-92 Realignment Program and was recently increased by Assembly Bill (AB) 85 (amended by Senate Bill 98), the Redirection of 1991 State Health Realignment program. AB 85 set the minimum contribution to the DHS budget at \$323.0 million in Fiscal Year (FY) 2012-13, trended by 1 percent per fiscal year.

RECOMMENDATION NO. 2.18

Allocate a portion of the funds to DHS if additional revenue is obtained through improved collection efforts that are beyond the required contributions by the State and irrespective of any additional revenue DHS is able to obtain through improved collection efforts.

RESPONSE

This is already in place. The Board's policy is to allow DHS to retain all surplus funds generated in a fiscal year for use by DHS in subsequent fiscal years. Further, the Board does not decrease subsequent fiscal years General Fund contributions to the DHS budget to offset increased DHS revenues from prior fiscal years, and State law determines the minimum amount of contributions to the DHS budget.



**COUNTY OF LOS ANGELES
PROBATION DEPARTMENT**

9150 EAST IMPERIAL HIGHWAY - DOWNEY, CALIFORNIA 90242

(562) 940-2501



JERRY E. POWERS
Chief Probation Officer

July 18, 2014

The Honorable Board of Supervisors
County of Los Angeles
383 Kenneth Hahn Hall of Administration
Los Angeles, California 90012

Dear Supervisors:

**RESPONSE TO THE 2013-2014 LOS ANGELES COUNTY
CIVIL GRAND JURY FINAL REPORT**

Attached is the Probation Department's response to the 2013-2014 Los Angeles County Civil Grand Jury Final Report regarding Department-specific recommendations in the following areas:

- Challenges of Realignment;
- Maintenance Issues and Living Conditions at Juvenile Halls;
- Twelve Step Programs in Detention Facilities; and
- Detention Committee - Juvenile Facilities

Please contact me if you have any questions or require additional information, or your staff may contact Amalia Lopez, Executive Assistant, at (562) 940-3553, or amalia.lopez@probation.lacounty.gov.

Sincerely,


JERRY E. POWERS
CHIEF PROBATION OFFICER

c: William T Fujloka, Chief Executive Officer

RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES – PROBATION

SUBJECT: 2013-2014 CIVIL GRAND JURY RECOMMENDATIONS FOR
CHALLENGES OF REALIGNMENT

RECOMMENDATION NO. 4.1

The Probation Department must continue to obtain funds and fill staff positions based on the mandated program needs.

RESPONSE

The Probation Department agrees with the recommendation. This recommendation has been implemented and is ongoing. The Department continues to review the program needs and works collaboratively with the Chief Executive Office (CEO) on all budgetary and staffing matters. The Department continues to post vacancies and recruit new-hires to fill the allocated positions.

RECOMMENDATION NO. 4.2

LACPD must continue to analyze and adjust the ratio of post-release cases to DPOs, and adjust caseloads based on the level and intensity of case supervision.

RESPONSE

The Probation Department agrees with the recommendation. This recommendation has been implemented and is ongoing. The Department has recently implemented specialized caseloads based on assessed criminogenic needs, victim-sensitive cases and intensive treatment requirements. These caseloads are targeted to 20:1 supervision ratios. Additionally, the Probation Department continues to observe and analyze population and staffing trends and makes adjustments when deemed appropriate.

RECOMMENDATION NO. 4.3

LACPD must increase the number of armed DPO officers.

RESPONSE

The Probation Department agrees with the recommendation in part. The Department armed an additional 55 DPOs for the AB 109 program. As additional needs for increasing armed staff are identified, the Department will recruit and train additional armed staff, where appropriate.

RECOMMENDATION NO. 4.4

Given that LACPD is now responsible for supervising the majority of the realigned population, the LACPD must explore providing safety pay and retirement benefits to the armed probation officers.

RESPONSE

The Department agrees with the recommendation in part. Armed staff are already provided with additional pay for their armed activities. The issue of safety retirement benefits is one that is collectively bargained between the County and the designated labor organizations.

RECOMMENDATION NO. 4.5

LACDP must assist in developing, implementing, participating, and utilizing a statewide database.

RESPONSE

The Department agrees with the recommendation. This recommendation has been partially implemented. The Department is working in collaboration with the State Department of Justice on the Smart Justice Database. Weekly conference calls have been held with both Information Technology and operations on the piloting of this system.

**SUBJECT: 2013-2014 CIVIL GRAND JURY RECOMMENDATIONS FOR
MAINTENANCE ISSUES AND LIVING CONDITIONS AT
JUVENILE HALLS**

RECOMMENDATION NO. 7.1

The CGJ recommends that the superintendent and facility manager at Los Padrinos continue their coordinated efforts to maintain and improve the living conditions at this facility.

RESPONSE

The Probation Department agrees with this recommendation. This recommendation has been implemented and is on-going. Recent funding allocations by the Board have enabled significant, necessary improvements at Los Padrinos Juvenile Hall (LPJH). As of July 18, 2014, all of the repairs at the Girls and Boys Special Handling Units (SHU) at LPJH have been completed. The management at this facility will continue to coordinate efforts to maintain and make the necessary improvements at this facility. The facility Superintendent conducted a housekeeping assessment which resulted in ordering enhanced cleaning products and cleaning tools. The Superintendent, in collaboration with the Department's Management Services Division, will work to enhance the monthly housekeeping assessment process and the tracking of work orders to ensure any delays are addressed in the work order process.

RECOMMENDATION NO. 7.2

Remove window coverings on staff offices used for consultations with minors in Omega girls unit such that external visibility is not impaired.

RESPONSE

The Probation Department agrees with the recommendation. This recommendation has been implemented. On July 3, 2014, the window blinds were removed from the Department of Mental Health (DMH) offices in the Central Juvenile Hall (CJH) Omega girls unit.

RECOMMENDATION NO. 7.4

The roof on the entire complex has been patched on occasion since the 1971 earthquake. It is recommended that there be a complete assessment and professional inspection of the roof as a precautionary measure.

RESPONSE

The Probation Department agrees with the recommendation. This recommendation has been implemented. Annual inspections are conducted by the Internal Services Department (ISD) and an updated estimate for the roof replacement at Barry J. Nidorf Juvenile Hall was requested on July 4, 2014. The roof replacement is one of the priorities included on the Department's FY 2013-14 Extraordinary/Deferred Maintenance list.

SUBJECT: 2013-2014 CIVIL GRAND JURY RECOMMENDATIONS FOR
TWELVE STEP PROGRAMS IN DETENTION FACILITIES

RECOMMENDATION NO. 12.3

LACPD should confer with H&I to determine the cause of the backlog of applications.

RESPONSE

The Probation Department agrees with the recommendation. This recommendation has been implemented. The Department met with H&I on February 4, 2014, to determine the cause of the backlog of the applications. During the meeting, several issues were identified that contributed to the delay of the timely processing of volunteer applications and included:

- Due to competing priorities primarily associated with conducting background checks on an increase of new and recently promoted employees, the background process of H&I volunteer applications were placed on a lower priority list which resulted in longer clearance times and a backlog for clearances.
- Not all H&I representatives could schedule an appointment for live scanning during normal business hours. H&I requested accommodations on the weekends.
- Some of the H&I applications were never received by the Department.
- Some of the H&I representatives had been disqualified and were not apprised.
- Some of the H&I representatives did not keep their scheduled appointments and did not follow up to reschedule.

The Department will continue to work with H&I to address these issues and improve the timeliness of the clearance process.

SUBJECT: 2013-2014 CIVIL GRAND JURY RECOMMENDATIONS FOR
DETENTION COMMITTEE – JUVENILE FACILITIES

RECOMMENDATION NO. 15.7

Copies of the letters with recommendations and a response from Sheriff Baca are attached.

RESPONSE

This recommendation relates to facility-based concerns of conditions at the George Deukmejian Superior Court as stated in the Civil Grand Jury's letter to the Sheriff dated December 18, 2013. With regard to the recommendations that pertain to the Probation Juvenile Section, the Probation Department concurs with the responses provided by the Sheriff's Department in their letter dated January 6, 2014.

RECOMMENDATION NO. 15.8

Los Padrinos Juvenile Hall – Ongoing maintenance needs to continue.

RESPONSE

The Probation Department agrees with the recommendation. This recommendation has been implemented and is ongoing. Los Padrinos Juvenile Hall management will continue to coordinate efforts to maintain and make the necessary improvements at this facility.

RECOMMENDATION NO. 15.9

Los Padrinos Juvenile Hall – Officers in the SHU must follow the regulation to patrol every 15 minutes.

RESPONSE

The Probation Department agrees with the recommendation. This recommendation has been implemented according to policy issued in December 2010. The Detention Services Bureau's (DSB's) Administrative operation will monitor SHU hall checks through random audits on a monthly basis. Additionally, DSB will re-issue related policy to applicable Juvenile Hall staff.

RECOMMENDATION NO. 15.10

Central Juvenile Hall – The Los Angeles County Board of Supervisors must continue to provide the necessary funds to insure that Eastlake is upgraded or replaced.

RESPONSE

The Probation Department agrees with the recommendation. This recommendation has been partially implemented and is ongoing. Since September 2012, approximately \$1.4 million in repairs or improvements have been implemented at Central Juvenile Hall (CJH). An additional \$5.5 million has been Board-approved for projects through FY 2014-15. Parts of the facility are over 50 years old and are extremely difficult and expensive to repair or remodel. The replacement of the facility, however, would require a significant capital investment. The source of those funds at this point are unknown.

RECOMMENDATION NO. 15.11

Central Juvenile Hall – The staff at Eastlake must be held accountable for their treatment of the minors, and must be trained to treat all the minors with courtesy and respect.

RESPONSE

The Probation Department agrees with the recommendation.

RECOMMENDATION NO. 15.12

The Probation Department needs to continue and expand rehabilitation programs at the Challenger camps.

RESPONSE

The Probation Department agrees with the recommendation. This recommendation has been implemented and is ongoing. All camps provide substance abuse counseling and evidenced-based cognitive behavioral interventions. All camps also provide educational services, including vocational, tutoring and credit recovery programs. Eligible Camp Youth are able to enroll in college courses and receive credit through Mission College. The Probation Department and Los Angeles County Office of Education (LACOE) continue to work together to create and expand opportunities for vocational learning across all Camps. Additional vocational classes are being reviewed and discussed and will be added to several camps in the near future. Dormitory libraries have also been added to camps to encourage leisure reading. The Probation Department's Operation Read staff are being realigned to support literacy efforts during non-school hours.

RECOMMENDATION NO. 15.13

The environment at Camp Paige should be replicated at other camps. The education programs are excellent, and the camp personnel provide support for rehabilitation of the minors.

RESPONSE

The Probation Department agrees with the recommendation. All camps provide substance abuse counseling and evidenced-based cognitive behavioral interventions. LACOE offers the same programs across the camps, with the exception of the scheduling differences that are made to accommodate the forestry program at Camp Paige. The forestry work crew program at Camp Paige is unique to that camp due to the rigorous selection criteria for camp youth to work alongside Fire Department personnel in the community. Youth are assessed for an appropriate camp placement at the Camps Assessment Unit and all youth who meet the criteria for the forestry program are sent there. The other camps have a variety of vocational programs to meet the needs of the populations assigned to those facilities. The selection and training process for Probation staff at Camp Paige is the same as it is across the camp system — all staff are trained in evidence-based interventions and the expectation for staff to support the rehabilitative needs of the minors is the same in all camps.

RECOMMENDATION NO. 15.14

Camp Glenn Rockey – Provide additional staff to the camp.

RESPONSE

The Probation Department agrees with the recommendation. This recommendation has been implemented. There has been an increase in staff assigned to Camp Rockey and a higher, day-to-day minimum staffing ratio. The camp's enriched staffing ratio was developed to meet the needs of the high-needs youth population that it serves. This enriched staffing ratio was approved under the DOJ Settlement Agreement effective November 1, 2013, and remains in place.

RECOMMENDATION NO. 15.15

Camp Glenn Rockey – The graffiti needs to be removed from the buildings.

RESPONSE

The Probation Department agrees with the recommendation. This recommendation has been partially implemented and is ongoing. On April 1, 2014, the Department assigned an additional Management Services Division staff to Camp Rockey to assist with graffiti

abatement and other maintenance tasks. The SHU was repainted on July 9, 2014. The completion of dorm repainting is anticipated by July 31, 2014. There are now two staff that monitor the buildings for graffiti on a weekly basis and who are responsible for cleaning and repainting any new graffiti.

RECOMMENDATION NO. 15.16

Camp Vernon Kilpatrick – Move the sports activities to another camp.

RESPONSE

The Probation Department agrees with the recommendation. This recommendation has been implemented. Following the closure of Camp Kilpatrick due to its impending replacement, the varsity sports program was reopened at the Challenger Memorial Youth Center on July 7, 2014. Participation in the California Interscholastic Federation sports league will resume in the fall of 2014.

RECOMMENDATION NO. 15.17

Continue with the great programs taught by the personnel at Camp Miller.

RESPONSE

The Probation Department agrees with the recommendation. This recommendation has been implemented. The Camp Miller programs remain in place. Camp Miller provides substance abuse counseling and evidenced-based cognitive behavioral interventions, along with educational services, tutoring and vocational classes.

RECOMMENDATION NO. 15.18

Camp William Mendenhall – Repair and repaint the portion of the buildings scorched by the fire.

RESPONSE

The Probation Department agrees with the recommendation. This recommendation has been partially implemented. As a result of the fire, due to the May 31, 2013 through August 23, 2013 evacuation of Camp Mendenhall youth and staff, all necessary structural repairs were made to the buildings. Repainting is anticipated to be completed by September 30, 2014.

RECOMMENDATION NO. 15.19

Camp William Mendenhall – Resurface the play areas of the camp.

RESPONSE

The Probation Department agrees with the recommendation. This recommendation has been partially implemented. The Department, in collaboration with the Internal Services Department, has requested estimates from vendors to determine the cost of resurfacing the play areas of Camp Mendenhall. The Probation Department will need to identify funding for the project when the cost is known, and the County would then contract for the resurfacing. Contingent on funding availability, it is anticipated that the resurfacing will be completed by December 31, 2014.

RECOMMENDATION NO. 15.20

Camp John Munz – Repair and repaint the scorched area of the camp.

RESPONSE

The Probation Department agrees with the recommendation. This recommendation has been partially implemented. As a result of the fire, due to the May 31, 2013 through August 23, 2013 evacuation of Camp Munz youth and staff, all necessary structural repairs were made to the buildings. Repainting is anticipated to be completed by September 30, 2014.

RECOMMENDATION NO. 15.21

Camp John Munz – Resurface the play areas.

RESPONSE

The Probation Department agrees with the recommendation. This recommendation has been partially completed. The Department, in collaboration with the Internal Services Department, has requested estimates from vendors to determine the cost of resurfacing the play areas of Camp Munz. The Probation Department will need to identify funding for the project when the cost is known, and the County would then contract for the resurfacing. Contingent on funding availability, it is anticipated that the resurfacing will be completed by December 31, 2014.

RECOMMENDATION NO. 15.22

Probation Department to request funding from the Los Angeles County Board of Supervisors for the building of smaller juvenile halls focusing on rehabilitation rather than incarceration and punitive solutions.

RESPONSE

The Probation Department agrees with the recommendation. The Department has begun implementing small group models in its camps and has received funding to replace one of its camps with a new smaller concept design. The Department will continue to push forward with identifying all potential sources of funding both at the County, State and Federal level to replace our aging facilities. Discussions have been had and are ongoing with the County about the infrastructure needs in the Department and any potential ways to address them.

RECOMMENDATION NO. 15.23

Probation Department to hire professional staff with bachelors or advanced degrees in disciplines conducive to the rehabilitation of youth.

RESPONSE

The Probation Department agrees with the recommendation. This recommendation has been implemented and is ongoing. The Department's continued commitment to recruiting only the most highly qualified candidates has resulted in an increase in professional hires. Accordingly, the Department expanded its outreach and recruitment efforts by participating in job fairs and collaborating with local colleges to promote recruitment efforts. These efforts included a new Service Learning pilot program in collaboration with California State University, Los Angeles, which provides an educational pathway that prepares students to effectively compete for Probation careers. The Department is exploring opportunities to expand the Service Learning program to partnerships with additional universities.

RECOMMENDATION NO. 15.24

Probation Department to conduct a review of the procedures for punishment in the SHU to insure fair, consistent, and uniform treatment of all minors in the facility.

RESPONSE

The Probation Department agrees with the recommendation. This recommendation has been implemented. The Probation Department revised the SHU policy and procedure Directive for camp staff in close cooperation with the Department of Justice (DOJ) as

part of the County's Action Plan response to the Settlement Agreement with the DOJ. The revised policy, issued on June 6, 2013, established clear criteria to determine which youth may be placed in the SHU. The Directive includes a series of uniform timelines that require supervisors and managers to review each youth in the SHU frequently to determine readiness for release, return youth to the to the general population as soon as possible after their behavior has stabilized and provide justification for any youth who remain in the SHU. All staff were trained in the new policy effective July, 2013. The Department will continue training efforts through Booster Trainings to ensure that policy permeates the camp environment. The Department has already seen a significant drop in both the number of youth who are referred to the SHU as well as the amount of time youth spend in the SHU.

RECOMMENDATION NO. 15.25

The CGJ recommends that the Probation Department consider changing the name of the SHU detention cells since it is a term used in adult prisons. A change of name may prevent minors from boasting of their detention time in the SHU.

RESPONSE

The Probation Department agrees with the recommendation. Renaming the SHU is under consideration. As the Department continues to progress towards a culture shift that is more rehabilitative and non-punitive, it is anticipated that utilization of the SHU for behavior modification will be extremely limited. We anticipate the completion of the SHU restructuring and a more appropriate designation of the program in the near future.

RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES – SHERIFF

SUBJECT: 2013-2014 CIVIL GRAND JURY RECOMMENDATIONS FOR 12 STEP PROGRAMS IN DETENTION FACILITIES

RECOMMENDATION NO. 12.1

Daily AA meetings at all jails in Los Angeles County should be made available.

RESPONSE

The Department concurs with this recommendation, and will continue to exert all available resources and efforts to achieve and/or exceed these expectations. The Department works very closely with the Los Angeles Hospitals and Institutions AA's Director Greg Baldwin and his team to ensure a coordinated response to meet the needs of the County's inmates. For example, during the month of March 2014, with the assistance of over 326 civilian volunteers, the Department assembled 137 AA panels to provide much needed services to over 3,441 inmates. There were occasions at several County jail facilities where the classes were canceled due to security issues; however, the Department is working with Director Baldwin to improve coverage at all of the Department's custody facilities.

RECOMMENDATION NO. 12.2

The daily AA meetings which have been put into place at the jails should continue, and the number of meetings should be expanded to accommodate inmates who wish to attend.

RESPONSE

The Department concurs with these recommendations, and will continue to exert all available resources and efforts to achieve and/or exceed these expectations. Refer to 12.1 for additional information.

**SUBJECT: 2013-2014 CIVIL GRAND JURY RECOMMENDATIONS FOR
DETENTION COMMITTEE – ADULT FACILITIES**

RECOMMENDATION NO. 15.1

The Los Angeles County Sheriff's Department needs to relocate inmates from Twin Towers to facilities with lower populations which can accept additional inmates.

RESPONSE

The Department fully supports this concept. The Department is working diligently with the County's District Attorney Jackie Lacey and the entire Justice Community to identify alternatives to custody to reduce population pressures. As indicated in the County's Civil Grand Jury's Final Report, a substantial Diversion plan is critically needed. The only existing facility that can be utilized to relocate inmates to reduce crowding is the Department's Pitchess Detention Center (PDC) East Facility.

RECOMMENDATION NO. 15.3

Retrain the Sheriff's deputies and their commanding officers on the proper use of force.

RESPONSE

The Department concurs with this recommendation. In January 2013 the Department revised the existing Use of Force policy. Additionally, the Board of Supervisors authorized additional staff and overtime funding to increase custody personnel training. New classes, such as: Use of Force/Ethics, Jail Specific Restraint Techniques, Use of Force Investigations for Supervisors, Interacting with Mentally Ill Inmates, and Cell Extraction training have been updated and are being provided to custody personnel.

RECOMMENDATION NO. 15.4

Continue the EBI/M.E.R.I.T. and vocational life skills training.

RESPONSE

The Department concurs with this recommendation, and will work to ensure its continuance. Currently, the Education Based Incarceration/Maximizing Education Reaching Individuals Transformation Program (EBI/M.E.R.I.T.) is offered at five custody facilities. A funding request to the Board to expand these services into the evening hours has been submitted. The limited classroom space throughout Custody Division limits the Department's ability to expand educational programming during the morning hours. For additional information, refer to response 15.5.

3

RECOMMENDATION NO. 15.5

Offer the EBI/M.E.R.I.T. and vocational life skills training at all major Sheriff Jail facilities.

RESPONSE

The Department concurs with this recommendation. As of this writing, the Department is offering EBI/M.E.R.I.T. and/or vocational life skills training at all County jails and has piloted an EBI course in a station jail in the Antelope Valley.

RECOMMENDATION NO. 15.6

Expand the catering services to outside groups including courts and other municipal and government groups.

RESPONSE

Since the initiation of the Grand Jury report in November 2013 the Department has been successful in expanding food delivery services. The Department now provides food services to the Pomona Police Department, and we are in the process of securing contracts with the Inglewood Police Department and Redondo Beach Police Department. While the Department continues to explore additional revenue generating opportunities, further expansion of food delivery services beyond this capacity may require a substantial financial commitment to new infrastructure and staffing.

February 19, 2015

The Honorable Charlene Olmedo, Supervising Judge
Los Angeles County Superior Court, Department 100
Clara Shortridge Foltz Criminal Justice Center
210 West Temple Street
Los Angeles, CA 90012

RE: Los Angeles Unified School District Response to the 2013-2014 Los Angeles County Civil Grand Jury Report Entitled: "Career and Job Preparedness in Public High Schools"

Dear Judge Olmedo:

Below please find the amended responses of the Los Angeles Unified School District ("LAUSD" or "District") to the above referenced Civil Grand Jury report. The District previously submitted responses on September 22, 2014. The amended responses are provided in accordance with California Penal Code sections 933 and 933.05.

FINDINGS

Page 77, Finding #1

FINDING: LAUSD is not a proponent of recreating the vocational (shop) education classes of the past because of the stigma of tracking. Instead, it has initiated a number of programs with varying degrees of success.

RESPONSE: We disagree partially with this finding.

EXPLANATION: LAUSD agrees with the finding that LAUSD is not a proponent of vocational (shop) education classes and is using other methods of college and career preparedness. However, elaboration on this topic is needed in order to explain LAUSD's current approach.

As the Grand Jury Findings indicate, LAUSD phased out shop classes because they isolate educationally disadvantaged students, including students of color, and preclude opportunities to learn academic skills that are necessary for college entrance. Jeannie Oakes, author of 17 scholarly books on education, and more than 100 published research reports and articles, states that there is "ample research showing that students — even those who have struggled academically — tend to learn more and stay in school longer when they are provided challenging course work and high-quality teaching." The vocational education (shop) classes that LAUSD discontinued offered neither challenging course work nor high-quality teaching.

However, even with the removal of vocational shop classes, isolation and lack of preparedness for college or career remained a challenge. Oakes has commented that

"Today, some of the surface features of curriculum tracking have changed, but the deep structure of inequality remains. So do beliefs about opportunity and presumptions about the intellectual deficits of low-income youth of color."

The combination of LAUSD's a-g requirement for graduation and the Career Technical Education (CTE) program is the appropriate alternative to student tracking. Concerning the a-g requirement, Oakes states, "Our educational system has witnessed few events that require the radical changes in practices and beliefs that the LAUSD's [a-g initiative] envisions." She added, "Of course, implementing the new policy won't be easy. It flies in the face of a century of educational stratification wherein disproportionately more advantaged students were provided challenging college preparation courses. Lower-level academic and vocational classes were reserved for others, often students of color and those from disproportionately low-income backgrounds."

CTE programs are responsive to career preparation *and* contribute to student's academic achievement. A detailed discussion of LAUSD's CTE programs can be found below. According to a national survey, work skills was listed as one of five skills marked as "definitely necessary" in a public school education curriculum. (Richard Lynch, *New Directions for High School Career and Technical Education in the 21st Century*, 2000) LAUSD remains firm in its commitment to teaching all students work skills.

Page 78, Finding #2

FINDING: LAUSD is using a "scatter-shot" approach through the initiation of a number of career preparedness programs, rather than using one particular program as its central thrust, or mandating its schools to become a Linked Learning school.

RESPONSE: We disagree partially with this finding.

EXPLANATION: As the finding indicates, LAUSD is using a number of career preparedness programs. However, we disagree with the finding that its approach is "scatter-shot." LAUSD's vision is that all students will be equitably provided with challenging course work in order to be college-prepared and career-ready. As stated above, the a-g initiative supplemented by the strong and growing Career Technical Education (CTE) program prepares students for both academic success and career readiness.

LAUSD CTE teachers provide students with specific industry content knowledge. These teachers are offered continual professional development classes and externships to stay current in the field. Last year LAUSD offered 714 CTE courses to high school students and there is an even greater number this year. The courses are offered in all 15 industry sectors identified by the California Department of Education (CDE). In the Building Trades and Construction Information Industry Sector, LAUSD offers such classes as Cabinet Making and Wood Products, Carpentry, CAD Design, Engineering and Heavy Construction. Several of our high schools participate in the Architecture, Construction and Engineering (ACE) mentoring program. In the Education, Child Development and Family Services Industry Sector, students take classes in Child Development, Education and Family and Human Services. There are numerous schools in LAUSD that offer classes in the Health Science and Medical Technology Information Industry Sector with classes in Hospital Occupations, Exploring

Health Careers 1,2 and 3, First Responders, Sports Therapy, Health Information, Nursing Assistant for Long Term Care, Medical Labs, Therapeutic Services, and Biotechnology. Some schools in LAUSD, such as Narbonne High School's, Health Services Academy, offer students opportunities to become Certified Nursing Assistants. The national salary range for this position is \$18,600 to \$35,800 annually. Other classes include Machinists: Computer Numeric Controls, Animal Caretaker, Vet Technician, Auto Mechanics, Landscaping, IT Drafting, CAD, Digital Computers, Retail and Merchandising, Customer Service, Culinary Arts, Food and Nutrition, Police Science, Security Officer Trainee, Cosmetology, Graphic Design and Desktop Publishing.

In addition to skill development in a particular industry sector, these teachers also teach and provide opportunities for students to practice such soft skills as resume writing, interviewing and speaking in public. Almost all high school students have the opportunity to take multiple CTE courses.

Furthermore, CDE has provided districts with fiscal support for career academies. "State legislation launched the California Partnership Academies (CPAs) in 1984. Career academies are small learning communities within larger high schools, usually enrolling students in grades 10-12. Each year students take classes together, including core academic subjects and at least one career technical course related to the academy's career theme. A team of teachers works with the same group of students over several years, linking instruction across disciplines and over time. Employers provide internships and other opportunities for students to learn outside the classroom. Several evaluations of career academies in California and elsewhere have found positive effects on students' performance during and after high school (Stern, Dayton, & Raby 2010). Career academies have provided a model for high school reform, and have become an important part of the current Linked Learning initiative in California." (California Department of Education, Profile of the California Partnership Academies Website). Many districts have taken advantage of this opportunity to support the development of career pathways. Long Beach currently has 4 and LAUSD has grown its numbers to 64. The successful CPA model funds approximately 120 students per pathway, grades 10-12, preparing students to graduate, and be college and career ready.

We also agree with the Grand Jury Findings that LAUSD does not mandate its high schools to be Linked Learning schools. However, we do not believe this is representative of a "scatter-shot" approach. Too often districts rush to mandate programs that have not been fully realized and the result is frequently the demise of the program. We are taking a cautious and methodical approach to refine the Linked Learning program before implementing it district-wide.

Many facets of LAUSD Linked Learning are rapidly growing. The Los Angeles Coalition for Linked Learning housed at United Way of Greater Los Angeles has already created a Champions group with Dennis Areola, CEO and President of Southern California Gas along with 11 other business leaders to be the business and public face of Linked Learning in Los Angeles. Two years ago there were 11 pathways in LAUSD. There are now 36 pathways with a sufficient number of work-based learning coordinators and coaches to support this work. Academic teachers, as well as CTE teachers, are offered externships so the career theme can be woven into the academic classes and teachers can create interdisciplinary, real-world projects. Students and teachers work with industry professionals from curriculum development to critical feedback on projects and student work. Relationships are being

developed between the nine community colleges and Linked Learning and other career pathways so that students can earn certificates in their career industry to earn a living wage and/or be prepared to transfer and attend a four-year university.

RECOMMENDATIONS

3.1 RECOMMENDATION: LAUSD should implement instructional strategies in a manner that student can apply the skills learned in academic classes.

ACTION: This recommendation has been implemented. No action is required.

EXPLANATION: LAUSD agrees that making these connections is essential for students to practice their skills and apply their knowledge. All teachers and principals have been trained in and are being evaluated with the Teaching and Learning Framework. Element 3c1 of this framework indicates that the highly effective teacher incorporates real-world components in a project and Element 3c2 requires teachers to provide opportunities for students to work in “purposeful and productive instructional groups.” This relevancy and teamwork engages students in working together to solve real-world problems, applying skills and knowledge they learned in all of their classes.

The district also offers professional development in common core and project-based learning, again, applying the skills and knowledge students learn in their academic and CTE classes to address real-world issues and concerns. This has been implemented in all Linked Learning pathways and will continue to be implemented as new pathways choose to become Linked Learning.

3.2 RECOMMENDATION: LAUSD should explore the possibility of making more internships available with local businesses.

ACTION: This recommendation has been implemented. No action is required.

EXPLANATION: Over 1000 students in LAUSD had work experiences this summer and in the Linked Learning office there were over 200 internships, half of which were paid. The Linked Learning goal this year is that 20% of students in Linked Learning pathways during the summer between their 11th and 12th grade will have a paid internship. This will provide 740 students with this experience.

3.3 RECOMMENDATION: LAUSD needs to explore the possibility of increasing the number of school-wide and/or district-wide “Career Days” to expose students to career opportunities available to post-high school graduates, such as LBUSD has done.

ACTION: This recommendation has been implemented. No action is required.

EXPLANATION: Career pathways offer numerous work-based learning experiences from guest speakers, to job-shadows, to internships. Linked Learning pathways are paving a clear systematic way of providing a spectrum of work-based learning experiences. All students in Linked Learning pathways participate in a Career Day. All students have a minimum of one

professional guest speakers each year in high school and a minimum of one job shadow experience during their four years in high school. All Linked Learning students are also provided with work-readiness curriculum that requires students to write a resume, prepare a cover letter, fill out 2 job applications, attend a dress and talk like a professional workshop, attend a financial literacy workshop, and participate in a mock interview. Students must reach proficient on the rubric for each of these elements. Students who are work ready qualify for a paid internship. This year a minimum of 20% of seniors in Linked Learning pathways will have a paid summer internship aligned to their career industry area.

3.4 RECOMMENDATION: LAUSD and LBUSD need to communicate and recommend best practices for career and job preparedness.

ACTION: This recommendation has been implemented. No action is required.

EXPLANATION: LAUSD and LBUSD are two of the nine James Irvine Foundation Linked Learning Districts. All nine districts meet several times throughout the year and have monthly conference calls around data and monthly conference calls around work-based learning. The Irvine Foundation has also hired organizations to provide thought partners around creating structures such as our Los Angeles Coalition for Linked Learning to support work-based learning experiences for students.

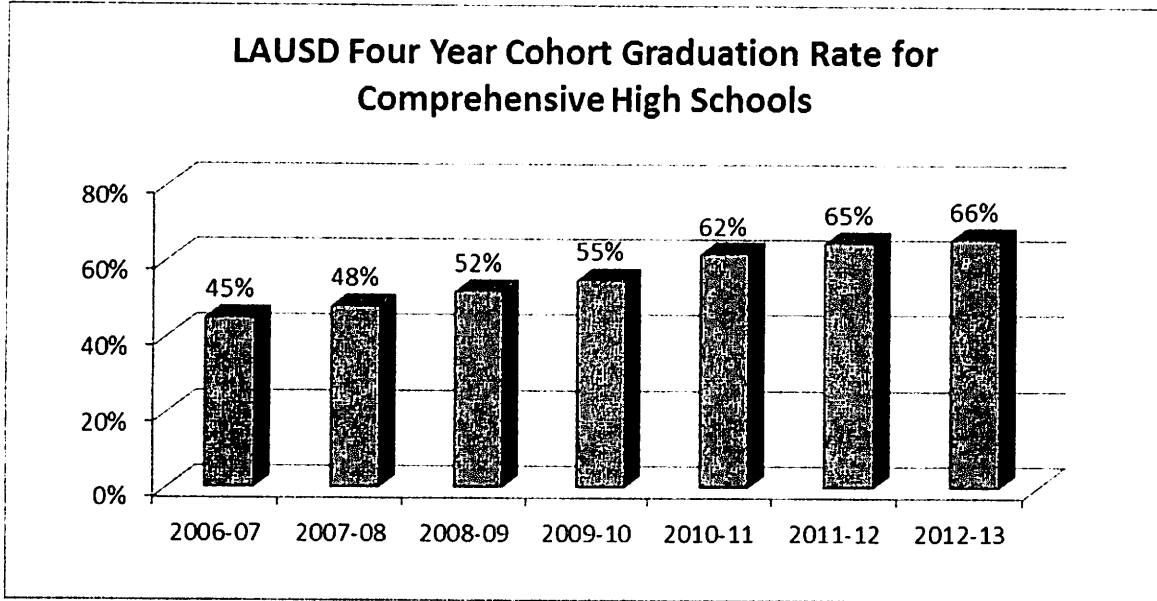
A FINAL NOTE

LAUSD congratulates Long Beach Unified School District for its reduction in the dropout rate from “12.7% in the 2011-2012 school year to 11% as of April 2014” (reported by the Civil Grand Jury in their report). LAUSD, too, continues to address our dropout rate. Earlier this year, CDE reported final dropout rates from the 2012-2013 academic year. Our rate of 17.3% was down 3 full percentage points from the dropout rate of 20.3% reported the previous year (2011-2012).

Additionally, since 2006-07, LAUSD’s four-year graduation rate has increased from 45% to 66% in 2012-13, as displayed in Chart 2 below.

LAUSD will continue to ensure that all of our students graduate college and career ready. We are proud of the impact that our enrollment, attendance and academic initiatives – including Linked Learning – are having on graduation rates and on students’ engagement in school.

Chart 1





August 29, 2014

Champions For Our Children
www.First5LA.org

Hon. David Wesley
Presiding Judge
Los Angeles Superior Court
111 North Hill Street
Room 204
Los Angeles, California 90012

COMMISSIONERS
Los Angeles County Supervisor
Don Knabe
Chair

Nancy Hanrye Au
Vice Chair

Dear Judge Wesley:

Jane Boeckmann
Philip L. Browning
Arturo Delgado, Ed.D.
Duane Dennis
Jonathan E. Fielding, M.D., M.P.H.
Sandra Figueroa-Villa
Neal Kaufman, M.D., M.P.H.

The First 5 LA Board of Commissioners appreciates the opportunity to provide its response to the Los Angeles County 2013-14 Civil Grand Jury report regarding implementation of First 5 LA's Strategic Plan for 2009-15. The Civil Grand Jury's report principally focuses on First 5 LA's decision to adopt a "place-based" strategy for improving child outcomes and the reporting and accountability measurements associated with the Commission's strategy.

EX OFFICIO MEMBERS
Patricia Curry
Karla Pleitez Howell
Marvin J. Southard, D.S.W.
Deanne Tilton

First 5 LA's responses to each of the Civil Grand Jury's recommendations are attached to this letter as Attachment A. As you will note, First 5 LA has accepted each of the Civil Grand Jury's recommendations. Indeed, the recommendations have either already been implemented over the past 18 months or are in the process of being implemented by First 5 LA. Although our staff worked very cooperatively with the members of the Civil Grand Jury and their consultant throughout this examination, it is important to note that a significant amount of information regarding our work has been left out of, or understated in, the Civil Grand Jury's final report. We are taking this opportunity to complete the record and provide that additional information so that the public benefits from a more complete and transparent view of our work on behalf of children 0-5 in Los Angeles County.

EXECUTIVE DIRECTOR
Kim Belshé

CHIEF OPERATING OFFICER
John A. Wagner

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The steps First 5 LA has taken over the course of the past 18 months are the product of extensive work by First 5 LA's Commission and staff to pose and respond to the very questions raised in the Civil Grand Jury's recent report. In this regard, First 5 LA appreciates the Civil Grand Jury's acknowledgement that many of the critical questions related to the results, progress measures, program strategies, and reporting of our place-based initiative, known as Best Start, have been addressed through our Board-approved "Building Stronger Families Framework" (BSFF). A copy of the adopted BSSF is included as Attachment B. The Commission also appreciates the Civil Grand Jury's "Commendation" of First 5 LA's adoption of new Governance Guidelines and their contribution to advancing the principles of transparency, financial responsibility and accountability, and adherence to the Commission's strategic plan. Those Governance Guidelines are included as Attachment C.

A public entity.



For a complete and transparent examination of First 5 LA's service to Los Angeles County, it is vital to describe the extensive changes, inquiries, and actions that the First 5 LA Board of Commissioners undertook over the past 18 months. Unfortunately, that hard and important work to improve our results and our accountability to the public is only lightly touched upon in the Civil Grand Jury's final report.

- **New leadership:** The Report makes no acknowledgement of First 5 LA's leadership context and its relationship to sharpening and strengthening the agency's place-based investments. In January 2013, a new First 5 LA Commission Chair and executive team was in place. One of their first acts was to undertake an examination of First 5 LA's implementation of the current Strategic Plan and, more specifically, to examine a number of specific issues related to the Best Start effort.
- **New learning processes:** In order to better inform First 5 LA's understanding of the critical strategic issues facing the organization, including First 5 LA's place-based investments, goals and outcomes, the executive team launched the Listening, Learning, and Leading (L3) effort in early 2013. L3 represented a proactive, transparent, Commission-led effort to understand how First 5 LA can increase its effectiveness and contribute to improved child outcomes.
- **The Best Start Inquiry:** Early in 2013, the executive team led an inquiry into the current issues associated with the Commission's place-based effort. This work included the First 5 LA leadership visiting each of the 14 Best Start Community Partnerships to get input directly from community members, extensive public Commission discussions as well as a retreat for the Board of Commissioners. The objective of the 2013 Best Start Inquiry was to achieve clarity and a common understanding of the questions posed in the Civil Grand Jury's 2014 Report:
 - What are the core results for families and communities?
 - What strategies will be used and how will they achieve these results?
 - How will progress be measured and communicated to the Commission and the public?

The Best Start Inquiry concluded in June 2013, with the First 5 LA Board of Commissioners approval of a new framework for First 5 LA's place-based work.

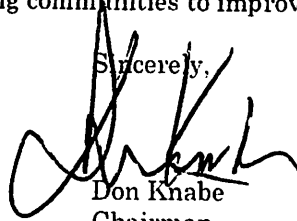
- **Building Stronger Families Framework and Best Start Implementation Plan:** Following the approval of the new Building Stronger Families Framework (BSFF) in June 2013, the Commission approved the BSFF Implementation Plan in November 2013. These two actions represent the Commission's response to the overarching questions that were at the heart of the Best Start Inquiry. The framework is a research-grounded, prevention-oriented, family-centered approach to improving child outcomes.
- **Long-Term Financial Projections:** In January of 2013 and again in 2014, the Commission received and discussed the Commission's Long-Term Financial Projections (LTFP), which demonstrated that First 5 LA's current rate of spending is unsustainable over time. The LTFP, which projects revenue vs. expenditures through FY 2017-18, aids in the Commission's financial stewardship role by providing a framework that shows the long-term implications of funding decisions. The Commission will use the LTFP to inform critical decisions as the organization transitions to a more sustainable spending portfolio, one less reliant on direct services and more focused on other strategies such as policy and advocacy, systems change, and community capacity building. The approved LTFP, which was provided to the Civil Grand Jury, is included with this letter as Attachment D.
- **First 5 LA Governance Guidelines:** In March 2014, the Commission unanimously approved new guidelines to promote transparency, consistency and focus in First 5 LA's decision-making. The ten guidelines, in the categories of Process, Fiscal Accountability and Strategic Planning, will apply to all new decisions the Commission makes going forward, and relate directly to at least one of the following areas: 1) Commission Bylaws, 2) Strategic Planning, 3) Board Policies, or 4) Internal Policies.

We are pleased that the Civil Grand Jury report recognizes that First 5 LA is moving in the right direction. The Commission is committed to moving forward with continued implementation of the current Strategic Plan, consistent with the Building Stronger Families Framework. First 5 LA is continuing to work in a results-focused way with our 14 Best Start communities, including the children and families who live there, the service providers and

community-based organizations who work with the parents and children, and the faith-based leaders, educators, elected officials and many others who care about these communities. During the past four years, thousands of residents and other stakeholders in each of these communities have gathered together and attended partnership meetings, participated in leadership development trainings, led community-based research, and organized and attended outreach events and activities that have demonstrated what it means for a community to truly come together in support of children and families.

In closing, the First 5 LA Board of Commissioners wishes to acknowledge the time and effort the Civil Grand Jury dedicated to their research into First 5 LA and our place-based work. The Commission is pleased that the report recognizes that First 5 LA is moving in the right direction and is committed to continued improvement in our place-based work to support strong families and family-supporting communities to improve child outcomes.

Sincerely,

A handwritten signature in black ink, appearing to read 'Don Khabe', written over the printed name.

Don Khabe
Chairman

First 5 LA Board of Commissioners



Champions For Our Children
www.First5LA.org

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2013-2014 LOS ANGELES COUNTY CIVIL GRAND JURY FINAL REPORT

Civil Grand Jury Recommendations

6.1 The First 5 LA Commission should direct staff to prepare a draft policy, possibly an amendment, to the new Governance Guidelines adopted in March 2014, for approval. It should state that proposed budgets will be tied to the adopted Strategic Plan. Staff should also demonstrate, prior to approval, the nexus between the Strategic Plan and any potential investments.

First 5 LA response:

1. The First 5 LA Board of Commissioners is in agreement with the Civil Grand Jury's recommendation. In March 2014, when the Board of Commissioners adopted the new Governance Guidelines, it included Guideline #10, "Criteria for new initiatives/programs."
2. The Guideline requires that any initiative or program included in First 5 LA's Strategic Plan for 2015-2020 include, among other requirements: (1) alignment with Strategic Plan outcomes, objectives and strategy, and (2) a budget and fiscal impact analysis, including a spending projection for at least five years.
3. The Governance Guidelines have been incorporated by the Commission into the Bylaws that govern the work of First 5 LA, and each recommendation includes the organizational area(s) the Guideline impacts.

6.2 The First 5 LA Commission should require that staff provide sufficient detail and narratives in the proposed annual Agency programmatic budget. This would include a management plan and sufficient detail to substantiate to the Commission and public that the proposed budget is realistic and can be accomplished.

First 5 LA response:

1. The First 5 LA Board of Commissioners is in agreement with the Civil Grand Jury's recommendation.
2. In developing the FY 2014-15 Budget, First 5 LA implemented a new budget system in the spring of 2014, requiring detailed data on each budget item, including:
 - o The purpose and objective of funds requested
 - o How the funds will be spent
 - o The funding methodology (how the level of funding was determined, including analysis of historical spending rates)
 - o Any changes in excess of 10 percent from the prior fiscal year

Initial Responses to the Civil Grand Jury Report

3. This new budget system ensures the Board and the public have consistent and comprehensive information about First 5 LA's wide array of programs.
4. The Board approved the FY 2014-15 Budget on June 12, 2014.

6.3 The First 5 LA Commission should amend its current Strategic Plan to include a clear cutoff date and plan for discontinuing initiatives from the prior Strategic Plan.

First 5 LA response:

1. The First 5 LA Board of Commissioners is in agreement with the Civil Grand Jury's recommendation. In the March 2014 approval of the Governance Guidelines, the Commission included Guideline #7, "Expiration of contracts/grants."
2. The Guideline requires that "each First 5 LA contract/grant will have an expiration date. Multi-year First 5 LA services-related investments will end pursuant to the time stated in the original allocation or grant award. The Commission is under no obligation to continue funding beyond the initial contract term."
3. Guideline #7 impacts the Commission's Bylaws and First 5 LA's internal policy, as well as the Strategic Planning process.

6.4 The First 5 LA Commission should require that Agency staff report annually on progress made against the quantitative indicators for the six intermediate term outcomes adopted as part of the *Best Start Families Framework*.

First 5 LA response:

(*Note:* The proper name of the framework as adopted by the First 5 LA Board of Commissioners is the *Building Stronger Families Framework*, also known as BSFF)

1. The First 5 LA Board of Commissioners is in agreement with the Civil Grand Jury's recommendation for transparency and reporting, though differs on the frequency of quantitative reporting. Consistent with the publicly-discussed and Board-approved BSFF Learning and Accountability plan, reporting on progress against the BSFF six core results (intermediate outcomes) will include the following:
 - o Indicators of Success
 - o Evaluation for Learning & Improvement
 - o Learning for Accountability
 - o Learning for Scope, Scale & Sustainability
2. Through BSFF, First 5 LA is attempting to address highly complex social issues that impact children and families in the communities where they live. The BSFF includes measurement indicators that point to changes at the population level.
3. As referenced in the framework, First 5 LA will utilize two types of population-based surveys to determine these indicators: the L.A. County Health Survey (County level), and the *Best Start Family Survey* (*Best Start* community level). Since data collection for these surveys occurs every two to three years, it is not appropriate to report annually on progress made in these indicators.
4. This timeline for reporting was included in the presentation to the First 5 LA Board of Commissioners during the June 2013 Board Retreat as part of the BSFF approval. In addition, First 5 LA staff reports progress made towards the six intermediate term outcomes to the Board of Commissioners on a monthly basis via presentations and/or written reports.

Initial Responses to the Civil Grand Jury Report

6.5 The First 5 LA Commission should require that staff prepare a multi-year plan outlining the specific activities that will lead to service enhancements for children 0-5 years old in the 14 communities designated for concentrated funding under the 2009-2015 Strategic Plan.

First 5 LA response:

1. The First 5 LA Board of Commissioners is in agreement with the Civil Grand Jury's recommendation regarding the value of multi-year plans that reflect community activities to advance the BSFF core results. To clarify, however, First 5 LA's BSFF supports community-designed change efforts to improve child outcomes, not "service enhancements."
2. The FY 2014-15 Budget approved by the Board includes funding for BSFF "Learning by Doing" activities in the 14 *Best Start* communities. This includes community capacity building strategies focused on civic engagement, organizational capacity building, resource mobilization and building social capital. Specific activities related to these strategies are developed by community stakeholders (primarily parents and residents) in each of the 14 communities. Specific strategies/activities are scheduled to be presented to the Board in the fall of 2014.
3. First 5 LA supports direct services through its Welcome Baby Family Strengthening investment that is focused on the 14 *Best Start* communities. In January of 2013, First 5 LA staff presented to the Board of Commissioners a multi-year plan outlining specific activities to expand Welcome Baby to 14 partner hospitals. The FY 2014-15 Budget includes \$14.3 million for the Welcome Baby program, or a total of \$30.1 million for all Best Start – Family Strengthening activities, which also include select home visitation programs.

6.6 The First 5 LA Commission should establish a policy requiring additional line item detail to include place-based funding approval as part of the Agency's operating budget. This should be provided in the annual program budget and expenditure reports for Place-Based Strategy activities presented to the Commission and public.

First 5 LA response:

1. The First 5 LA Board of Commissioners is in agreement with the Civil Grand Jury's recommendation, which was implemented in the FY 2014-15 Budget adopted by the Commission on June 12, 2014.
2. The FY 2014-15 Budget includes internal Operating costs as well as Program costs in separate sections, consistent with industry best practice and the First 5 California Financial Management Guide.
3. In addition, for the *Best Start* Communities Funding initiative, the budget includes a single table with both Program and Operating (Appendix A) of the FY 2014-15 Budget.

6.7 The First 5 LA Commission budget policy should require that Place-Based Strategy budget detail include separate line items for the Community Capacity Building and Family Strengthening components, as well as a breakdown of how much is being spent directly in the communities as compared to marketing, education and research/evaluation.

Initial Responses to the Civil Grand Jury Report

First 5 LA response:

1. The First 5 LA Board of Commissioners is in agreement with the Civil Grand Jury's recommendation, which was implemented as part of the FY 2014-15 Budget adopted by the Commission on June 12, 2014.
2. As part of the FY 2014-15 Budget, place-based investments include two *Best Start* initiatives: Community Funding and Family Strengthening. The summary table of showing the two separate initiatives may be found on page 17 of the budget, and further detail on each initiative is included throughout.
3. Each of these initiatives includes several programs, as summarized in the chart on Appendix A and described in detail in Appendix B (Note: appendices pages are pulled from the FY 2014-15 Budget.)
 - o Community Funding
 - *Best Start* LA Pilot Community
 - BSFF Alignment: Capacity Development
 - Learning By Doing: Assessing Progress
 - Learning By Doing: Community Convenings
 - Learning By Doing: Partnership Capacity Building and Planning
 - Learning By Doing: Resident Engagement
 - Learning By Doing: Results-Focus Actions
 - Marketing & Communications
 - o Family Strengthening
 - Family Strengthening Oversight Entity
 - Family Strengthening Public Education
 - Select Home Visitation Programs
 - Welcome Baby Hospitals

6.8 The First 5 LA Commission should require that Agency staff track and report on spending by each of the 14 *Best Start* communities, including the pilot community, Metro LA.

First 5 LA response:

1. The First 5 LA Board of Commissioners is in agreement with the Civil Grand Jury's recommendation. Since July 2012 First 5 LA staff have been tracking costs for each of the 14 *Best Start* communities. This community-specific information helps First 5 LA effectively manage the program, measure progress and monitor spending.
2. Staff already tracks spending by community internally and provides data on an as-needed basis to inform the work of the Program and Planning Committee. To date, that data has not been reported externally in a systematic way. First 5 LA staff has explored options for reporting community-level expenditure data to the Commission and public.
3. The staff reports to and the Commission monitors spending at the initiative level (i.e., *Best Start* Communities Funding) at every Commission meeting through the Monthly Financials. The annual budget also includes expenditure data at the more detailed program level (e.g., the BSFF 8 program areas, such as. assessing progress, marketing, etc.) as described above in the response to recommendation 6.7.
4. To provide greater transparency on community spending among the *Best Start* communities, this data will be publically reported annually to the Commission, likely in the context of annual budget development.

Initial Responses to the Civil Grand Jury Report

5. This approach to tracking and reporting allows us to gather the proper community specific data to better inform our understanding of how each of our *Best Start* Communities is doing relative to spending in the 8 BSSF program areas. It also allows the Commission to remain consistent with the manner in which financial data is currently reported and will help inform budget decisions for the subsequent fiscal year.

6.9 The First 5 LA Commission should direct staff to present comprehensive research and all pertinent information prior to adopting a new strategy or major change to an existing strategy. The data should illustrate the successes and/or challenges, as well as impacts to the strategy, when implemented elsewhere.

First 5 LA response:

1. The First 5 LA Board of Commissioners is in agreement with the Civil Grand Jury's recommendation.
2. It is current practice for staff to present research and pertinent information to inform the governing Board's consideration of and action on a new strategy or a major change to an existing strategy.
3. First 5 LA staff will continue this practice.

6.10 The First 5 LA Commission should review its Place-Based Strategy to determine whether supporting this strategy is the most appropriate use of funds and time resources. Would the Los Angeles community be better served by having a mix of direct service investments, similar to those funded through its Countywide Initiatives and prior Strategic Plan programs?

First 5 LA response:

1. The First 5 LA Board of Commissioners is in agreement with the Civil Grand Jury's recommendation, and addressed this question through the *Best Start* inquiry conducted in 2013.
2. Consistent with the current Strategic Plan and with Commission-endorsed direction, First 5 LA's place-based approach includes two components – Family Strengthening services and Community Capacity Building strategies – which combine to strengthen families and improve outcomes for young children.
3. The First 5 LA Board of Commissioners determined in 2009, and reaffirmed in 2013, that this was an appropriate use of funds and time resources to strengthen families and improve child outcomes.
4. In addition, the *Best Start* Inquiry (concluded in June 2013 with the adoption of the BSSF), the Long-Term Financial Projection, and annual budgeting process provided opportunities for the First 5 LA Board of Commissioners to publicly review and refine its place-based strategy to promote greater alignment and focus to strengthen families.
5. The Board recently reaffirmed its place-based approach as part of the FY 2015-2020 Strategic Planning process.

Initial Responses to the Civil Grand Jury Report

6.11 First 5 LA Commission should ensure that sufficient information about the viability of the Community Partnerships and their ability to improve outcomes for children ages 0-5 is delivered to the Commission on a regular basis.

First 5 LA response:

1. The First 5 LA Board of Commissioners is in agreement with the Civil Grand Jury's recommendation.
2. In November of 2013, staff presented initial findings from an assessment of the capacity of each of the 14 *Best Start* Community Partnerships to support and lead community change efforts to strengthen families and improve child outcomes.
3. These assessments will be conducted annually, and findings will be presented to the First 5 LA Board of Commissioners. The next assessment is scheduled for the spring of 2015.
4. In addition to an annual assessment, First 5 LA staff and the Community Partnerships will identify performance measures, consistent with Results-Based Accountability, to track progress and improvement of results for children 0-5 and their families.

Best Start Communities Initiative

During the FY 2014-2015, the Best Start Communities BSFF will be in full implementation. The upcoming fiscal year will be a turning point as we:

- Enter into the action phase of the BSFF anchored by the “Learning by Doing” (LBD) process which includes seven program components (e.g., broad resident engagement, partnership capacity building, and results-focused actions);
- Restructure the role of Best Start staff to effectively and efficiently support First 5 LA’s place-based investments;
- Introduce new elements, such as the Resident Leadership Academy and Best Start Advisory Council, that will support resident leadership and provide guidance and perspective as we continue to implement the BSFF; and
- Begin the transition to a Long-Term Business Model.

As a result, the trajectory of these costs will increase in FY 2014-2015 due to the need to build First 5 LA organizational capacity to support BSC Department staff and fully engage Community Partnerships in all aspects of the LBD process and other BSFF components.

The explicit focus of the BSFF is on strengthening families’ capacity to nurture their children and help them thrive, while building human and community capital and improving the systems that will support parents in doing so. Anchored in the core results and initially approved in November 2013 as part of the BSFF Implementation Plan, the budget includes requests for the following cost components, described in further detail below:

1. Best Start LA Pilot Community
2. BSFF Alignment
3. Learning by Doing: Partnership Capacity Building and Planning
4. Learning by Doing: Resident Engagement
5. Learning by Doing: Results-Focused Actions
6. Learning by Doing: Assessing Progress
7. Learning by Doing: Community Convenings
8. Marketing and Communications

INITIATIVE/PROGRAM	Revised FY 2013-14 Budget		Proposed FY 2014-15 Budget			
Best Start Community Funding						
Best Start LA Pilot Community	\$	885,000	9%	\$	885,000	7%
BSFF Alignment		246,836	3%		153,000	1%
LBD: Partnership Capacity Building & Planning		530,140	6%		1,438,000	11%
LBD: Resident Engagement		661,610	7%		1,770,000	14%
LBD: Results-Focused Actions		700,000	7%		2,865,000	22%
LBD: Assessing Progress		1,298,686	14%		302,000	2%
LBD: Community Convenings		2,886,986	31%		3,720,000	29%
Marketing & Communications		2,161,249	23%		1,775,000	14%
Total Best Start Community Funding	\$	9,370,507	100%	\$	12,908,000	100%
 Best Start Communities Department - Operating Costs	 \$	 2,828,014		 \$	 3,476,613	



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Place-Based Initiatives

Initiative	Investment Category
Best Start - Community Funding	Place-Based Initiatives

Program Name	Prior Year Revised Budget	Approved Budget	Variance
Best Start LA Pilot Community	\$885,000	\$885,000	0.0000

Program Narrative

PURPOSE AND OBJECTIVES

Para Los Niños (PLN) serves as the lead agency for Best Start Metro LA (pilot community). PLN provides the infrastructure support to the Community Partnership and is responsible for:

- 1) Supporting Partnerships' efforts related to community engagement, managing all logistical and facilitation needs for meetings and activities; and
- 2) Contracting directly with vendors to provide services such as translation, child care, transportation and other services to support Community Partnership activities.

PLN has a cost-reimbursement contract with First 5 LA, and will enter its sixth year of funding in FY 14-15. The FY 14-15 funding request includes estimates of all administrative and programmatic costs associated with implementation of the BSFF in Metro LA, including PLN personnel and operating costs.

HOW FUNDS WILL BE SPENT

In FY 14-15, PLN will continue to serve as the lead agency for Best Start Metro LA. The projected budget reflects funds for ongoing infrastructure support which includes personnel and operating costs.

Funding Methodology

PLN has a cost-reimbursement contract and in FY 14-15, will enter its 6th year of funding. Funding for Best Start Metro LA includes all administrative and programmatic costs associated with implementation of the Building Stronger Families Framework in Best Start Metro LA.

Funding is provided to support Metro LA in the following areas:

- 1) Personnel, including fringe benefits
- 2) Contracted/Consultants Services, including translation and interpretation, communications and printing a Parent Leadership Guide
- 3) Equipment, including computers and telephones for new staff
- 4) Printing and Copying
- 5) Space, including office space, utilities, and maintenance
- 6) Telephone, including monthly phone expenses (land lines and cell phones)
- 7) Postage
- 8) Supplies, including office and program supplies
- 9) Mileage/Travel, including parking
- 10) Training, including staff development and conferences for staff and community members
- 11) Other Expenses, including collateral materials, facility rental, meeting support (e.g., food, child care, and transportation)
- 12) Indirect Cost (i.e., 10% of Personnel expenses minus fringe benefits).

Change from Prior Year (if >+ 10%)

Initiative		Investment Category	
Best Start - Community Funding		Place-Based Initiatives	
Program Name	Prior Year Revised Budget	Approved Budget	Variance
BSFF Alignment: Capacity Development	\$246,836	\$153,000	-38.0100

Program Narrative

PURPOSE AND OBJECTIVES

The Best Start Communities (BSC) Department, in conjunction with Grants Management, will work with grantees and contractors located or operating within the 14 Best Start Communities to increase their understanding of BSFF and the protective factors. In addition to this request, the operating budgets for Human Resources and the Board of Commissioners include \$25,000 and \$11,600 respectively for First 5 LA organization-wide staff and Board development on BSFF and the protective factors. Finally, the BSFF Organizational Capacity Building is now reflected in the Results-Focused Actions cost component.

MAJOR COST AREAS

I. Contractor Engagement: Building on the training and webinars being provided in 2013, First 5 LA will host two additional webinars for current First 5 LA contractors, grantees and other organizations serving the 14 Best Start Communities. The webinars will provide an overview of Strengthening Families, the Protective Factors and how they are incorporated into the BSFF.

II. BSFF Staff Development: Customized staff development, training and coaching on place-based and other specific content areas will support First 5 LA staff working with contractors and grantees who serve the 14 Best Start Communities.

III. Long-term Business Model(s) Transition Plan: Transitioning to one or more long-term business models beginning July 1, 2015 will require consultant support to: (1) develop and implement a transition plan; (2) identify refinements to the short-term business model, including the lead agency model implemented in Metro LA (pilot community); and, (3) assist First 5 LA in developing the internal infrastructure required to work under the selected long-term business model(s).

Funding Methodology

Contractor/Grantee Engagement: Two webinars including outreach, content development and follow-up with attendees. Total = \$5,000

BSFF Staff Development: 1 Trainer x 5 hrs/wk x 20 wks x \$150/hr = \$15,000
 1 Trainer x 2.5 hrs/wk x 20 wks x \$150/hr = \$7,500. Total = \$22,500, rounded to \$23,000

Long-Term Business Model(s) Transition Support: Includes contractor expenses and possible refinements to First 5 LA's business practices that can be implemented during FY 2014-2015 to support implementation of the Long-Term Business Model. Total = \$125,000

Change from Prior Year (if >+10%)

The proposed FY 2014-2015 budget for the BSFF Alignment: Capacity Development component is lower due to the completion or transfer of several elements. Agency-wide Staff Development will now be reflected in the Human Resources budget and Board Development will now be reflected in the Board of Commissioners/Executive budget. BSFF Organizational Capacity Building will now be reflected in the Results Focused Actions component. Resources for Countywide Learning Convenings are targeted for completion in FY 2013-2014.

Long-Term Business Model(s) Transition Support has been added as a new component for FY 2014-2015. This includes costs for both a contractor and potential infrastructure refinements for the agency.

Initiative		Investment Category	
Best Start - Community Funding		Place-Based Initiatives	
Program Name	Prior Year Revised Budget	Approved Budget	Variance
LBD: Assessing Progress	\$1,298,686	\$302,000	-76,7400

Program Narrative

PURPOSE AND OBJECTIVE:

The Best Start Communities department will work with the 14 Partnerships to establish performance measures to track progress in achieving desired results. The performance measures will be defined and tracked through the "Learning by Doing" (LBD) process. Partnerships will regularly review performance data to determine whether progress is being made and make mid-course adjustments as necessary. The Assessing Progress line item specifically focuses on performance measurement and this effort is being led by the BSC department.

HOW FUNDS WILL BE SPENT:

First 5 LA and the Community Partnerships will utilize a data collection process to capture performance data across the 14 Best Start Communities to assess and report on progress in the targeted core result selected through the LBD process. Funds will be spent on the development of data gathering tools & methods (e.g., surveys, focus groups, etc.), tracking the performance measures, and the analysis, reporting and dissemination of results.

Costs are estimated at 5% of the cost components related to the LBD process (Resident Engagement, Results-Focused Actions, and Partnership Capacity Building and Planning). This cost component specifically focuses on performance measurement related to LBD and reflects First 5 LA's policy that caps evaluation costs at 5% of the programmatic budget. It should be noted that including these costs in the BSC department budget is consistent with the Grants Management approach to tracking grantee performance measures. On the other hand, costs associated with Developmental Evaluation, which were previously included in this cost component, are now reflected in the Research & Evaluation (R&E) Department budget for FY 2014-2015. This, too, is consistent with how evaluation-related costs are captured across First 5 LA.

Funding Methodology

Costs for Assessing Progress will be 5% of the total cost components related to the LBD process (Resident Engagement, Results-Focused Actions, and Partnership Capacity Building and Planning) as follows:

Resident Engagement = \$1,740,000

Results Focused Actions = \$2,865,000

Partnership Capacity Building = \$1,437,700

Total = \$6,042,700 x 5% = \$302,135 (rounded to \$302,000)

Change from Prior Year (if >+ _10%)

Costs for assessing progress will be 5% of the total cost components related to the LBD process (i.e., Resident Engagement, Results-Focused Actions, and Partnership Capacity Building and Planning).

The proposed FY 2014-2015 costs for Assessing Progress are lower due to the completion of CBAR and the Community Capacity Building Assessments. Costs for Developmental Evaluation are reflected in the R&E budget for FY 2014-2015, which is consistent with the November 2013 funding approval for BSFF.

Initiative	Investment Category
Best Start - Community Funding	Place-Based Initiatives

Program Name	Prior Year Revised Budget	Approved Budget	Variance
LBD: Community Convenings	\$2,886,986	\$3,720,000	28.8500

Program Narrative

During FY 2014-2015 there will be a continued effort to provide infrastructure support to Community Partnerships to convene and have effective conversations as they collectively work towards improving outcomes for children, families and communities. The platform for implementing LBD is supported by the major cost areas listed below.

Bringing community stakeholders together is one of the primary ways that Best Start engages in action. Best Start meetings include large Partnership (i.e., 50-125 persons) and smaller workgroup meetings (i.e., 10-20 persons) and is where the majority of the work happens. "Learning by Doing" occurs through Partnership meetings (i.e., reviewing data, selecting core result, decisions on actions to be taken, etc.). Best Start meetings are also where other First 5 LA efforts such as Welcome Baby, Home Visitation, Peer Support Groups for Parents, and other information is exchanged.

MAJOR COST AREAS

- **Vendors:** Removes the barriers to participation by providing child care, translation, interpretation and transportation, if needed.
- **Facilitation:** Facilitates of Community Partnership meetings including (1) Regular Community Partnership Meetings; (2) Leadership Group Meetings; (3) Work Groups and/or Task Force Meetings; (4) Capacity-building opportunities for Community Partnership members; and, (5) Other Community Partnership special projects and efforts.
- **VISTA Program – Volunteers in Service to America Program:** Provides support to a specific cluster of Best Start communities (one per Senior Program Officer). During FY12-13, a Memorandum of Agreement (MOA) was established with Orange County Children and Families Commission (OCCFC) as the administrator to bring on board 5 VISTA members to support Best Start efforts across several First 5 LA departments. Each VISTA member works with their community teams by assisting them with community meetings, requests and projects.
- **External Reviewers:** Cover external reviewers needed for program-specific solicitations. These costs were previously captures in the BSC Operating Budget.
- **Supplies:** Includes general supplies that will be used during Best Start meetings including Partnership, Leadership Group, workgroups, Learning Communities, etc.
- **Database System – NEW:** Includes costs for an automated call/texting system and community participant/attendance tracking system. Each month, hundreds of manual calls are placed to Best Start Community Partnership members to confirm attendance and arrange transportation, child care and other supports that may be needed for each meeting. This results in hours of staff time used for making calls to Community Partnership members. By using an automated call/texting service or system, First 5 LA would be able to improve its business process by saving personnel time/costs, improving time management efficiencies, communicating more expediently to larger numbers of parents and residents.
- **Smaller Parent/Resident Engagement Activities:** Allows Community Partnerships members to connect with families identified by ROCs and other residents not currently engaged through low-cost resident engagement gatherings (in places and spaces convenient to parents and residents). Information from these gatherings will be shared with the full Partnership to help inform decision-making.

Funding Methodology

- **Funding for Community Convenings –** Includes costs for Vendors (i.e., child care, transportation, etc.) which was calculated based on average monthly aggregate costs across all vendor services and all communities at \$90/per person for (1) Partnership meetings (approx. 75 people), and (2) workgroup meetings (approx. 25 people).

Initiative	Investment Category
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Best Start - Community Funding

Place-Based Initiatives

- 1) 1 monthly Partnership meeting x \$6,750/meeting x 12 months x 13 communities = \$1,053,000
- 2) 4 monthly workgroup meetings x \$1,875/meeting x 12 months x 13 communities = \$1,170,000

- Facilitation – Facilitator costs were calculated based on historical facilitation costs for monthly Partnership and workgroup meetings. These costs include # of hours (planning and meeting) x rate of pay (up to \$150) as well as mileage, supplies and materials. These costs could potentially increase based on the meeting needs of the individual Community Partnerships and have been included in total amount requested. Total = \$1,300,000
- VISTA Program – Funding for this component includes an administrative fee, mileage and cell phone reimbursement, and living allowance. Total = \$110,000
- External Reviewers – Funding for this component covers external reviewers needed for program-specific solicitations. Total = \$5,000
- Community Supplies – Supply needs for each community = \$3,500 x 13 communities. Total = \$46,000 (rounded)
- Database Tracking System – Contact management system that includes automated attendance tracking. Total = \$10,000
- 26 Smaller Parent/Resident Engagement Activities: includes meeting logistics and materials – \$500/convening x 4/community x 13 = \$26,000

Change from Prior Year (if >+ _10%)

In November 2013, the Commission approved a 6-month budget of \$1.69 million for a ramp-up implementation period. Annualized, that amounts to approximately \$3.38 million. For FY 2014-2015, we anticipate an increase in Workgroup meetings, consistent with full implementation.

- Components that remain consistent from FY 2013-2014 as a part of the BSFF are Partnership Support for the full Partnership and workgroup convenings, and facilitation. The trajectory of these costs will increase due to the need to fully engage the Partnership members in all of the necessary aspects of the LBD and evaluation processes.
- Facilitation costs will increase as the role of the Facilitator increases. As the Program Officers work to strategically align First 5 LA investments and leverage other resources in support of the Community Partnerships, it is anticipated that the Facilitator will play a larger role in the implementation of the Learning by Doing process.
- VISTA Program includes funding for 4 to 5 fulltime VISTA team members.
- New components include:
 - Contact Management System that includes automated attendance tracking.

Initiative	Investment Category
Best Start - Community Funding	Place-Based Initiatives

Program Name	Prior Year Revised Budget	Approved Budget	Variance
LBD: Partnership Capacity Building and Planning	\$530,140	\$1,438,000	171.2400

Program Narrative

PURPOSE AND OBJECTIVES

Community Partnerships' ability to lead a broadly supported community change agenda and process is dependent on the strength of their capacities. Training and technical assistance will be provided to Community Partnerships to strengthen their capacities to take action through a "Learning by Doing" approach. For early stages of LBD, First 5 LA anticipates costs in this area to be higher. As Community Partnerships build their capacities over the next fiscal year, we anticipate a decrease in funding in subsequent years.

MAJOR COST AREAS

Partnership Capacity Training and Technical Assistance:

- 1) Trainings to 14 Community Partnerships provided by The Center for the Study of Social Policy (CSSP) to strengthen foundational capacities to implement LBD. These foundational capacities were identified in 2013 as part of the Community Partnerships self-assessment process. A train-the-trainer approach will be utilized where possible.
- 2) Reassessment of Community Partnerships' capacities through a facilitated assessment process.
- 3) Additional Training and Technical Assistance for "Learning by Doing." This request includes additional resources for complementary training and technical assistance that is content-specific and outside the realm of CSSP.

Best Start Learning Community Exchange: Convene cross-Partnership members to participate in peer-to-peer learning exchanges to establish a vital flow of information regarding common experiences that promotes and builds knowledge. Potential topic areas could include core results, target population, community engagement, promising practices, Learning by Doing strategies and assessing progress.

Conference Attendance: Budget estimates include conference fees and travel costs for community members to attend and/or present at conferences related to achieving the core results through a place-based approach.

Resident Leadership Academy (RLA) – NEW: The RLA is an experiential leadership training program for residents identified by the Community Partnerships as emerging leaders. Each Community Partnership will nominate 4 residents to participate. Participants will improve their leadership skills and understand how to apply community building principles and strategies in their communities

One of the end results we are seeking is for residents to build and enhance relationship connections across the county to achieve the desired level of neighborhood impact. Ultimately we are building a cadre of resident leaders who will build meaningful relationships with other agencies and organizations that are utilizing similar strategies to create community change. Graduates of the RLA will be nominated by their respective Community Partnership to serve on the Best Start Resident Advisory Council.

Best Start Resident Advisory Council – NEW: Two RLA graduates from each community that will act in a manner very similar to First 5 LA's Research Advisory Committee (RAC), by providing input, guidance and community perspective to First 5 LA and other key stakeholders.

Funding Methodology

All costs associated with Training and Technical Assistance were calculated based on historical capacity building and planning = \$1,280,000

Learning Community Exchange (All Communities Learning Exchange): There will be one large convening @ 300 ppl x \$150/pp = \$45,000 and 4 new regional exchanges @ 105 ppl x \$120/pp x 2 = \$25,200. Total \$70,200 (rounded up to \$70,500)

Initiative	Investment Category
Best Start - Community Funding	Place-Based Initiatives

Conference Attendance: 2 ppl per community x 14 communities x \$1,000 (est. registration fees & travel costs) = \$28,000

Resident Leadership Academy: 4 x 14 x \$1000 = \$56,000

Best Start Advisory Council: 28 ppl x \$60/person x 2 convenings = \$3,360 (rounded up to \$3,500)

Change from Prior Year (if >+ _10%)

In November 2013, the Commission approved a 6-month budget of \$530,000 for a ramp-up implementation period. Annualized, that amounts to \$1.06 million. For FY 2014-2015, we anticipate an increase to \$1.4 million for the following reasons.

- An increase is projected for Partnership Capacity Training and Technical Assistance. Funds will cover the costs of trainings, reassessments, and training and technical assistance for LBD. Total = \$1,280,000
- Learning Community Exchange is a component designed to convene cross-Partnership members to participate in peer-to-peer learning. There will be one large convening @ 300 ppl x \$150/pp = \$45,000 and 4 new regional exchanges @ 105 ppl x \$120/pp x 2 = \$25,200. Total = \$70,200
- Conference attendance is an opportunity for community members to attend and/or present on issues related to their work with Best Start. Calculated at 2 ppl x 14 x \$1,000 (including registration and travel costs). Total = \$28,000
- Resident Leadership Academy is a new component that involved focused resident capacity building and leadership training. \$56,000 will cover the costs of trainings, logistics, trainers and materials. (4 x 14 x \$1,000 = \$56,000)
- Best Start Advisory Council is a new component that will include 2 representatives from each community that will act in a manner similar to the First 5 LA's Research Advisory Committee (RAC). Members will provide input, guidance and community perspective as we continue to implement BSFF. Costs will cover 28 ppl x \$60/pp x 2 convenings. Total= \$3,360 (rounded up to \$3,500)

Initiative	Investment Category
Best Start - Community Funding	Place-Based Initiatives

Program Name	Prior Year Revised Budget	Approved Budget	Variance
LBD: Resident Engagement	\$661,610	\$1,770,000	167.5200

Program Narrative

PURPOSE AND OBJECTIVES

Community change requires meaningful engagement by parents and residents to inform and lead a common vision and results-focused agenda. Additional infrastructure supports will be provided to Community Partnerships to broaden parent and resident engagement. Resources will also be provided to explore expanding neighborhood-level resident organizing to strengthen social connections and resident leadership in leading collective action. Note, funding for the Neighborhood Action Councils is included in a separate initiative.

HOW FUNDS WILL BE SPENT

Resident Outreach Coordinators (ROCs): First 5 LA entered into a strategic partnership with the South Bay Center for Community Development to conduct relationship-based resident outreach vis-à-vis resident outreach coordinators (ROCs). Thirteen ROCs were approved by the Commission in November 2013, and six additional ROCs are requested to increase support to specific Best Start Communities where there is a need due to geographical spread and/or additional outreach to other ethnic groups.

Funding Methodology

The FY 2014-2015 budget reflects 12 months of support, with the addition of 6 ROCs, for a total of 19 ROCs.

- 1) Personnel, including fringe benefits
- 2) Equipment, including computers and telephones for new staff
- 3) Printing and Copying
- 4) Space, including office space, utilities, and maintenance
- 5) Telephone, including monthly phone expenses (land lines and cell phones)
- 6) Supplies, including office and program supplies
- 7) Mileage/Travel, including parking
- 8) Training, including staff development and conferences for staff and community members
- 9) Other Expenses, including collateral materials, facility rental, meeting support (e.g., food, child care, and transportation)
- 10) Indirect Cost (i.e., 10% of Personnel expenses minus fringe benefits).

UPDATE: For the revised June budget, this estimate was revised upward by \$30,000. This relates to unspent funds in an existing contract that may be utilized as appropriate to potentially engage families, currently receiving support from other First 5 LA programs, in Best Start activities.

Change from Prior Year (if >+ 10%)

In November 2013, the Commission approved a 6-month budget of \$661,610. Annualized, that amounts to approximately \$1.3 million. For FY 2014-2015, we anticipate the need for an increase to include the addition of 6 ROCs and resident engagement activities. These ROCs will increase support to specific Best Start Communities where there is a need due to geographical spread and/or additional outreach to other ethnic groups. The increased costs reflect additional ROCs' full-time salaries and benefits, as well as other supports for the positions (e.g., office space, phones, mileage, etc.)

ROC assignments:

- South East Los Angeles – 2 ROCs
- South LA cluster – 2 ROCs
- Antelope Valley cluster (Palmdale & Lancaster) – 2 ROCs

Initiative	Investment Category
Best Start - Community Funding	Place-Based Initiatives

Program Name	Prior Year Revised Budget	Approved Budget	Variance
LBD: Results-Focused Actions	\$700,000	\$2,865,000	309.2800

Program Narrative

PURPOSE AND OBJECTIVES

LBD is designed to build community capacity as Community Partnerships implement actions to address core results. Since December 2013, staff has been assessing Community Partnership and BSC staff readiness to implement LBD activities. In early 2014, it was noted that the six-month projection (January – June 2014) was ambitious and did not adequately account for the start-up time needed for implementation.

Roll-out began in mid-February and since then, BSFF implementation has focused on the first three steps (selection of core result, understanding the story behind the data, and target population). Therefore, it is likely that \$700,000 allocated to results-focused actions will not be fully expended by June 2014, and the 14 communities are now poised for action in FY 2014-2015. First 5 LA staff anticipates, however, that as Community Partnerships build their skills and capacities to go through a LBD process, they will be able to take on more activities, resulting in more funds being utilized.

HOW FUNDS WILL BE SPENT

The results-focused actions that will occur in the next fiscal year will be based on the decisions that have been made throughout the LBD process. Funding for results-focused actions will be provided to organizations based on criteria established in conjunction with the Community Partnerships. Aligned with the BSFF theory of change, funding will be provided for activities that fall within the following categories:

1. **Civic Engagement:** Efforts that build public awareness and influence public policy (at the city and/or BSC community level) to achieve BSFF core results.
2. **Social Capital:** Efforts to build relationships and partnerships among families, organizations, networks, and other community stakeholders. This also includes identifying, supporting and developing leaders within the local community.
3. **Organizational Capacity Development:** Efforts that strengthen informal and formal community groups, organizations and collaboratives to carry out effective programs and improve overall functioning. This funding is intended to create change that is sustainable beyond First 5 LA funding.
4. **Community Resource Mobilization:** Efforts to mobilize, leverage, and connect local and external resources. This can include, but is not limited to, approaches such as matching and challenge grants, bridge funding through loans, and social enterprise investment.

This funding approach aligns with the Community Capacity Building strategy outlined in the FY 2009-2015 Strategic Plan and builds on lessons learned from other First 5 LA initiatives, such as Community Opportunities Fund (COF), Policy Advocacy Fund (PAF), and Social Enterprise. This approach is also consistent with the types of strategies that Community Partnerships have been considering. For example, in Southeast LA, the Partnership is interested in leadership development to increase knowledge about parenting and child development while building the capacity of parents to engage and affect change for their children, families and neighborhoods (associated with the family capacities core result). The East LA Partnership wants to focus on advocacy work related to poor environmental conditions in community spaces for families (associated with the social connections core result).

In addition, organizations receiving funds to implement results-focused activities in these funding categories will be required to attend one of two half-day facilitated trainings on the protective factors at a cost of \$65,000. This is to ensure understanding and application of the protective factors into the proposed result-focused actions.

Funding Methodology

As indicated above, First 5 LA has experience in implementing the types of projects related to the proposed funding categories. For example, COF grant applicants were able to request up to \$150,000 over a maximum grant period of three years. Grants could be \$150,000 for one year or \$50,000 each year for three years or some other financial

Initiative	Investment Category
Best Start - Community Funding	Place-Based Initiatives

configuration based on the proposed project. PAF grants were able to request up to \$500,000 over a maximum grant period of five years with the same grant flexibility as COF. Likewise, First 5 LA provided Social Enterprise funding in the amount of \$50,000 over 18 months. Based on these types of initiatives and the funding amounts, staff proposes funding at an initial level of \$160,000, which gives Community Partnerships the flexibility to choose more than one strategy to address the selected core result. In addition, staff is requesting that \$560,000 be set aside for access to additional funding based on progress in implementing strategies and achieving results. This is consistent with the September 2013 Board memo on performance-based funding.

This two-tiered funding approach ensures that Community Partnerships: 1) have non-competitive access to resources to implement results-focused actions; 2) can build on the momentum of their work by accessing additional funds based on demonstrated performance.

Protective Factor Training: 2 half-day facilitated learning opportunities for organizations receiving funding for results-focused actions. Total = \$65,000

Change from Prior Year (if >+ _10%)

Since December 2013, staff has been assessing the Community Partnerships' and well as BSC staff's readiness to implement Learning by Doing activities. In early 2014, it was noted that the six-month projections and timeline were very ambitious and did not adequately account for the amount of start-up time needed to support successful implementation of LBD. Roll-out of Learning by Doing did not begin until mid-February and proceeded through March 2014. Therefore, it is likely that \$700,000 allocated to results-focused actions will not be fully expended by June 2014. However, this is not an indication of the resources needed to implement results-focused actions during FY 2014-2015.

Since the launch of the LBD community roll-outs, staff has received feedback from Community Partnership members across the 14 communities that they are ready for action. Given that the initial BSFF implementation (January – June 2014) focused on the first three steps (i.e. selection of core result, understanding the story behind the data, and selection of a target population), it is anticipated that Community Partnerships will focus most of their time and resources on results-focused actions beginning in FY 2014-2015.

Also, as the BSC Department finalizes the funding approach and appropriate mechanisms, the \$200,000 investment is an opportunity to provide a level of resources commensurate with expectations relative to the funding categories outlined under How Funds Will Be Spent.

Initiative	Investment Category
Best Start - Community Funding	Place-Based Initiatives

Program Name	Prior Year Revised Budget	Approved Budget	Variance
Marketing & Communications	\$2,161,249	\$1,775,000	-17.8700

Program Narrative

Public Affairs will implement the communications and public education support for Community Partnership implementation of the Building Stronger Families Framework with a focus on Community specific communications of decision making and actions taken during the Learning by Doing Process and other Partnership activities. Strategies will include documenting Partnership activities and "bringing them to life" for key stakeholders, including First 5 LA Commissioners.

Funding Methodology

COMMUNITY-SPECIFIC MARKETING AND COMMUNICATIONS (\$860,000)
 Implementation of communications and public education support for Best Start efforts in each of 14 communities, including outreach, partnership development, information dissemination and communication of Learning by Doing activities. Cost is estimated to be 15% of total Best Start activities to be supported in each community. Supported Best Start activity categories are the Best Start LA Pilot Community, Resident Engagement and Results-Focused Actions.

GENERAL BEST START MARKETING AND COMMUNICATIONS (\$800,000)
 Total estimate is based on a comparison to a similar community-based campaign funded through the Infant Safe Sleeping initiative.

- \$700,000 - Estimated media campaign cost for 1-year period. This would include locally targeted efforts including bus shelter ads, ads in laundromats or other locations where parents may gather, ads in local newspapers, door hangers, etc. Resources will also support the Public Affairs "LoGo" or Local Government outreach program targeting local elected leaders to build their awareness and level of engagement in not only the place-based effort but also establish a base of local support for First 5 LA's policy and advocacy efforts.

- \$100,000 - Creative development of media concepts/materials, media buying fees and marketing/communications agency time.

DATA LEARNING AND SUPPORT (\$115,000)
 15 infographics per community x \$536 per infographic x 14 communities = \$112,560, rounded to \$115,000

Change from Prior Year (if >+ _10%)

The reduction in total proposed marketing and communications expenses in comparison to FY 13-14 is due to it being based on a percentage of three components of the proposed overall BSFF budget that have been reduced. The reduced amount for marketing and communications is also due to more accurate estimates of what actual expenses will be for the coming fiscal year.

Initiative		Investment Category	
Best Start - Family Strengthening		Place-Based Initiatives	
Program Name	Prior Year Revised Budget	Approved Budget	Variance
Family Strengthening Oversight Entity	\$2,483,619	\$3,172,000	27.7100

Program Narrative

PURPOSE AND OBJECTIVES

The Family Strengthening Oversight Entity (FSOE) supports implementation of the Family Strengthening strategies in order to ensure coordinated, high-quality services are offered across the system of participating providers. The FSOE oversees and supports the standardization of the Welcome Baby program to ensure adherence to program fidelity by the Welcome Baby providers across the county.

The FSOE also provides programmatic technical assistance and support to the Welcome Baby and Select Home Visitation providers and supports efforts to develop referral pathways to best meet the needs of families. Additional responsibilities include the provision of technical assistance to providers utilizing First 5 LA's data management information system; facilitation of cross-site peer learning exchanges; and coordination and support of communication and messaging efforts.

HOW FUNDS WILL BE SPENT

In FY 14-15 the FSOE will:

- Coordinate and implement 2 Welcome Baby Trainings (over 150 hours of training)
- Coordinate monthly technical assistance calls with Welcome Baby and Select Home Visitation providers
- Coordinate training workshops for the Select Home Visitation providers
- Organize and conduct quarterly peer learning opportunities
- Provide program materials to providers across 15 Welcome Baby sites (including home safety items, boppy nursing pillows, infant books and developmental toys)
- Provide on-going programmatic and database technical assistance to Welcome Baby and Select Home Visitation providers

MAJOR COST AREAS

The majority of costs will be spent on personnel, training, mileage, and program supplies.

Funding Methodology

In FY 13-14 the FSOE coordinated 4 Welcome Baby trainings (each over 150 hours for a total of over 120 staff), a week-long database training for each Welcome Baby and Select Home Visitation provider, provided on-going programmatic technical assistance, participated weekly in the development of the First 5 LA Stronger Families database, and coordinated monthly quality assurance calls, quarterly peer learning sessions, and an Annual Summit.

The total for FY 14-15 is estimated to be \$3,171,710. This funding increase reflects the addition of 2 new Welcome Baby providers, and 5 FTE to support a lead role in the database development and provision of programmatic and technical assistance. The cost in supplies will also increase as Welcome Baby providers are in the first full year of client enrollment. Finally, the Select Home Visitation providers will be in implementation mode and receive ongoing technical assistance and training.

The following were taken into account in developing this estimate:

- Addition of 5 FTE new personnel
- Increase in cost of supplies based on increased enrollment rate of up to 70% per Welcome Baby provider (client materials include home safety items, boppy nursing pillows, books and developmental toys)
- Increased cost in training, mileage and contracted services based on provision of technical assistance to a total of 15 Welcome Baby providers and 21 Select Home Visitation providers

Change from Prior Year (if >+ 10%)

The FY 13-14 budget was \$2,383,458 and the FY 14-15 budget is \$3,172,000 for FY 14-15, an increase of 28%. FSOE supported 13 Welcome Baby providers in FY 13-14 with varying numbers of months spent in ramp-up and training. FY 14-15 represents the first year 13 Welcome Baby providers will be at full capacity with expected

Initiative	Investment Category
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Best Start - Family Strengthening

Place-Based Initiatives

increases in enrollment, and 2 additional providers beginning enrollment in Quarters 2 and 4. It also represents the addition of 21 Select Home Visitation providers for which the FSOE will provide training and technical assistance.

Initiative		Investment Category	
Best Start - Family Strengthening		Place-Based Initiatives	
Program Name	Prior Year Revised Budget	Approved Budget	Variance
Family Strengthening Public Education	\$0	\$150,000	0.0000

Program Narrative

This is a new request for FY 14-15 to provide marketing and communications support specific to the continued growth of the Family Strengthening investment, including the Welcome Baby voluntary home visiting program. Opportunities have been identified by staff to provide support to this investment in the following ways:

- Support the program oversight entity in leveraging the one-on-one contacts with thousands of new mothers per year to promote First 5 LA's key messages around family strengthening and the family protective factors.
- Create and implement a "Welcome Baby Discount Card" program to be implemented across Los Angeles County and a selection of 3-4 Best Start communities on a pilot basis.
- Engage limited consultant support to market the "Welcome Baby Discount Card" program and license/market sponsorships of Welcome Baby program components.

Resources for these activities are not currently addressed in contracts with hospital providers or to a sufficient level in the contract with the oversight agency, LA's Best Babies Network (LABBN). Currently, one LABBN staff member provides oversight and coordination with 13 (eventually 24) hospitals across LA County with assistance from one administrative support staff member.

Funding Methodology

This proposed program cost (\$150,000) will provide marketing and communications support to the expanding Welcome Baby voluntary home visiting program throughout Los Angeles County. These resources will provide support for the oversight entities efforts to complement any efforts by individual hospital providers and leverage the thousands of contacts between home visitors and new mothers to communicate specific First 5 LA key messages around family strengthening and the family protective factors. Support is also to market a proposed "Welcome Baby Discount Card" program and licensing/sponsorship of Welcome Baby program components. The budget was determined based on the following estimated cost areas:

- Sponsorship/Partnership: \$75,000
- Consultant support: \$75,000

Change from Prior Year (if >+ 10%)

Initiative		Investment Category	
Best Start - Family Strengthening		Place-Based Initiatives	
Program Name	Prior Year Revised Budget	Approved Budget	Variance
Select Home Visitation Programs	\$5,510,271	\$12,456,000	126.0500

Program Narrative

PURPOSE AND OBJECTIVES

Select Home Visitation programs are evidence-based, voluntary, home-based intervention program for families identified as high risk and residing within a Best Start Community. The programs include home visits delivered weekly, every two weeks, or monthly, depending on the program model and family’s needs. Clients receive client-centered, strength-based information and support during visits with a focus on positive parenting behaviors and child development; information on key developmental topics such as attachment, discipline, health, safety, sleep, transition/routines; and family well-being.

The programs aim to:

- Increase parent knowledge of early childhood development and improve parenting practices;
- Cultivate and strengthen nurturing parent-child relationships;
- Provide early detection of developmental delays and health issues;
- Prevent child abuse and neglect; and
- Increase children’s school readiness and school success

HOW FUNDS WILL BE SPENT

- Achieve an enrollment rate (based on receipt of first home visit) of 70% of clients referred by Welcome Baby
- Complete first home visit within two weeks of referral date from Welcome Baby site 80% of the time
- Ensure enrolled clients receive at least 75% of the appropriate number of home visits based upon the individual level of service to which they are assigned
- Track breastfeeding initiation, exclusivity and duration rates
- Implement Patient Health Questionnaire (PHQ) for Depression Screening at intake and once a month for 90% of time of actively enrolled clients
- Ensure at least 80% of target children are linked to a medical/healthcare home

MAJOR COST AREAS

Program costs include 21 providers. The majority of contract expenses will be spent on personnel costs, with the addition of 50 FTE new staff, and increases in areas such as supplies and mileage with increased program enrollment.

Funding Methodology

In FY 13-14 the Select Home Visitation providers were in initial implementation status, with contracts of 7 or less months. The main FY 13-14 activities included hiring, staff training, and initial program enrollment. The total contract amount for SHV providers in FY 14-15 is estimated to be \$12,456,000. This funding increase reflects additional 50 FTE personnel as providers are hiring on a tiered basis, and increases in related program expenses such as equipment, printing, space, telephone, supplies, mileage, and training due to increased client enrollment.

The following were taken into account in developing this estimate:

- Addition of 50 FTE new personnel based on estimated referral rate;
- Merit increase for existing personnel; and
- Increases in related program costs due to additional staff and increased program enrollment, including equipment, space, telephone, supplies, and training.

5% contingency funds were included based on total estimated contract amount for program in anticipation of unexpected costs during contract negotiations, such as an increase in expected enrollment which would increase costs in areas such as supplies and mileage.

Change from Prior Year (if >+/-10%)

The FY 13-14 budget was \$5,510,271 and the FY 14-15 budget is \$12,456,000, an increase of 126%. The 21 providers had contracts for 7 or less months and FY 14-15 will be at full 12 months. Further, 21 providers hired personnel on a tiered basis and will hire an additional 50 FTE new personnel in FY 14-15 and incur increased

Initiative	Investment Category
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Best Start - Family
Strengthening

Place-Based Initiatives

program costs with an anticipated increase in client enrollment (expected to increase from 700 clients in FY 13-14 to 2,800 clients in FY 14-15).

Initiative		Investment Category	
Best Start - Family Strengthening		Place-Based Initiatives	
Program Name	Prior Year Revised Budget	Approved Budget	Variance
Welcome Baby Hospitals	\$12,075,533	\$14,348,000	18.8100

Program Narrative

PURPOSE AND OBJECTIVES

The Welcome Baby program is a voluntary, universally provided hospital and home-based intervention for pregnant and postpartum women. The primary objective of Welcome Baby is to work with families to maximize the health, safety and security of the baby and parent-child relationship and to facilitate access to support and services when needed. The program is intended to be offered universally to all families regardless of income status, potential challenges or risk. The Welcome Baby program includes prenatal and postpartum home-based visits, as well as a hospital visit at the time of the child's birth.

The Welcome Baby program focuses on the following outcomes:

- Increased breastfeeding
 - Increased initiation, duration and exclusivity of breastfeeding
 - Improved parent knowledge of nutrition
- Families receive appropriate health and developmental care
 - Higher immunization rates
 - Higher rates of health insurance coverage
 - Increased number of mothers screened for post-partum depression
 - Increased numbers of parents administering high quality developmental screens
- Families experience improved connections to supports, resources, and services in their community, resulting in more referrals and increased utilization of existing resources for families with unmet basic needs: drug, alcohol, or domestic violence exposure; social isolation; post-partum depression; or risk factors for developmental delays.

HOW FUNDS WILL BE SPENT

- Enroll a minimum of 40% of participating hospitals births;
- Achieve 75% rate for program participants who will initiate any breastfeeding at time of hospital visit;
- Achieve 80% rate for program participants receiving 2-4 week postpartum visit who will be given options for ongoing emergency and other care;
- Achieve 80% rate for program participants receiving a 3-4 month home visit who will receive an ASQ screening at that visit; and
- Achieve 80% rate for babies receiving a 9-month visit who are up to date on immunizations.

MAJOR COST AREAS

Program costs include the 15 Welcome Baby providers. The majority of contract expenses will be spent on personnel costs, with increases in expenses for staff training and client materials, given additional hiring and expected increases in program enrollment.

Funding Methodology

In FY 13-14 thirteen providers completed their first year of implementation, including hiring, over 150 hours of staff training and initial client enrollment. Two additional providers are expected to complete training and initiate enrollment in FY 14-15 for a total of 15 Welcome Baby providers, with one provider pending Board approval.

The following were taken into account in developing this estimate:

- Addition of a new provider pending Board approval to begin in the 4rd quarter, using average estimates of existing providers in first quarter of their contract
- Merit increase for existing personnel
- Addition of at least 1 new provider with up to 8 FTE
- Updated hospital birth rate information from 2012 to inform personnel needs, as providers are designated home visitation "team sizes" based on birth rates. Each team consists of 5 staff. Current team sizes range from 1 to 3.
- Increases in related program costs per provider in relation to expected increased enrollment in cost areas such as mileage and supplies.

5% contingency funds were included based on total estimated contract amount for program in anticipation of

Initiative	Investment Category
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Best Start - Family Strengthening unexpected costs during contract negotiations, such as an increase in expected enrollment which would increase costs in areas such as supplies and mileage.	Place-Based Initiatives
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Change from Prior Year (if >+ 10%)

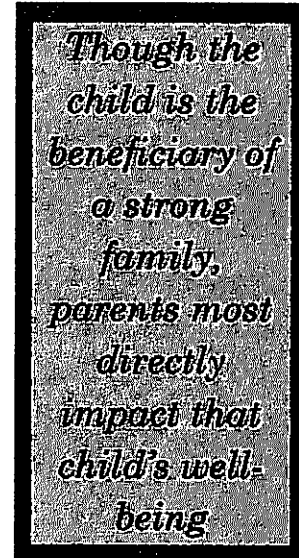
The FY 13-14 budget was \$12,075,533 and the FY 14-15 budget is \$14,348,000, an increase of 19%. Four providers had contracts of 7 or less months and will have 12 full months in FY 14-15. Providers also hired personnel on a tiered basis in FY 13-14 while FY 14-15 will represent the first fiscal year where providers are fully staffed. Finally, providers aim to increase their enrollment rate to 60-70% and higher enrollment incurs additional costs in areas such as supplies and mileage.

BEST START: Building Stronger Families, Building Strong Children

Background

In spring 2013, First 5 LA embarked upon an important inquiry process related to the implementation of Best Start. Best Start, a cornerstone of First 5 LA's Strategic Plan for 2009-15, is intended to improve the lives of young children and their families by positively impacting the systems and environments in which they live, learn, and play. The purpose of the Best Start inquiry is to achieve clarity and a common understanding of:

- The results for children and families that First 5 LA and its community partners seek through this place-based effort
- How progress toward desired intermediate and long-term results will be measured
- The program strategies related to Best Start's goals
- How the strategies and activities work together to support young children.



Methodology

An interdepartmental team was convened to develop a framework anchored in clearly defined results for children and their families. Informed by input from First 5 LA's Board of Commissioners, Best Start experience to date, learning from the 14 Best Start Community Partnerships, and research, the team developed a "Building Stronger Families" framework. This framework puts accountability for improved outcomes at the center of Best Start and is strongly supported by research and promising practices.

Paradigm Shift

Approved by the First 5 LA Board of Commissioners as a part of the Strategic Plan for 2009-15, Best Start represents an important paradigm shift in First 5 LA's approach to improving outcomes for children, moving from an initiative- to place-based focus. Best Start is not a program that focuses on specific problems that families face and/or a specific set of services needed to "solve" problems. Rather, it represents an approach that focuses on families in the context of where they live and all they need to thrive and succeed. The Building Stronger Families framework represents an important refinement of Best Start, articulating the core results we seek and how we plan to achieve those results.

Best Start's Building Stronger Families framework is designed to build strong families through the community-wide imperative of supporting parents¹. First 5 LA believes that if families are strong and communities are healthy, then children will experience better long-

¹ "Parents" also includes single parents, caregivers, legal guardians and foster parents.

term outcomes. We believe that building strong children is the product of parents and community partners, service organizations, the early childhood workforce and systems-level and policy change. Best Start will contribute to First 5 LA's efforts to build strong children through a place-based approach that focuses on promoting the qualities of strong families and healthy communities that are most closely associated with improved child outcomes.

The Goals We Seek for Young Children: Building Strong Children

Frederick Douglass said in the late 1880's, "It is far easier to build strong children than to repair broken men." First 5 LA is in the business of building strong children who are prepared to succeed in the classroom, at the workplace, and in life. First 5 LA's broad goals define strong children as those who:

- Are born healthy
- Maintain a healthy weight
- Are safe from abuse and neglect
- Are ready for kindergarten

First 5 LA recognizes that Best Start must be both aspirational and focused. Anchored in the broad goals we seek for children, Best Start will focus on intermediate outcomes and strategies where: there is research and experience to support the relationship between activities and family- and child-level outcomes; change is possible within the proposed 5-10 year timeframe and level of resources available to Best Start; parents and community partners are active participants in creating change; and, progress can be measured.

The two overarching goals for Best Start represent those conditions that are essential to ensuring that children are healthy and prepared to succeed at school entry:

1. Families support the healthy development, school readiness, and well-being of children.
2. Communities support and promote the healthy development and well-being of families with young children.

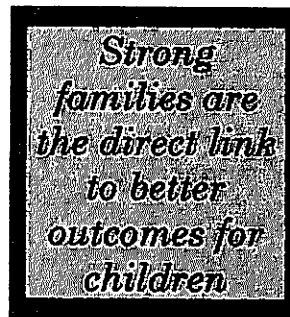
Building Strong Children by Strengthening Families

"Strong families" are those that support and promote optimal child well-being. Research and evidence-based practices have identified key characteristics of a "strong family". These characteristics, which relate to parents and expectant parents, are also known as family strengthening "protective factors"². When present, these factors are tied to child health, safety and school readiness – First 5 LA's goals for young children - and include *three core family results*:

² Concept of protective factors is based on work done by the Center for the Study of Social Policy since 2001 studying the role that early care and education programs nationwide could play in strengthening families and preventing abuse and neglect.

1. Families demonstrate resilience, parental knowledge, and positive relationships that support their children's social and emotional competence.
2. Families participate in positive social networks that provide multiple opportunities for mutual support and leadership development.
3. Families access concrete supports that meets their needs.

The protective factors were initially correlated with reduced incidence of child abuse and neglect in the research. Over time, a broader research base has shown the factors' contribution to the broader domains of child well-being, including cognitive, physical, emotional and social development. In short, parental capacity and strength is foundational to improving child outcomes beyond child safety.



These factors highlight the fact that even though the child may be the beneficiary of a strong community and receive high quality services, the parents are what directly impact that child's well-being. Therefore, Best Start strategies that promote strong families build and support the ability of parents to effectively care for and promote the healthy development, school readiness, and well-being of young children. Home visitation is one such strategy, with outcomes proven to result in improvements in protective factors. Other evidence-based and promising strategies to promote strong families, such as breastfeeding, reading daily and other parent-child interacting and bonding activities, are closely associated with improved outcomes for young children.

Building Strong Children by Promoting Communities that Support Families with Young Children

Just as children thrive in the context of strong families, families thrive in the context of neighborhoods and communities that support parents' ability to raise their children, providing them with the support, services and opportunities they need. The Building Stronger Families framework recognizes that there are many places in which and ways that families develop strengths and that, simply put, place matters. Families themselves build the protective factors, but the neighborhoods and communities in which they live provide the context and opportunities for parents to strengthen parental capacity, promote social connections, and provide concrete supports – to build the protective factors associated with improved child outcomes.

Many characteristics of a "healthy community" contribute to children's well-being. Research linking neighborhood characteristics with child well-being, while at an early stage, spreads across multiple domains and tends to focus on *social capital* (e.g., the networks and associations among people and families that provide a sense of belonging, trust, mutual aid and civic engagement); *human capital* (e.g., the knowledge, skills and



behaviors that are characteristic of community residents); community *safety*; *environmental health*; and availability of *community resources* (including social and health services, as well as informal recreational and cultural facilities).

As Best Start works to strengthen communities so that they, in turn, will strengthen families, it is important to be focused. Best Start will concentrate on community-level activities where: the research and experience support a link between community activities and improved results for families; change is possible (within the level of resources Best Start can generate through its own and partners' investments); and progress can be measured.

Informed by those factors, Best Start will help communities develop the capacity to organize and take action to achieve *three core community results*:

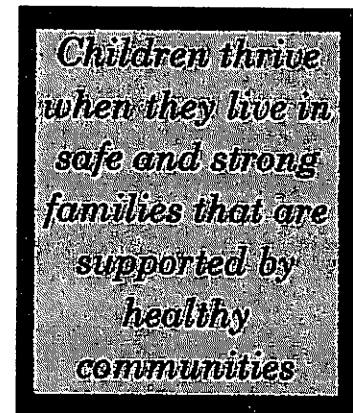
1. Neighborhoods and communities establish a common vision and act collectively to improve the policies, services and environments that build family protective factors and influence the availability and quality of concrete services.
2. Neighborhoods and communities establish and sustain opportunities for families to interact regularly in positive social networks and safe community spaces that encourage social interaction and promote healthy living.
3. Neighborhoods and communities develop and sustain services and supports that meet family needs, including high quality services and opportunities for educational success.

These intermediate outcomes reflect Best Start's recognition that results for families – and, therefore, child well-being - are shaped by communities' ability to take action and support strong families, promote positive social connections, and assure access to high quality services, supports and opportunities. Best Start also recognizes that no two communities are alike; that community collaborative efforts will evolve at their own pace; and those communities may adopt a variety of activities to achieve similar goals.

Achieving better results for young children is a shared aspiration and shared responsibility. Lessons from other place-based initiatives demonstrate the importance of strategies that support the ability of communities to align with other initiatives, organize and focus on community efforts to support child and family well-being. Best Start strategies support communities with the skills, tools and resources to chart a common vision for strengthening families. Building strong children and families is more likely to occur when community stakeholders come together to support families, use data to inform choices of interventions, engage parents as leaders in improving the lives of young children, and maintain accountability for their actions. A “relentless focus” on family- and community-level results – not process - by high-functioning relationships among many partners can help ensure that multiple actions on behalf of families come together within a community and add up to brighter futures for young children. The active participation of parents in such collaborative efforts is particularly powerful, engaging parents with other parents, connecting parents with service providers, and involving parents as decision-makers in their communities.

The Systems Connection

First 5 LA's approach to building stronger families – grounded in evidence-based attributes known as the “protective factors” – represents a systematic way to impact large numbers of young children and their families. By working to incorporate these factors into existing programs and services – such as early childhood education - First 5 LA and its Best Start community partners can contribute to change in organizational policy and practice across different systems and settings community- and county-wide. As an example, the L.A. County Strengthening Families Learning Community, facilitated by the Office of Child Care in the Service Integration Branch of the Chief Executive Office, is working to support the integration of the protective factors within the County service delivery system to improve client and community outcomes, and maximize resources. Other public agencies in the County, such as Los Angeles Unified School District, are advancing place-based demonstration projects that connect families with young children to a continuum of care that emphasizes prevention and wellness. The County Department of Mental Health's “health neighborhoods” initiative is another place-based initiative with strong alignment with the Best Start Building Stronger Families framework. By working collaboratively with both county agency and Best Start community partners, First 5 LA can help facilitate and promote learning and linkages across communities and systems and alignment of results for families.



Best Start communities exist in and are supported by a broader context of systems, policy and funding. This includes the mandates and structures through which health and human services are provided in LA County, as well as the economic, philanthropic, and policy environment and the public will around issues related to children and families. Strong, coordinated and responsive systems and investments are critical to responding to gaps in services and supports that meet family needs, including high quality services and opportunities for economic and educational success. Informed by the work of Best Start community partnerships, First 5 LA's grantees and its governmental, philanthropic, business and other partners will work together to ensure that the systems, policy and funding context supports Best Start's contributions and, together, “move the needle” to strengthen families and improve results for children.

Measuring Progress Toward Desired Goals

The Best Start Building Stronger Families (BSF) framework is grounded in the results we seek for families and communities. In order to know if First 5 LA and Best Start communities are making a difference and making progress toward those results, First 5 LA will define and use an Accountability Framework that is anchored in the our overarching core family and community results: results that align with First 5 LA's broad goals to

ensure that young children are born healthy, maintain a healthy weight, are free of abuse and neglect and are ready for kindergarten.

The Best Start Accountability Framework is composed of four levels of measurement that will provide a clear assessment of progress towards our intended results.

Level One: Population Conditions

The first level consists of monitoring critical Population-Based indicators for Los Angeles County and the individual Best Start communities. These measures provide the Commission with important contextual information that helps us understand how and why progress is or is not being made. For example, indicators that measure health status, poverty, and exposure to environmental hazards are important to monitor and understand the types of conditions families are experiencing. First 5 LA and the respective Best Start communities will not be held accountable for making changes to these complex conditions. Decreasing poverty, increasing housing stock, reducing environmental toxins and ameliorating chronic health conditions for children 0-5 are beyond the scope of the Commission, yet they are factors that affect the everyday lives of families in Los Angeles County and understanding how they impact communities can be valuable.

Level Two: Core Results for Communities

The second level of the Best Start Accountability Framework is centered on the core community results, which reflect the ability of Best Start communities to support the healthy development and well-being of families with young children. Specifically the Commission will track progress toward the core community results - improving the system of services and supports, promoting safe community places and spaces, and moving toward a shared vision and collective action that contributes to the building of stronger families. The Commission will work in partnership with communities and experts to identify a meaningful set of indicators to measure these results.

Level Three: Core Results for Families

The third level will focus on measuring progress in the most critical aspect of our work – families. This work will center on tracking progress made in achieving the core family results – strengthening family capacities, social connections and concrete supports. The evidence supporting the value of these core results and their relationship to our four goals is strong and more literature demonstrating these links is being published and disseminated each month.

Level Four: Performance Measures and Learning

Finally, the fourth level of measurement is geared toward Performance Measurement and Learning. This allows First 5 LA and the Best Start Communities the ability to track key performance milestones that ensure the investments are being implemented as planned and with highest levels of quality and efficiency possible. This work helps the Commission

understand how much was done, who and how many were involved and what happened during those activities. Indicators such as numbers of families served, families engaged in community collaborations, types and numbers of activities taking place in the communities are some examples of the types of performance measures that would be monitored. In addition, measures would be developed to track the degree to which community collaborations (such as the community partnerships) and First 5 LA are effectively carrying out their respective roles.

First 5 LA has developed a robust set of indicators based on research that are included in a document called The Best Start Results Framework. The indicators are specific to the core results for communities and families that were described earlier. First 5 LA intends to further refine the indicators, in collaboration with communities and research experts, to create a more manageable set of indicators that are evidence-based, representative of the results, and grounded in the work we do.

To make the Accountability Framework meaningful and useful to First 5 LA and the Best Start Communities, a structure will be developed to bring timely results into the decision making and implementation process. This feedback mechanism will allow First 5 LA and Best Start communities the opportunity to refine strategies and activities, prioritize resources and make critical adjustments to improve our collective ability to achieve the results we seek. Input and collaboration with communities will be essential to this work.

First 5 LA will be working to create a more comprehensive evaluation plan that will serve as the more detailed blueprint for accountability.

Summary

As a results-oriented, community-based approach, Best Start focuses on improving family and child outcomes in association with the places where families live, work and play. Best Start's strongest focus will be on contributing to the conditions that allow parents to do the best possible job in providing their children with what they need in order to thrive. In neighborhoods where the challenges to families and to child development can be high, Best Start will: focus on families most in need; support the creation of unique partnerships among families, community organizations of many types, service providers, other funders and many others; and better measure the effect of Best Start investments - all toward achieving better outcomes for children 0-5.

Children and families living in the communities we serve face daunting challenges. Best Start represents a place-based approach to building strong children, an approach driven by experience and supported by research that children thrive when they live in safe and strong families that are supported by the communities around them.

To fully maximize the potential of Best Start, First 5 LA will need to address implementation considerations informed by the experience of other community change efforts and the lessons learned during the first three years of Best Start implementation.

Examples key considerations include:

- The timeline to accomplish the intended results of Best Start
- The geographic scale of the fourteen Best Start Communities and supported activity
- The types of activities that will be supported
- The business model(s) to support the work of the communities
- The financial resources available to support activity within the FY 2009-2015 Strategic Plan.

Additionally, First 5 LA will need to carefully consider the application of the Building Stronger Families framework to all of its current and future investments with an eye towards greater strategic focus, integration, and impact on the results we seek: strengthening families and promoting healthy communities to build strong children.

LEGEND:

- ✓ - Bylaws
- ✓ - Strategic Plan
- ✓ - Board Policy
- ✓ - Internal Policy

First 5 LA

Governance Guidelines

As approved March 13, 2014

Statement of Purpose

- The First 5 LA Board of Commissioners will make its decisions guided by the principles of transparency, financial responsibility and accountability, and adherence to the Commission's Strategic Plan.

Objectives

- Update and conform First 5 LA decision-making guidelines to reflect current organizational practice and best practices.
- ✓ • Promote transparency and consistency in decision-making.
- ✓ ✓ • Promote coordination, coherence and integration of First 5 LA investments.
- ✓ ✓ • Ensure accountability for First 5 LA's declining revenues.
- ✓ ✓ • Establish Commission expectations for contractors and grantees that they not expect First 5 LA to be a permanent source of funding for programs and services.
- ✓ • Maintain Commission flexibility to respond to significantly changed circumstances and emergencies by authorizing exceptions to the Governance Guidelines via a vote of 7 of 9 of the voting members of the Commission.

Governance categories

Process

- ✓ 1. Sequencing of action items. Agenda items requiring Commission action will first be introduced as information at a full Commission meeting prior to action at a subsequent meeting. Staff presentations will be provided and public comment received in one meeting, with referral to appropriate Committee(s) for further discussion. Non-substantive issues will return to the full Commission on the Consent calendar; substantive issues will be agendaized for further Commission discussion pre action. Public comment will be incorporated for both Consent and non-Consent action items.
- ✓ 2. Staff presentations. Staff presentations on Commission agenda items will precede public comment.

Fiscal Accountability

- ✓ 3. Long-term financial projection. At least annually, the Board will review and

adopt the next five-year financial projection that represents estimated 5-year trends of First 5 LA expenditures, revenues, and, if applicable, staff recommendations regarding the re-classification of unexpended funds.

- ✓ ✓

4. “Paygo”*. Board decisions that have a fiscal impact will require identification of the funding source: e.g., “assigned” funding (per the current Strategic Plan), “committed” (per previous Board-approved allocations) or “unassigned” funds (operations and Reserve). Staff will present to the Board a 5-year spending projection for all service-related investments with a fiscal impact, prior to Board action. Committed funds from an approved allocation cannot be redirected to a different, unintended purpose.

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5. Sustainability*. It is the Commission’s expectation that successful applicants for First 5 LA grant support will be able to sustain project efforts beyond the contract period and First 5 LA funds. As a condition of funding, applicants must provide a Sustainability Plan, including sustainability goals, other (anticipated) sources of funding, and action steps. To inform Plan development, First 5 LA will provide specific program outcomes and objectives expected to be sustained and examples that reflect a continuum of possible approaches and recognize the diversity of potential applicants (i.e., size of investment, type of program, capacity of applicant). Sustainability provisions will be included in First 5 LA solicitations, scoring tool, and performance evaluation, unless the Executive Director finds such provisions not practical or consistent with a particular grant program and reports that finding and its bases to the Commission prior to the time the solicitation is issued.

- ✓ ✓

6. Leveraging*. It is the Commission’s expectation that successful applicants for First 5 LA grant support will identify opportunities to leverage First 5 LA funding to support the scope, quality and sustainability of program activity. As a condition of funding, applicants will report other financial resources they have secured for use in the project other than the First 5 LA funds requested. In addition, for multi-year funding, applicants will provide a detailed description demonstrating incremental increases in leveraging consistent with First 5 LA determined benchmarks. Applicants not able to secure leveraged resources at the time of submission will provide a plan to acquire these funds during the project term. Where appropriate, First 5 LA may establish milestone-based funding based upon progress in meeting financial and/or programmatic benchmarks. Leveraging provisions will be included in First 5 LA solicitations, scoring tool, and performance evaluation, unless the Executive Director finds such provisions not practical or consistent with a particular grant program and reports that finding and its bases to the Commission prior to the time the solicitation is issued.

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7. Expiration of contracts/grants. Each First 5 LA contract/grant will have an expiration date. Multi-year First 5 LA services-related investments will end pursuant to the time stated in the original allocation or grant award. The Commission is under no obligation to continue funding beyond the initial

contract term. Should future requests be forthcoming after the contract term is over, these requests will be evaluated based on the 2015-20 Strategic Plan criteria (see below). Staff will provide an annual Board update each spring on expiring grants and contracts.

Strategic Planning (2015-20)

- ✓ 8. Decision-making document. The Strategic Plan will represent a decision-making document that focuses First 5 LA’s strategic direction, aligns the organization’s efforts and activities, and clarifies its intended impact.
- ✓ 9. Alignment of “legacy” investments (from previous Strategic Plans) with 2015-20 Strategic Plan. Prior Strategic Plan initiatives must expire pursuant to their terms or be clearly aligned with the 2015-20 Strategic Plan criteria (see below).
- ✓ ✓ 10. Criteria for new initiatives/programs. To be included in the new Strategic Plan, initiatives/programs must include an analysis of each of the following criteria:
 - Alignment with Strategic Plan outcomes, objectives, and strategy.
 - Clearly defined and measureable outcomes and performance metrics.
 - Evidence of or potential for effectiveness relative to outcomes and metrics identified.
 - A budget and fiscal impact analysis, including a spending projection for at least 5 years.
 - Realistic implementation timeline.
 - Evidence of or potential for sustainability of results.
 - Evidence of or potential for scalability, if scalability is an intended outcome.

The appropriate Board Committee will review such requests, make findings and provide a recommendation to the full Commission.

✓ ✓ ✓ * Definitions:

Guideline #4: “Pay Go”

- Assigned: Funds available for use within the parameters set by the current Strategic Plan. For example, under the 2009-15 Strategic Plan, funds would be available for use within the guidelines of 30-45% for Countywide Activities, 45-60% for Place-Based Activities, 5% for Research and Evaluation, and 5% for Administration.
- Committed: Funds have been set aside by the Commission for a specific purpose via Resolution. This can include either annual appropriations or multi-year allocations approved by the Board. For example, in FY 2010-11 the Board approved a \$7.5 million multi-year investment in the Healthy Food

Access initiative. These funds remain in Committed unless the Commission takes action to redirect the funds for other purposes via Resolution. In contrast, for a zero-based investment, such as Public Education, only the annual FY 2013-14 appropriation approved by the Commission of \$2.3 million is shown as Committed because this investment does not have an approved multi-year allocation; any spending in future fiscal years would come from Assigned assuming sufficient funds were available.

- Unassigned: Funds have been designated for First 5 LA operations (via the annually approved fiscal year Operating Budget) and the Fund Balance Reserve, which is calculated annually as 25% of the total fiscal year budget approved by the Board in June.

Guideline #5: Sustainability

- The ability to maintain programming and its impact on the well-being of children and families after the expiration of First 5 LA funds.

Guideline #6: Leveraging

- Additional funding that is awarded and/or accessed as a result of First 5 LA funding (distinct from existing funding).

First 5 LA

Long Term Financial Projection

FY 2013 – 2017

I. Introduction

In June 2012, as part of the approval of the FY 2012-13 Program and Operating Budget, the First 5 LA Commission directed the development of an updated Long Term Financial Projection. While First 5 LA has annually prepared and presented a Long Term Financial Plan, the planning has generally occurred after the budget adoption, limiting the opportunity to incorporate the long-term impacts into annual decision-making. The updated plan was requested to provide a comprehensive financial forecast of the expenditures of allocated and planned funding consistent with the adopted Strategic Plan. The period covered by the Long Term Financial Projection is July 1, 2012 through June 30, 2017.

Beginning in July 2012, Commission fiscal staff worked to develop an updated Long Term Financial Projection that:

- Uses the July 1, 2012 fund balance as starting point;
- Includes updated revenue forecasts based on the most current available data;
- Projects actual expenditures for all programs approved by the Commission, including projects that have received a program allocation and those that are annually budgeted; and
- Forecasts ending obligated and unrestricted fund balance for each fiscal year through June 30, 2017.

The updated Long Term Financial Projection is intended to provide policy guidance for the move toward a two-year Program and Operating Budget beginning FY 2013-14. It is presented in advance of the annual budget to provide a longer-term perspective of annual funding decisions and to inform budgetary actions.

A. Purpose of the Long Term Financial Projection (LTFP)

The LTFP is intended to provide a multi-year outlook of anticipated expenditures of allocated funds, as well as annual operating and program demands against forecasted revenue. The LTFP does not formally obligate or commit any funds; funds must be committed as part of the annual budget, or through a resolution that specifically “allocates” funds for a project or program.

In sum, the LTFP is intended to:

- Provide a framework and context for reviewing specific budget and/or funding actions by providing a five-year forecast of the revenue, program and operating expenses, and fund balance. The LTFP will be updated annually and provided as input to decision-making prior to the budget.
- Support the development of a two-year budget. Although the LTFP does not formally obligate funds, the assumptions can be used to support the development of a two-year budget and to facilitate the consideration of the budget earlier. In June 2012, the Commission approved policies that would transition First 5 LA to a two-year budget cycle and initiate the budget process earlier to allow for Commission consideration of the proposed budget by the March prior to the beginning of the fiscal year, instead of June.
- Provide a planning exercise by informing the Commissioners of potential alternatives and highlighting important long-term strategic financial decisions.

- Provide a catalyst for Commission action. The multi-year perspective should inform the Commission of upcoming decisions and help to set the timing for future actions.

B. Methodology/Approach

This 2012 update of the LTFP marked the first time that a comprehensive collaborative effort was undertaken, including the incorporation of input from program staff throughout the organization working with Finance. Program staff was requested to use the FY 2012-13 Budget as a baseline and to forecast actual program expenses, not program allocations, through FY 2016-17. This window goes two years beyond the current Strategic Planning period (FY 2014-15) to account for the major programs that are funded through this time, including Los Angeles Universal Preschool (LAUP). The current Strategic Plan period is from July 1, 2010 through June 30, 2015, not including the one-year transition period from July 1, 2009 through June 30, 2010.

The 2012 LTFP was developed using the following approach and methods:

- The FY 2012-13 budget as baseline – The approved FY 2012-13 Budget was used as the first year in developing the LTFP. Some program budgets were modified from the approved FY 2012-13 Budget to reflect updated estimates provided by program staff. At the time of development of the plan, only first quarter expenses were available so actual expenses for FY 2012-13 could not be used to test reliability of budget forecasts. This may overstate actual expenses for the current fiscal year.
- Board approved allocations reauthorized in June 2012 – As part of the FY 2012-13 Budget adoption, the Commission affirmed multi-year commitments and program allocations. This schedule, known as the GASB 54 schedule, was approved by formal resolution and reserves funds for the specific program purposes approved by the First 5 LA Commission.
- Distinguish between and provide forecasts for all known program and operating expenses:
 - Program Allocations – As indicated above, the Commission has approved allocations for specific programs for two to seven-year periods, depending on the program. Program and financial staff then conducted analysis to forecast how funding would be expended over the approved funding term. Actual planned expenses sometimes matched to the term or in some cases the forecast identified that funding would not be fully expended by the end of the approved allocation period.
 - Annual Program Demands – Other programs, such as Best Start, have not received a multi-year allocation. While these programs do not have a multi-year allocation, they have been identified as priorities in the Commission Strategic Plan. Funding for these programs is a demand against annual revenue and each year the specific funding is requested and approved through the annual budget.
 - Operating Expenses – Costs for operating the Commission offices and associated staffing are the third element of the forecast. The administrative portion of the operating budget is assumed to be contained within the 5% limit as approved by the Commission.

II. Assumptions

A. Beginning Fund Balance

The FY 2012-13 beginning fund balance utilized in the LTFP is the ending fund balance per the Comprehensive Annual Financial Report for the fiscal year ending June 30, 2012. Beginning fund balance in future years is calculated based on projected revenues and expenditures for the year prior.

B. Revenue

First 5 LA is funded through the Proposition 10 Tobacco Tax, 80% of which is distributed to the County Commissions based on their proportion of statewide births. Los Angeles County receives the highest share, typically approximately 27% of the total County allocations. Tobacco tax revenue is anticipated to continue to decline in future years. Tax revenue is projected to decline based on the most recent forecast from the State Department of Finance. Tobacco tax revenues are projected to be \$91.5 million for FY 2012-13 for Los Angeles County. Based on the FY 2011-12 actuals, this revenue forecast for FY 2012-13 may understate actuals. Actuals for FY 2011-12 were higher than the prior year; however, forecasts from the State Department of Finance continue to project on average a 3-4% annual decline in tax revenue.

Staff also continues to monitor the increasing administrative costs that the State Board of Equalization (BOE) charges Proposition 10. BOE is responsible for determining the Proposition 99 backfill requirements and for the enforcement and collection of tobacco taxes. In FY 2011-12, the Proposition 99 backfill amount decreased from the prior year for the first time, positively impacting Proposition 10 tax revenue, but BOE administrative costs increased by 10 percent. For the last five years, BOE administrative costs have increased on average by 17%. First 5 LA will continue to work with other county Commissions and the State First 5 Association to track and evaluate the growing BOE administrative costs.

Interest earnings are projected based on 1.12% return on anticipated cash balances. Interest earnings for FY 2012-13 are projected at approximately \$8.4 million. Lease revenue is also projected at \$99,000 for FY 2012-13 based on the negotiated lease payments for the preschool occupying space on the first floor of the First 5 LA building.

C. Program Assumptions

Significant assumptions are highlighted below for selected investment areas across each programmatic category (Place-Based Investments, Countywide Strategies, Countywide Initiatives and Prior Strategic Plan Investments).

1) Place-Based Investments

- Community-level funding – For purposes of the FY 2012-13 Program Budget, it was assumed that the community plans for the Best Start communities would be approved and related contracts would be executed in early FY 2012-13. Each community was budgeted \$1.71 million for the fiscal year, broken down as follows:

Community Plan Component	Total Per Component
Family Strengthening (Community-based)	\$ 700,000
Capacity Building	450,000
Evaluation	200,000
Communications	150,000
Partnership Logistical Support	<u>210,000</u>
	\$1,710,000

Based on Commission action in July 2012, only 6 months of funding was ultimately approved for the Evaluation, Communications and Partnership Logistical Support components. Although for purposes of the LTFP the approved community-level FY 2012-13 budget total was not altered, if and how these funds are used depends on final Commission action. The LTFP assumes that direct project funding at the community level will not be substantial in the subsequent years, with the Family Strengthening component reduced to a level of \$100,000 per community for FY 2013-14 through FY 2016-17. It is further assumed that capacity building needs will decrease considerably over the course of the years presented in the LTFP, reducing to \$200,000 per community per year in FY 2014-15. Partnership Logistical Support costs for facilitation, meeting support and partnership coordination are assumed to decrease to \$100,000 per community by FY 2015-16.

The Commission will need to make a final decision regarding how place-based funding within communities will be implemented moving forward. This decision will need to include consideration of the Best Start Logic Model, Implementation Plan and a funding allocation.

(Refer also to “Prior Strategic Plan Initiatives – The Children’s Council” for assumptions related to Neighborhood Action Councils as they relate to the Best Start communities.)

- Family Strengthening – Family Strengthening is comprised of the Welcome Baby and Intensive Home Visitation programs, which are fundamentally linked to the Universal Assessment of Newborns Countywide Initiative that was approved by the Commission in January 2011.
 - Welcome Baby/Universal Assessment of Newborns – The Welcome Baby pilot program was initiated in July 2009 as a five-year award, and is expected to be extended to achieve alignment with the Commission’s Universal Assessment of Newborns Countywide Initiative. Costs for the pilot include the assumption that all staff are hired and in place to provide the 9-contract Welcome Baby program to all participating families with a final take-up rate target of 80%. Assumptions for the pilot are not based on a per-community formula and are for a single provider.

Additional assumptions for Welcome Baby assume offering the program to families in the 14 Best Start communities. 24 hospitals have been identified as strategic partners to act as providers and fiscal agents of this program and the Universal Assessment of Newborns program, which will offer an abbreviated 4-contact Welcome Baby program to families delivering outside the Best Start communities. The cost projections take into account the interest level of the

target hospitals, estimating that at least 16 will enter into contracts in FY 2012-13 and FY 2013-14. After FY 2013-14 it is projected that the Board will act to expand eligibility to additional hospitals, increasing the projection to include 34 total hospitals. Contracts will be executed on an annual basis with no multi-year award. However, the projections assume a ramp-up and sustained funding of all participating hospitals with no ramp-down projected within the time period covered by the LTFP.

- Intensive Home Visitation – This investment provides Intensive Home Visitation services for 30% of Best Start families delivering in hospitals participating in the Welcome Baby program and as identified through a hospital-based screening for risk of poor child outcomes. It is estimated that up to five contracts will be initiated in late FY 2012-13, with additional contracts will being executed as more hospitals participate in the Welcome Baby/Universal Assessment program. The most significant factors in projecting cost are the cost per child of \$2,750, the rate of referrals based on projections of hospital participation, birthrate and estimated time of ramp-up. Growth factors are directly related to hospital participation in Welcome Baby/Universal Assessment, which will be the sole referral source for these services. The costs are not projected on a per community basis. However, an initial set of hospitals eligible to participate in Welcome Baby/Universal Assessment have been identified due to their greater market share of Best Start births. Note that costs related to the Home Visitation Oversight Entity are projected at 5% of estimated programmatic expenditures for Universal Assessment, Welcome Baby and Intensive Home Visitation.

2) Countywide Strategies

- Health Access (Healthy Kids) – Continued funding for Healthy Kids, approved by the Commission in January 2012, is projected to be maintained at the same level, with the number of children and families served expected to remain relatively constant through FY 2014-15.
- ECE Workforce Consortium – The contract with LAUP to implement the ECE Workforce Consortium began on September 1, 2011. Although there were some delays in the planning phase, all program components of the Consortium are now in implementation mode. Most program components of the Consortium are expected to reach service targets established for FY 2012-13, and the LTFP projections assume service increases for FY 2013-14 through FY 2015-16, with service levels stabilizing at that point. Per-service costs are assumed to stay relatively stable.

- 3) Countywide Initiatives – The Commission’s Countywide Initiatives were approved primarily in late 2010 and early 2011 in an effort to identify additional areas in which First 5 LA funding could be utilized to benefit stakeholders more broadly throughout LA County while the place-based funding approach was being developed for the 14 Best Start communities identified as areas of high-need. Committed multi-year allocation amounts were approved for these initiatives in contrast to the zero-based budgeting platform that was approved as part of the 2009-2015 Strategic Plan. Although the goal was to identify projects that were immediately ready to implement and fund, a number of these initiatives have encountered delays in program design and planning, and as

such the total expenditures to date for this investment area have been lower than expected.

- **Black Infant Health** – In January 2011, Commission action approved the Black Infant Health funding at the current level through June 2014 or until the place-based planning efforts are finalized and include strategies to address the alarming birth outcome inequities within the African American population in LA County. The LTFP cost projections assume that the Commission will continue to fund BIH at the same level through FY 2013-14.
- **Family Education** – This initiative, approved by the Commission for a total allocation of \$13.1 million in February 2011, has not moved forward with the planning or design phase. As such, no cost projections were included in the LTFP.
- **Little by Little/One Step Ahead** – Cost projections for FY 2013-14 through FY 2016-17 are based on preliminary data gathered as part of a sustainability report developed during the program expansion planning phase, as well as cost-per-participant analysis that was conducted as part of the report process. Based on the preliminary data and analysis, the number of sites offering the program is anticipated to increase from 3 in FY 2012-13 to 20 by FY 2015-16; similarly, the cost projections assume that the number of children/families served will increase from approximately 10,000 in FY 2012-13 and leveling out at over 100,000 by FY 2015-16. Because of delays in program expansion, the cost projections assume that the program will be extended through FY 2018-19 in order to expend most of the approved allocation amount of \$30 million.
- **Uninterrupted Care for Prenatal to Postpartum** – This initiative, approved by the Commission for a total allocation of \$2.8 million in April 2011, has not moved forward with the planning or design phase. As such, no cost projections were included in the LTFP.
- **Universal Assessment of Newborns** – The Universal Assessment of Newborns initiative is designed to offer an abbreviated version of the Welcome Baby program (a perinatal hospital and home visitation curriculum incorporating up to four of the Welcome Baby contact points) to families delivering outside of the Best Start communities. For a discussion of the specific assumptions included in the LTFP cost projections, please refer to “Place-Based Investments – Family Strengthening.”

4) Prior Strategic Plan Initiatives

- **Best Start LA** – This line item represents funding for Baby Friendly Hospitals, Family Place Libraries, and the P-3 Workforce Development project.
 - Baby Friendly Hospital contracts were awarded in several cycles beginning in July 2009; awards were for up to \$473,000 per hospital for three years, with the last cycle set to end in late FY 2015-16.
 - Cost projections for Family Place Libraries assume that an additional 10 libraries will be identified through an expansion of the existing strategic partnership or through new agreements with other library districts serving

the Best Start Communities. It is projected that six libraries will launch in FY 2013-14 and four in FY 2014-15, with replacement costs extending through FY 2016-17. The Family Place Library model assumes three years of funding, with initial funding of approximately \$30,000 in Year 1 and funding in Years 2 and 3 of \$5,000-\$10,000 per library per year.

- Funding for the P-3 Workforce Development project ends in FY 2012-13.
 - LAUP – The LAUP estimates for FY 2013-14 through FY 2015-16 are based on projections within LAUP’s Sustainability Plan reviewed at the January 2012 Commission meeting. These estimates assume LAUP will have full access to the Sustainability Fund, as well as \$9.75 million per year of funding by First 5 California for the Child Signature Program through FY 2014-15. It is assumed that LAUP will not implement the additional requirements for the Child Signature Program. Note that projected costs for the LAUP evaluation are reflected separately under “Research and Evaluation – Early Learning.” The current LAUP contract ends in FY 2015-16.
- 5) Research and Evaluation – As described in the Revised Accountability and Learning Framework (approved in February 2012), the approach to evaluating the effectiveness of First 5 LA’s work is structured around four broad categories: program evaluations, data and research projects, dissemination of findings, and learning and improvement activities. The goal of this work is to provide the most thorough, useful and relevant information to internal and external stakeholders. Such evaluation expenditures were projected for FY 2012-13 as part of the approved Program Budget and were included within the budgets for each strategy/initiative. For FY 2013-14 through FY 2016-17, evaluation costs are projected for specific projects that are known and measurable at the time that this LTFP was developed. An adjustment was then utilized to bring total evaluation costs to 5% of annual estimated program demands (not including Research and Evaluation projects and initiatives, as well as LAUP, which incorporates a separate evaluation). It is assumed that the evaluation for LAUP (“Research and Evaluation – Early Learning”) will maintain a consistent effort throughout the course of the program and allocation period. This evaluation process is anticipated to conclude in FY 2016-17.

D. Operating Assumptions

The approved FY 2012-13 Operating Budget of \$16.7 million included assumptions related to staffing, salary and benefit increases, and other operating costs. The LTFP assumes that total operating costs will increase at a rate of 2% annually until FY 2016-17, when operating costs are kept constant from the previous year due to the significant decrease in estimated program expenditures. The LTFP also assumes compliance with the Commission’s annual administrative limit of 5%. The annual administrative expense will be adjusted as necessary to stay within this limit.

Per adopted policy, administrative expenses are assumed to include all costs incurred in support of the general management and administration of First 5 LA for a common or joint purpose that benefits more than one cost objective (other than evaluation activities), and/or those costs not readily assignable to a specifically benefited cost objective. Costs are defined as follows:

- 100% of the following Departments' costs proposed within the annual fiscal Operating Budget: Board of Commissioners, Executive, Chief Administrative Office, Contract Compliance, Facilities Management, Finance, Finance – Medi-Cal Administrative Activities, Human Resources, Information Technology, Chief Program Office and Public Affairs; and
- Estimated salary and benefit costs for Director and Administrative positions for the following Departments: Best Start Communities, Community Investments, Grants Management, Policy, Program Development, and Research and Evaluation.

III. Analysis and Recommendations

A. Summary Analysis of 5-Year Funding Outlook

The LTFP begins with the July 1, 2012 beginning fund balance of \$821.4 million, of which only \$646.6 million is committed to existing Board-approved allocations. Over the next five years, First 5 LA's total fund balance is projected to decrease to \$299 million by June 30, 2017, of which \$65.7 million remains committed at that point to existing Board-approved allocations.

From a financial perspective, the focus of FY 2012-13 through FY 2016-17 is to execute and implement the program services as planned, including expending program dollars as projected, and achieve the targeted reduction in fund balance through program delivery. The projected ending fund balance, as of June 30, 2017, that would be available to support additional program needs (beyond what has been committed via Board-approved allocations) is \$233.5 million, assuming that actual expenditures occur as planned. This fund balance, while restricted to implementation of the Strategic Plan, has not been specifically allocated to any programs or projects.

One of the issues that the First 5 LA Commission will need to address is establishing a fund balance reserve. County Commissions and First 5 CA have adopted policies that stipulate the minimum fund balance required for each organization to maintain to address unanticipated revenue shortfalls, interruption in revenue, and/or mitigate unforeseen financial challenges. While not an issue for the short-term, this is an issue that the Commission should address as its fund balance declines over the next five years.

The LTFP demonstrates that First 5 LA will need to make strategic decisions about balancing future investments in the next strategic planning period (FY 2016 – 2020). During the next Strategic Plan cycle, First 5 LA will need to align annual program expenditures to annual program revenue and will need to limit the reliance on the fund balance to support annual operations. Based on current forecasts, it is projected that by the end of the current LTFP period, implementation of the Family Strengthening portion of the Best Start program, including Welcome Baby and Intensive Home Visitation, as well as Universal Assessment, will include a targeted 34 hospitals requiring annual support going forward of approximately \$52 million, representing 65% of annual tax revenue.

B. Key Issues and Considerations

While this LTFP anticipates issues that will need to be addressed in the next strategic planning cycle, the primary focus is to promote awareness of the financial implications of the current Strategic Plan and forecast through June 30, 2017. The challenges for the next

five-year period are to execute the plan as approved in all four of the major areas of funding, Place-Based Investments (Best Start), Countywide Strategies, Countywide Initiatives and Prior Strategic Plan Investments. This includes:

- Ensuring that actual program implementation occurs consistent with projections – As First 5 LA transitioned to this new strategic plan and the placed-based strategies, implementation has occurred slower than anticipated. Similarly, the Countywide Initiatives approved by the Commission beginning in October 2010 are just beginning implementation. The LTFP assumes that the programs will be implemented according the planned schedule and provides an important tool to monitor progress.
- Regular monitoring of the LTFP – The LTFP will be updated and presented annually to the First 5 LA Commission to evaluate actual versus what was forecast in the plan and to develop updated revenue and expenditure assumptions.
- Anticipating future year impacts – Anticipating future impacts includes aligning future year program expenditures with revenue. First 5 LA is currently projecting to spend 150% above estimated FY 2012-13 tax revenue. First 5 LA needs to begin to align program funding with annual revenue as available fund balances decrease as projected.

Staff recommends the following as part of the LTFP:

1. **Review and reassess existing program allocations both in the short and long term for reasonableness, accuracy and alignment with the Strategic Plan –**

Short-Term

Aligning with the FY 2013-14 budgeting process, several allocations should be reviewed to determine whether amounts should be budgeted for the upcoming fiscal year. These short-term allocation decisions fall into two categories: a) multi-year allocations that have not had any expenditures or activity to date, and b) allocations for which policy decisions need to be made at the Board level regarding whether to continue funding.

- a) Two program allocations that were approved by the Commission in FY 2010-11 have had no expenditures to date and have no specific plans for expenditure. These are:
 - Family Education – \$13.1 million
 - Uninterrupted Care for Prenatal to Postpartum – \$2.8 million

These allocations are reflected as commitments against available fund balance. Finance staff understands that no specific plans have been developed for the use of these funds and recommends that the Commission and/or the Program and Planning Committee review these allocations and determine whether the allocations should be reversed and funding directed back to the general fund.

- b) An allocation for The Children’s Council was made as part of the FY 2012-13 Program Budget to reflect the Commission’s decision to include funding for Neighborhood Action Councils (NACs) in conjunction with the plans being developed for the Best Start communities. As the community plans move forward with development, the Commission will again need to make the policy decision whether to commit funding for the NACs in FY 2013-14 and after.

Long-Term

In addition to short-term funding decisions, a number of allocations should be monitored and reassessed in order to: a) reconcile actual costs and projections to approved allocation levels as various programs move past the development stage and into full implementation; b) assess the overall allocation level for programs that are not projected to spend down the balance; and c) assess allocations for which policy decisions need to be made at the Board level regarding whether to continue funding.

- a) Although most of the Countywide Initiatives are moving past the development stage and into full implementation, many of these initiatives still have not realized a full year of expenditures on which to accurately base cost projections. As full implementation occurs for the Countywide Initiatives, these cost projections should be updated and reconciled to the existing Board-approved allocation amount to determine if the allocation amount is appropriate for the scope of each program as implemented.
 - b) A number of programs, including Best Start LA and Oral Health Community Development, are not currently projected to spend down the entire approved allocation balance. In these cases, the Board should reassess the allocation level given the cost projections estimated using the best available data to determine whether the allocation level could be reduced to align with projected costs. This further analysis requires input by program staff, the Program and Planning Committee and final action by the Commission.
 - c) The Board has made policy decisions that approve funding for multiple years for programs such as Black Infant Health and Health Access (Healthy Kids) with the goal of aligning these programs with current Strategic Plan funding strategies. However, as these decisions have approved funding for a limited time period, additional fiscal direction will ultimately be needed from the Board regarding whether to continue funding for such programs.
2. **Realign the Family Strengthening program financial reporting to improve program transparency** – Family Strengthening is a component of the Best Start place-based program. It includes the hospital-based newborn screening program, Welcome Baby, and the related Home Visitation program. A corollary program is the Universal Assessment of Newborns Initiative, which received a \$54 million allocation in FY 2010-11 to provide a comparable countywide hospital-based program for births outside of the targeted 14 communities. These programs are being implemented through contracts with the major birthing hospitals and, in many cases, an integrated contract with the hospital. The total costs of this program are forecasted to be approximately \$52 million annually by the end of FY 2017, or approximately 65% of annual tax revenue. Given this significant financial investment, staff recommends that financial reporting for these programs be integrated in all financial reporting.
 3. **Analyze the sustainability of the Strategic Plan strategies against available resources** – Programs funded according to the strategies outlined in the current Strategic Plan should be assessed for individual program sustainability above and beyond First 5 LA's investment. As programs addressing these strategies are developed, both the Board and staff should ensure that program sustainability beyond planned

First 5 LA investment is addressed as appropriate within the program design and during implementation.

4. **Develop a policy governing the establishment of a fund balance reserve –** While not an issue for the short-term, a fund balance reserve policy represents a proactive approach to future fiscal policy and will impact future funding decisions. The Board should consider developing and implementing such a policy prior to a significant decline in fund balance as is projected over the course of the LTFP period.

Attachments:

- Attachment 1 – Long Term Financial Projection Summary
- Attachment 2 – LTFP Multi-Year Forecast Detail
- Attachment 3 – LTFP Detail of Program Allocations and Estimated Demands
- Attachment 4 – Best Start Multi-Year Forecast Detail
- Attachment 5 – Historical Revenue Analysis

**FIRST 5 LA
LONG TERM FINANCIAL PROJECTION - SUMMARY**

	CURRENT STRATEGIC PLAN			NEXT STRATEGIC PLAN			
	2012	2013	2014	2015	2016		
Beginning Fund Balance as of July 1	\$ 821,448,583	\$ 692,867,925	\$ 573,234,586	\$ 444,804,262	\$ 333,278,624	A	
	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17		
Total Projected Revenue	\$ 100,075,437	\$ 95,518,801	\$ 91,160,086	\$ 86,525,623	\$ 83,249,377	B	
Annual Program Demands by Fiscal Year (Excluding Allocations)							
PLACED BASED INVESTMENTS	\$ 31,269,349	\$ 30,137,398	\$ 37,885,501	\$ 41,245,135	\$ 44,477,568		
COUNTYWIDE STRATEGIES	16,111,497	23,252,154	18,108,407	13,888,355	11,094,176		
PRIOR STRATEGIC PLAN AND COUNTYWIDE INVESTMENTS	11,912,676	3,998,583	1,839,780	-	-		
Total Estimated Program Demands (Excluding Allocations)	\$ 59,293,522	\$ 57,388,135	\$ 57,833,688	\$ 55,133,490	\$ 55,571,744	C	
	Alloc. Remain.	Estimated Program Demands (by Fiscal Year)					
Program Allocations	As of June 30, 2012	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	
COUNTYWIDE STRATEGIES	\$ 76,155,954	\$ 16,166,587	\$ 20,334,446	\$ 20,125,727	\$ 11,414,661	\$ -	
COUNTYWIDE INITIATIVES	273,396,087	51,477,990	46,698,797	53,341,592	51,319,629	38,876,921	
PRIOR STRATEGIC PLAN INVESTMENTS	297,006,883	82,760,012	67,199,221	64,165,696	56,559,369	382,003	
Total Allocations/Estimated Program Demands	\$ 646,558,924	\$ 150,404,589	\$ 134,232,464	\$ 137,633,014	\$ 119,293,659	\$ 39,258,924	
	K	← D →					
Total Research & Evaluation	\$ 2,236,846	\$ 6,475,980	\$ 6,727,036	\$ 5,879,506	\$ 4,685,311	E	
Funding for Other Programs (To Be Defined)	-	-	-	-	-	F	
Total Estimated Program Demands	\$ 211,934,957	\$ 198,096,579	\$ 202,193,738	\$ 180,306,656	\$ 99,515,980	G=C+D+E+F	
Estimated Operating Expenditures	\$ 16,721,138	\$ 17,055,561	\$ 17,396,672	\$ 17,744,605	\$ 17,744,605	H	
Total Estimated Spending in Excess of Revenues	\$ 128,580,658	\$ 119,633,339	\$ 128,430,324	\$ 111,525,638	\$ 34,011,208	I=[G+H]-B	
Projected Ending Fund Balance	\$ 692,867,925	\$ 573,234,586	\$ 444,804,262	\$ 333,278,624	\$ 299,267,416	J=[A+B]-[G+H]	
Estimated Allocations Remaining as of June 30	\$ 496,154,335	\$ 361,921,871	\$ 224,288,857	\$ 104,995,198	\$ 65,736,273	L	
Available Uncommitted Fund Balance	\$ 196,713,590	\$ 211,312,715	\$ 220,515,405	\$ 228,283,427	\$ 233,531,143	M=J-L	

Resource Mobilization	6,584,350	12,681,414	9,555,075	5,266,333	3,060,333
Policy Advocacy	2,413,571	3,816,000	3,557,000	3,553,000	2,806,000
Workforce Development	3,279,076	750,000	450,000	450,000	450,000
Total Countywide Strategies	\$ 16,111,497	\$ 23,252,154	\$ 18,108,407	\$ 13,888,355	\$ 11,094,176
PRIOR STRATEGIC PLAN AND COUNTYWIDE INVESTMENTS					
School Readiness	\$ 5,176,427	\$ -	\$ -	\$ -	\$ -
Family Literacy	2,170,000	-	-	-	-
Healthy Births	4,525,249	3,998,583	1,839,780	-	-
Infant Safe Sleeping	41,000	-	-	-	-
Total Prior Strategic Plan and Countywide Investments	\$ 11,912,676	\$ 3,998,583	\$ 1,839,780	\$ -	\$ -
Total Estimated Program Demands (Excluding Allocations)	\$ 59,293,522	\$ 57,388,135	\$ 57,833,688	\$ 55,133,490	\$ 55,571,744

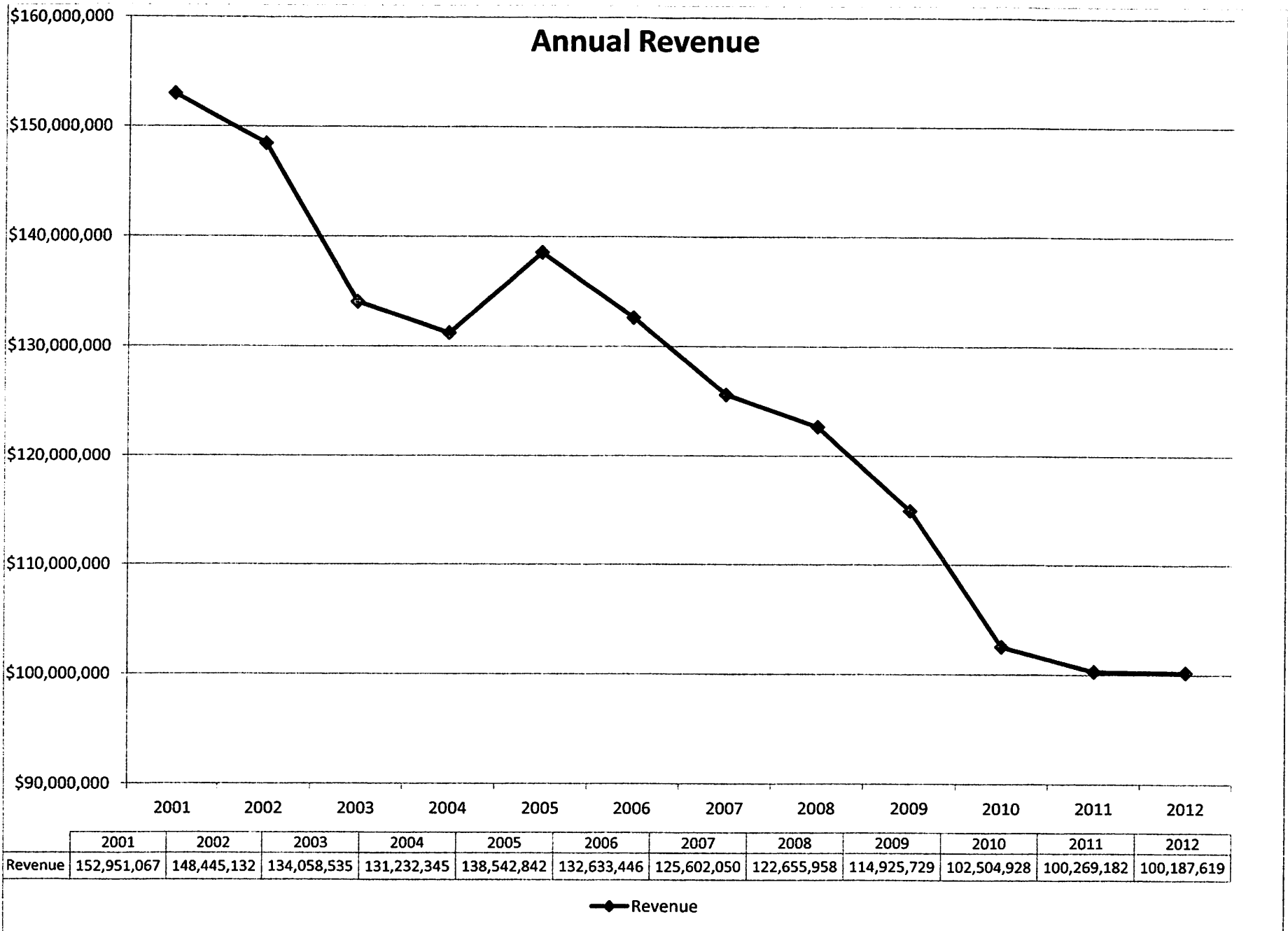
Program Allocations	Alloc. Remain. As of June 30, 2012	Estimated Program Demands (by Fiscal Year)				
		FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
COUNTYWIDE STRATEGIES						
Health Access (Healthy Kids)	\$ 29,055,895	\$ 7,032,000	\$ 7,000,000	\$ 7,000,000	\$ -	\$ -
East LA College Child Care Providers	703,137	612,499	-	-	-	-
ECE Career Development Policy Project (LACOE)	2,289,387	1,031,490	921,385	336,512	-	-
ECE Workforce Consortium	44,107,535	7,490,598	12,413,061	12,789,215	11,414,661	-
Total Countywide Strategies	\$ 76,155,954	\$ 16,166,587	\$ 20,334,446	\$ 20,125,727	\$ 11,414,661	\$ -
COUNTYWIDE INITIATIVES						
Black Infant Health ¹¹	\$ 2,377,661	\$ 1,296,986	\$ 1,296,986	\$ -	\$ -	\$ -
Children's Dental Care	40,000,000	3,244,420	7,518,900	8,789,962	8,462,486	7,452,884
Children's Vision Care	4,100,000	376,800	673,600	842,000	926,200	1,010,400
Connecting Risk and Perinatal Services	144,647	144,562	-	-	-	-
Data Partnership with Funders	4,866,811	420,000	1,469,990	1,469,990	1,469,990	-
Early Identification and Intervention of Autism	875,220	17,000	275,220	300,000	300,000	-
Family Education	13,100,000	-	-	-	-	-
Healthy Food Access	7,426,012	1,992,838	2,146,858	1,282,919	1,209,775	793,622
Infant Safe Sleeping Public Education Campaign	1,327,873	750,000	577,873	-	-	-
Infant Safe Surrender	500,000	500,000	-	-	-	-
Little by Little/One Step Ahead	29,565,507	926,159	2,887,728	4,341,814	5,104,429	5,104,429
Parent-Child Interaction Therapy	19,997,930	3,574,229	3,066,261	3,918,596	4,466,011	4,966,586
Peer Support Groups for Parents ⁴	2,500,000	132,000	1,200,000	1,200,000	-	-
Permanent Supportive Housing	25,000,000	24,850,000	150,000	-	-	-
Reducing Childhood Obesity	41,197,400	3,926,842	13,022,946	12,575,874	11,671,738	-
Substance Abuse Treatment Services	13,704,440	5,241,637	4,231,400	4,231,403	-	-
Tot Parks and Trails	9,812,586	3,695,517	2,771,035	2,771,034	575,000	-
Uninterrupted Care for Prenatal to Postpartum	2,800,000	-	-	-	-	-
Universal Assessment of Newborns	54,100,000	389,000	5,410,000	11,618,000	17,134,000	19,549,000
Total Countywide Initiatives	\$ 273,396,087	\$ 51,477,990	\$ 46,698,797	\$ 53,341,592	\$ 51,319,629	\$ 38,876,921
PRIOR STRATEGIC PLAN INVESTMENTS						
Best Start LA ⁵	\$ 31,091,006	\$ 4,315,488	\$ 1,811,498	\$ 1,473,332	\$ 786,156	\$ 32,562
Community Opportunities Fund	3,271,139	2,080,831	682,400	216,500	-	-
Family Friends and Neighbors	2,000,000	1,000,000	1,000,000	-	-	-
LAUP	218,838,122	51,394,091	57,156,000	57,156,000	53,132,031	-
Oral Health Community Development	6,727,837	4,250,000	-	-	-	-
Oral Health and Nutrition	16,767,170	6,137,434	5,089,323	3,859,864	1,181,182	-
Partnerships For Families ⁶	10,912,168	10,912,168	-	-	-	-
Research & Evaluation - Early Learning (LAUP)	5,939,441	1,210,000	1,460,000	1,460,000	1,460,000	349,441
The Children's Council ⁷	1,460,000	1,460,000	-	-	-	-
Total Prior Strategic Plan Investments	\$ 297,006,883	\$ 82,760,012	\$ 67,199,221	\$ 64,165,696	\$ 56,559,369	\$ 382,003
Total Allocations/Estimated Program Demands	\$ 646,558,924	\$ 150,404,589	\$ 134,232,464	\$ 137,633,014	\$ 119,293,659	\$ 39,258,924
	Q	J				
Research & Evaluation Projects - Projected	\$ 2,236,846	\$ 2,872,569	\$ 1,795,269	\$ 1,795,269	\$ 1,795,269	
Research & Evaluation - 5% Adjustment ⁸	n/a	3,603,411	4,931,767	4,084,237	2,890,042	
Total Research & Evaluation	\$ 2,236,846	\$ 6,475,980	\$ 6,727,036	\$ 5,879,506	\$ 4,685,311	
Funding for Other Programs (To Be Defined)	\$ -	\$ -	\$ -	\$ -	\$ -	
Total Estimated Program Demands		\$ 211,934,957	\$ 198,096,579	\$ 202,193,738	\$ 180,306,656	\$ 99,515,980
Estimated Operating Expenditures	\$ 16,721,138	\$ 17,055,561	\$ 17,396,672	\$ 17,744,605	\$ 17,744,605	
Total Estimated Spending in Excess of Revenues		\$ 128,580,658	\$ 119,633,339	\$ 128,430,324	\$ 111,525,638	\$ 34,011,208
Projected Ending Fund Balance		\$ 692,867,925	\$ 573,234,586	\$ 444,804,262	\$ 333,278,624	\$ 299,267,416
Estimated Allocations Remaining as of June 30	\$ 496,154,335	\$ 361,921,871	\$ 224,288,857	\$ 104,995,198	\$ 65,736,273	
Available Uncommitted Fund Balance		\$ 196,713,590	\$ 211,312,715	\$ 220,515,405	\$ 228,283,427	\$ 233,531,143

Notes to Projections:

1. Proposition 10 Tax Allocations are based on the latest available DOF forecast (assumes a 3.5%-4% annual tax decline).
2. Interest earnings are based on projected cash fund balance plus 50% of revenue less 50% of expenses, with interest at 1.12%.
3. Operating Expenses are based on the FY 2012-13 Budget and increased by 2% annually.
4. The Balance Remaining at 6/30/12 on the Peer Support Group for Parents allocation was adjusted to account for \$19,370 of FY 11-12 expenditures that should have charged against a general administrative consulting line item in the FY 11-12 Program Budget.
5. A number of contracts that were previously pulling from the Best Start LA allocation were moved to the Place-Based funding area of "Best Start" in an effort to more

Kids)	\$ 29,055,895	\$ 7,032,000	\$ 7,000,000	\$ 7,000,000	\$ -	\$ -	\$ 21,032,
are Providers	703,137	612,499	-	-	-	-	612,
nt Policy Project (LACOE)	2,289,387	1,031,490	921,385	336,512	-	-	2,289,
ium	44,107,535	7,490,598	12,413,061	12,789,215	11,414,661	-	44,107,
gies	\$ 76,155,954	\$ 16,166,587	\$ 20,334,446	\$ 20,125,727	\$ 11,414,661	\$ -	\$ 68,041,
	\$ 2,377,661	\$ 1,296,986	\$ 1,296,986	\$ -	\$ -	\$ -	\$ 2,593,
	40,000,000	3,244,420	7,518,900	8,789,962	8,462,486	7,452,884	35,468,
	4,100,000	376,800	673,600	842,000	926,200	1,010,400	3,829,
rinatal Services	144,647	144,562	-	-	-	-	144,
unders	4,866,811	420,000	1,469,990	1,469,990	1,469,990	-	4,829,
Intervention of Autism	875,220	17,000	275,220	300,000	300,000	-	892,
	13,100,000	-	-	-	-	-	
	7,426,012	1,992,838	2,146,858	1,282,919	1,209,775	793,622	7,426,
blic Education Campaign	1,327,873	750,000	577,873	-	-	-	1,327,
	500,000	500,000	-	-	-	-	500,
o Ahead	29,565,507	926,159	2,887,728	4,341,814	5,104,429	5,104,429	18,364,
a Therapy	19,997,930	3,574,229	3,066,261	3,918,596	4,466,011	4,966,586	19,991,
or Parents ⁴	2,500,000	132,000	1,200,000	1,200,000	-	-	2,532,
Housing	25,000,000	24,850,000	150,000	-	-	-	25,000,
esity	41,197,400	3,926,842	13,022,946	12,575,874	11,671,738	-	41,197,
ment Services	13,704,440	5,241,637	4,231,400	4,231,403	-	-	13,704,
	9,812,586	3,695,517	2,771,035	2,771,034	575,000	-	9,812,
Prenatal to Postpartum	2,800,000	-	-	-	-	-	
of Newborns	54,100,000	389,000	5,410,000	11,618,000	17,134,000	19,549,000	54,100,
ives	\$ 273,396,087	\$ 51,477,990	\$ 46,698,797	\$ 53,341,592	\$ 51,319,629	\$ 38,876,921	\$ 241,714,
IVESTMENTS							
	\$ 31,091,006	\$ 4,315,488	\$ 1,811,498	\$ 1,473,332	\$ 786,156	\$ 32,562	\$ 8,419,
ies Fund	3,271,139	2,080,831	682,400	216,500	-	-	2,979,
ghbors	2,000,000	1,000,000	1,000,000	-	-	-	2,000,
	218,838,122	51,394,091	57,156,000	57,156,000	53,132,031	-	218,838,
/ Development	6,727,837	4,250,000	-	-	-	-	4,250,
on	16,767,170	6,137,434	5,089,323	3,859,864	1,181,182	-	16,267,
es ⁶	10,912,168	10,912,168	-	-	-	-	10,912,
- Early Learning (LAUP)	5,939,441	1,210,000	1,460,000	1,460,000	1,460,000	349,441	5,939,
	1,460,000	1,460,000	-	-	-	-	1,460,
Investments	\$ 297,006,883	\$ 82,760,012	\$ 67,199,221	\$ 64,165,696	\$ 56,559,369	\$ 382,003	\$ 271,066,

Long Term Financial Projection					
Best Start - Multi-Year Forecast Detail					
Summary					
Objective	FY 12-13 Budget	FY 13-14 Projected	FY 14-15 Projected	FY 15-16 Projected	FY 16-17 Projected
Community-Level Funding	\$ 23,590,000	\$ 14,350,000	\$ 11,200,000	\$ 9,800,000	\$ 9,800,000
Family Strengthening					
Welcome Baby	3,593,349	9,556,208	16,768,663	20,266,793	22,234,355
Home Visitation	444,000	3,701,190	7,516,838	8,978,342	10,243,213
Total Family Strengthening	4,037,349	13,257,398	24,285,501	29,245,135	32,477,568
Capacity Building	980,000	980,000	850,000	650,000	650,000
Research & Evaluation	1,782,000	n/a	n/a	n/a	n/a
Public Education	305,000	1,000,000	1,000,000	1,000,000	1,000,000
Logistical Support/Implementation	575,000	550,000	550,000	550,000	550,000
TOTAL BEST START	\$ 31,269,349	\$ 30,137,398	\$ 37,885,501	\$ 41,245,135	\$ 44,477,568



LOS ANGELES UNIFIED SCHOOL DISTRICT
Office of School Operations



John E. Deasy, Ph.D.
Superintendent of Schools

Michelle King
*Senior Deputy Superintendent
School Operations*

Earl R. Perkins
Assistant Superintendent

September 18, 2014

The Honorable Charlaine Olmedo, Supervising Judge
Los Angeles County Superior Court, Department 100
Clara Shortridge Foltz Criminal Justice Center
210 West Temple Street
Los Angeles, CA 90012

RE: Los Angeles Unified School District Responses to the 2013-2014 Los Angeles County Civil Grand Jury Report Entitled: "School Discipline Practices: Are We Helping or Hindering Our Children?"

Dear Judge Olmedo:

Below please find the responses of the Los Angeles Unified School District to the referenced Civil Grand Jury report. The responses are provided in accordance with California Penal Code sections 933 and 933.05.

FINDINGS

Page 218, Finding #1

FINDING: Following the reorganization of the District, which included the relocation of oversight of the Discipline Foundation Policy, monitoring tools have not been sufficiently utilized and implementation performance has declined.

RESPONSE: We disagree wholly with this finding.

EXPLANATION: Following the District's reorganization, which included the relocation of oversight of the Discipline Foundation Policy, monitoring tools have been utilized to provide support and monitoring to all schools. All schools use an enhanced student information system (LAUSD MAX/MiSiS), to collect specific data on 37 interventions and infractions. In 2012, School Operations replaced the self-evaluating Team Implementation Checklist (TIC) with the Rubric of Implementation (ROI). The ROI is an online assessment tool that measures eight key elements that provide guidelines for the principal and school community to celebrate success, dialogue and revise goals. The ROI measures: administrative leadership and support, team-based implementation, behavioral expectations defined, behavior expectations taught, acknowledge and reinforce appropriate behavior, monitor and correct behavior errors, data-based decision making and family and community collaboration. The ROI is designed to monitor the implementation of the Discipline Foundation

Policy at each school site. The operations coordinator, school principal and instructional director complete the ROI twice per school year and provide a score for each area. Throughout the school year the Educational Service Center (ESC) administrators of operations and operations coordinators provide ongoing training, technical assistance as well as targeted support to schools. Administrators also use an online certification system to verify that the District policy has been implemented. One-on-one assistance and monitoring monthly performance dialogue provides regular review and identification of schools that do not successfully implement the Discipline Foundation Policy. As of June 2014, 100% of LAUSD schools are fully utilizing the ROI.

Page 218, Finding #2

FINDING: Despite overall focus on performance management, the District is not meeting its own goals, and therefore is not holding schools sufficiently accountable for implementation and success of the Discipline Foundation Policy.

RESPONSE: We disagree wholly with this finding.

EXPLANATION: The District has included discipline policy measures in performance reviews, performance dialogues and ESC site visits. Therefore, the District is holding schools more accountable for the implementation and success of the Discipline Foundation Policy. The Senior Deputy Superintendent of School Operations holds monthly individual meetings with the Administrators of Operations (AOO); the implementation of the Discipline Foundation Policy is a key component of the AOO annual evaluation process. Through the monthly Operations Performance Dialogues, each ESC is held accountable for implementing their “commitments” that address school safety measures and the implementation of Discipline Foundation Policy. The Superintendent of schools has also included the reduction of days to suspension as part of the District’s Performance Meter. The Rubric of Implementation (ROI) is completed twice per year and submitted online. The ROI allows schools to monitor the implementation of the Discipline Foundation Policy. The District also utilizes the Safe School Administrator Certification Online System, Coordinated Safe and Healthy School Plan, and the School Safety Plan to further support the Discipline Foundation Policy. The District recognizes the need for oversight of policy implementation to ensure consistency and to measure success, and has put in place an adequate system to monitor and manage performance. As of June 2014, 44 % of LAUSD schools are fully implementing the Discipline Foundation Policy: School-Wide Positive Behavior Intervention and Support.

Page 218, Finding #3

FINDING: As noted in its own policy documents, the success of school-site discipline policy implementation relies on the leadership of principals. However, LAUSD has not defined the qualities of these "internal champions" or provided schools with meaningful tools to identify and support implementation of the Discipline Foundation Policy. As a result, the policy has not been implemented consistently across the District.

RESPONSE: We disagree wholly with the finding.

EXPLANATION: The District highlights its internal champions in performance dialogues conducted with executive management and at the ESC level, on the District’s television station and the Discipline Foundation website. Mr. Sprague, the 2007 School-Wide Positive Behavior Support Auditor, uses the term “Internal Champion” in context of social marketing. He recognizes that a successful adoption of a program or endeavor is enhanced by its internal champions. Internal champions are those individuals who have the social capital and connectivity to encourage early adoption and address the concerns of the recent adopters. The District recognizes the critical importance of internal champions and that there are unique qualities that deem certain individuals to be champions. The school site administrator knows their staff, making them the most highly

qualified individuals to recognize those champions and select them for leadership roles. When the District offers wide scale trainings (such as for the new Restorative Justice outreach), the site-based administrator nominates those individuals who possess unique characteristics that would enhance adoption through the campus. The individuals selected for a Restorative Justice training will likely differ from those selected for the safety committee, because a different skill set is needed. Each Operations principal meeting recognizes schools that have shown how internal champions contribute to meaningful implementation of the Discipline Foundation Policy. Sharing best practices creates a professional network of successful internal champions.

Page 218, Finding #4

FINDING: LAUSD and LASPD share a philosophy of supporting positive behavior in students by moving away from punitive administrative responses. However, there is not sufficient collaboration between staff at both entities to ensure a common understanding of respective policies and procedures.

RESPONSE: We disagree partially with this finding.

EXPLANATION: LAUSD actively collaborates with the Los Angeles School Police Department (LASPD) in activities and initiatives to ensure that our schools are safe and secure learning environments for all students and staff. Although LASPD is not legally responsible for addressing student behavior, both LASPD and LAUSD share the goal of supporting positive student behavior through formal collaborations and efforts. On August 15, 2014, The LASPD introduced a new policy on responses to minor offenses on campus. These new guidelines are in line with the LAUSD Discipline Foundation Policy and School Climate Bill of Rights. Each LASPD officer received formal training on both District and LASPD guidelines. Moreover, each LAUSD administrator also received the new policy information. LASPD will continue to cross-train with LAUSD administrators. The chief of LASPD has daily and weekly meetings with Superintendent and Senior Staff, and regular discussions with Central Operations to ensure common understanding of respective policies and procedures.

Page 235, Finding #1

FINDING: Despite overall reductions in their use, suspensions of African American students remain disproportionately high.

RESPONSE: We disagree wholly with this finding.

EXPLANATION: For the five-year period reviewed, the percentage of suspensions of African Americans exceeded their percentage of the population at 16 of the 18 schools reviewed. While the difference was only between one to four percentage points at four of the schools, the difference between the African American percentage of the population and the percentage of African Americans suspended ranged in percentage points at the remaining 14 schools from six to 34 percentage points. Students are counted only once in the “total number of students,” but students who are suspended more than once will be counted multiple times in the number of suspension data. It is mathematically possible to have more incidents of suspension than the number of students who are enrolled. Racial disparities are being monitored by the Office for Civil Rights; LAUSD’s 2011 Agreement to Resolve with the Department of Education’s Office of Civil Rights. The Superintendent continues to direct LAUSD School Operations to utilize and monitor school suspension data. They provide targeted support, resources, and trainings which promote alternatives to suspension to schools that have a high suspension rate.

Page 235, Finding #2

FINDING: The effective implementation of Discipline Foundation Policy is highly dependent on effective school leadership, and as such, has been implemented with varying quality throughout the District.

RESPONSE: We disagree wholly with this finding.

EXPLANATION: At the school-site level, implementation of the Discipline Foundation Policy relies on the ability of an individual principal and school safety team to identify the right strategies and to devote extensive time to the implementation of the Discipline Foundation Policy. Due to high turnover rates, limited resources, and substantial pressure to improve academic performance, LAUSD principals revisit this task annually to address challenges in focusing on discipline policy implementation. So, that the success of the Discipline Foundation Policy does not rely on the personalities or persistence of individuals. School administrators are mandated to annually certify, plan and collect evidence of their professional development and committee efforts in this area. With clear policy language and guidelines, LAUSD ensures that job descriptions reflect the essential leadership qualities required for the Discipline Foundation Policy, as implementation already has been incorporated into performance evaluations. Job expectations for site administrators are based on the California Professional Standards for Educational Leaders, which are incorporated as part of the evaluation process for certificated administrators. Standard III specifically addresses the responsibility of administrators for establishing student behavior management systems. Standard IV of the District’s new School Leadership Framework is centered on Culture of Learning and Positive Behavior as a responsibility of administrators. The District will work with Human Resources, other Divisions and site administrators to ensure that these standards continue to be highlighted as necessary components of an administrator’s duties.

Page 235, Finding #3

FINDING: Despite strong policy statements that have discouraged suspension, LAUSD has not adequately supported schools in implementing alternatives to suspension.

RESPONSE: We disagree wholly with this finding.

EXPLANATION: LAUSD has put significant effort into reducing school suspensions and has been significantly reducing days lost to suspension District-wide. The District implemented the “Top Ten Alternatives to Suspension.” This document is found in the Discipline Foundation Policy: School-Wide Positive Behavior Support bulletin, published in 2007. In 2012, the District began tracking the alternatives to suspension using the LAUSDMAX system. The refined capacity of the upgraded information collection system should not be misconstrued as evidence that alternatives to suspension were not utilized. “..the use of alternatives has increased since the District began tracking them in 2012.” The Audit Report fails to state what data and information was used to reach this finding.

Page 235, Finding #4

FINDING: Following District reorganization, collaborative channels between schools were lost and have not yet been reestablished. This has slowed the spread of best practices in positive behavior supports within the District.

RESPONSE: We disagree wholly with this finding.

EXPLANATION: In 2012, LAUSD overhauled its organizational structure, transitioning from eight geographical local districts to five ESCs, and separating instructional and operational functions in the District. Nonetheless, principals continue to network regardless of the realignment of schools in the geographical ESCs. A formal collaboration and the establishment of new relationships continue to be encouraged by the central and ESC staff through collaborative network meetings.

Page 245, Finding #1

FINDING: Though called for in District policy, LAUSD is not monitoring and ensuring formal training on discipline policy to teachers, counselors and other relevant school-site employees.

RESPONSE: We disagree wholly with this finding.

EXPLANATION: The LAUSD has provided the following trainings to stakeholders on discipline policy and procedures: training for Operations Coordinators, Deans and Principals on recent policy revision impacting discipline protocols at school; trainings to new Principals and Assistant Principals; meetings at ESC level for site Administrators, Deans, Coordinators, and Counselors on formal discipline; online training through Inside LAUSD Learning Zone for personnel who manage discipline issues; training for special education staff in Non-Violent Crisis Intervention (NCI) as mandated by the California Education Code; trainings to PSA counselors focusing on students under foster care; training workshops for parents and community members; and facilitated classroom management training sessions with support from National Board of Certified Teachers and Talent Management staff.

Page 245, Finding #2

FINDING: LAUSD does not require training on discipline policies and procedures for advancement to positions that have significant oversight of that function.

RESPONSE: We disagree wholly with this finding.

EXPLANATION: Trainings are conducted for operations coordinators, deans, and principals on recent policy revisions that impact the discipline protocols at the schools. New incoming principals and assistant principals are also trained. At the ESC level, site administrators, deans, coordinators, and counselors constantly meet and discuss formal discipline, the discipline foundation policy, and the online LAUSDMAX referral system. LAUSD has developed an online training through “Inside LAUSD Learning Zone” for personnel who manage discipline issues, including but not limited to, school deans, principals, principal’s designees, and ESC operations coordinators. Schools are trained on the “Guide to Tier II and Tier III Intervention supports and Alternatives to Suspension.” Training for special education staff in Non-violent Crisis Intervention (NCI) is also conducted as mandated by the California Education Code. Training workshops for parents and community members are also offered. Additionally, LAUSD provides facilitated classroom management training sessions with support from National Board of Certified Teachers and Talent Management staff. Job requirements and descriptions are created by Human Resources and in accordance with Labor Relations bargaining unit contract provisions.

Page 245, Finding #3

FINDING: LASPD does not provide formal annual training on campus law enforcement policies to campus officers.

RESPONSE: We disagree wholly with this finding.

EXPLANATION: The LASPD provides formal annual training via the LASPD Annual Training Symposium and ongoing training throughout the year via advanced officer training and Roll-Call training. These training modalities focus on developing all police officers and improving school policing within a school district environment. The LASPD will continue to conduct and provide ongoing annual training utilizing the various modalities already in place. The LASPD will continue to review and implement training that enhances the focus of policing in a campus environment setting that promotes positive relationships and teachable moments.

Page 245, Finding #4

FINDING: LASPD is not taking advantage of existing opportunities to address and train campus officers on campus law enforcement protocols.

RESPONSE: We disagree wholly with this finding.

EXPLANATION: The LASPD takes advantage of existing training opportunities via the LASPD Annual Training Symposium and ongoing training throughout the year via advanced officer training and Roll-Call training. These training modalities focus on providing all officers best practices, legal updates, and department goals and expectations to improve campus policing. In addition, the LASPD will begin implementing Daily Training Bulletins by November 2014, which include daily policy manual reviews and assessments.

Page 255, Finding #1

FINDING: LAUSD's disciplinary data varies or is missing to an extent that needs further review by the District to ensure its veracity.

RESPONSE: We disagree partially with this finding.

EXPLANATION: At the start of the 2012-13 school year, the District transitioned to a new data entry system for recording discipline referrals. Initially, some referrals were incomplete or missing information due to school site challenges with the new system. We responded by producing monthly error reports which were shared with ESC Operational Coordinators and their school sites to help them clean up incomplete referrals. The error reports were categorized by severity of offense, so that ESCs and schools could focus first on cleaning up referrals associated with the most severe student behaviors.

Page 255, Finding #2

FINDING: Highly variable statistical data can serve as a source of information to target training to schools that are not correctly inputting data.

RESPONSE: We agree with this finding.

EXPLANATION: In 2012-13 and 2013-14, we produced and disseminated monthly error reports to ESC operational coordinators, which they used to help schools resolve data issues and to help them understand how to input data correctly. In addition to the monthly error reports, schools could also log into MyData, the District's enterprise reporting system, to get up-to-the-minute information about data entry errors. Note: In 2014-15, the District transitioned to a new student information system, which has been designed to prevent many of the data entry issues that the District encountered during the last 2 school years.

Page 255, Finding #3

FINDING: Data showing low levels of the use of alternatives to suspension should be used to target training on either the use of alternatives to suspension or the use of the data tracking system.

RESPONSE: We agree with this finding.

EXPLANATION: Beginning in the 2012-13 school year, the District began reporting out metrics on “suspension alternatives” being logged by school sites. These reports were available to school sites, ESCs and central office through MyData, the District's enterprise reporting system. Beginning in the 2013-14 school year, the information was also presented alongside suspension data in monthly reports that were shared with ESC Operational Coordinators and school sites. The purpose of these reports was to help school sites and administrators see the degree to which schools were using alternatives to suspensions and implementing the District's Discipline Foundation Policy.

Page 255, Finding #4

FINDING: LASPD does not track informal law enforcement interactions (teachable moments) between officers and students. As the Los Angeles School Police Department shifts away from a punitive role, its current data system will offer progressively less information regarding the daily performance of officers in schools.

RESPONSE: We agree with this finding.

EXPLANATION: The LASPD has not previously tracked informal contacts in a data-base system that does not lead to an arrest /citation. This was purposeful as to not track student discipline issues as opposed to law-enforcement related issues. The LASPD does value the efficacy of these informal contacts to mentor students, provide positive roles models, and provide teachable moments. In March, 2014, the LASPD began reviewing the Strategic Goals to include a Key Performance Indicator that tracks those contacts that do not lead to an arrest or citation. The LASPD is currently reconfiguring the Computer Aided Dispatch to be able to track these contacts for audit purposes only.

Page 255, Finding #5

FINDING: LAUSD and LASPD do not share data, which creates siloes of information that reduce data quality and make it impossible for LAUSD to holistically understand a student's disciplinary situation.

RESPONSE: We disagree partially with this finding.

EXPLANATION: These systems intentionally do not interface due to Family Educational Rights and Privacy Act (FERPA) and student privacy laws. The LASPD has no legal standing to view and or access student discipline data. The LASPD will continue to coordinate and communicate information regarding student contacts (e.g., arrests, citations, diversions, etc.) and restrict the dissemination confidential information as legally required (e.g., Government Code, Penal Code, FERPA).

RECOMMENDATIONS

9.1 RECOMMENDATION: The LAUSD Superintendent should ensure strong leadership at the Central Office by clarifying the role of the Discipline Foundation Policy Coordinator and hiring the Independent Monitor immediately.

ACTION: This recommendation has been implemented. No action is required.

EXPLANATION: The recommendation has been implemented. The Central Office Coordinator provides leadership, guidance, support, and training to school Operations personnel responsible for supporting schools with implementing the Discipline Foundation Policy. As of July 1, 2014, an Independent Auditor has been hired to monitor the implementation, review data, and gather information on complaints related to the Discipline Foundation Policy/School-Wide Positive Behavior Intervention and Support.

9.2 RECOMMENDATION: The LAUSD Superintendent should define the leadership qualities necessary to promote the Discipline Foundation Policy at the school-site level, and should work with the respective bargaining units to incorporate those in job descriptions and performance evaluation.

ACTION: This recommendation has been implemented. No action is required.

EXPLANATION: This recommendation has been implemented. LAUSD job descriptions were developed with consultation from Human Resources and in accordance with Labor Relations bargaining unit contract provisions. Applicants are expected to be competent in a full range of state, federal and District policies relevant to the position for which they apply. Additionally, the Superintendent of schools defined leadership qualities in the School Leadership Framework. LAUSD performance evaluations incorporate the elements of the required leadership qualities to implement the Discipline Foundation Policy.

9.3 RECOMMENDATION: The LAUSD Superintendent should monitor the implementation of the Discipline Foundation Policy more closely to foster greater accountability and success.

ACTION: This recommendation has been implemented. No action is required.

EXPLANATION: This recommendation has been implemented. In 2012, LAUSD adopted the Rubric of Implementation (ROI). The ROI allows schools to monitor the implementation of the Discipline Foundation Policy. The school Operations Coordinator, school Principal and the Instructional Director complete the ROI twice per year and provide scores for each of the eight areas. Throughout the school year, the ESC Administrator of Operations and the Operations Coordinators provide ongoing training, and technical assistance, as well as targeted support to the schools.

9.4 RECOMMENDATION: The LAUSD Superintendent and LASPD Chief of Police should identify more opportunities for collaboration with all levels of Administrators and school staff to ensure a shared vision and consistent application of policies on campuses.

ACTION: This recommendation has been implemented. No action is required.

EXPLANATION: This recommendation has been implemented. Collaboration between the Superintendent, Chief of Police and all stake holders takes place on a regular basis, understanding that additional collaboration is necessary. The Chief attends daily meeting briefings with the Superintendent and Cabinet, weekly Strategy Meetings, weekly briefings with Instructional Superintendents and Office of School Operations. Additional

meeting attendance by Chief or designee with Administrators as well as school-site visits will continue to ensure communication is carried to the school-site level.

9.5 RECOMMENDATION: The District should move immediately to enhance the Central Office oversight of Discipline Foundation Policy monitoring in order to bring all District schools into compliance with LAUSD policies

ACTION: The recommendation has been implemented. No action is required.

EXPLANATION: The recommendation has been implemented. LAUSD has central office staff, five Administrators of Operations (one per ESC), and a team of school operation support service Coordinators to assist schools with implementing and monitoring the Discipline Foundation Policy. School Operations ESC staff provides ongoing training, support, and monitoring to assist schools with implementing the Rubric of Implementation (ROI). A School Operations Coordinator, school Principal and Instructional Director complete the ROI twice a year and provide scores for each of the eight areas.

9.6 RECOMMENDATION: LAUSD should work with the respective bargaining units to ensure that job descriptions reflect the essential leadership qualities required for the implementation of the Discipline Foundation Policy, and that implementation is incorporated into performance evaluations.

ACTION: This recommendation has been implemented. No action is required.

EXPLANATION: This recommendation has been implemented. LAUSD job descriptions were developed with consultation from Human Resources and in accordance with Labor Relations bargaining unit contract provisions. Applicants are expected to be competent in a full range of state, federal and District policies relevant to the position for which they apply. Additionally, the Superintendent of schools defined leadership qualities in the School Leadership Framework. LAUSD performance evaluations incorporate the required leadership qualities to successfully implement the Discipline Foundation Policy.

9.5.1 RECOMMENDATION: The Superintendent should direct LAUSD Operations to utilize data regarding the disproportionate use of suspensions among African American students in specific schools. It should target training, interventions, and resources to increase disciplinary alternatives within those schools with the most disproportionate rates.

ACTION: This recommendation has been implemented. No action is required.

EXPLANATION: This recommendation has been implemented. Racial disparities are being monitored by the Office for Civil Rights; LAUSD's 2011 Agreement to Resolve with the Department of Education's Office of Civil Rights. The Superintendent continues to direct LAUSD School Operations to utilize and monitor school suspension data. They provide targeted support, resources, and trainings which promote alternatives to suspension to schools that have a high suspension rate.

9.6.1 RECOMMENDATION: The Superintendent should direct LAUSD Operations to include language in the Discipline Foundation Policy Manual or a Policy Bulletin stating that it is against District policy to disproportionately suspend any racial or ethnic group and that the District will be monitoring for such violations.

ACTION: This recommendation will not be implemented because it is not reasonable.

EXPLANATION: This recommendation will not be implemented because it is not reasonable. This is unnecessary in light of longstanding District Policy of Respectful Treatment of All Persons (Board Resolution, October 1988) and District Policy/Statement of Non-Discrimination (MEM-5818.2). Notwithstanding this, when training administrators, the District will include and underscore the policies and of Non Discrimination as well as inform administrators that the District is continually monitoring for such violations. Each year administrators certify that they have received and reviewed these policies with all staff.

9.7 RECOMMENDATION: The Superintendent should direct LAUSD Operations to continue to utilize data on the use of disciplinary alternatives to suspension in schools to identify schools that are not effectively using alternatives and offer additional resources, training, or coaching to increase their use.

ACTION: This recommendation has been implemented. No action is required.

EXPLANATION: This recommendation has been implemented. The Superintendent continues to direct LAUSD Central and the ESCs to utilize and monitor school suspension data. They provide targeted support, resources, and trainings which promote alternatives to suspension to schools that have a high suspension rate.

9.8 RECOMMENDATION: The Superintendent should direct LAUSD Operations to develop a disciplinary best practices newsletter that suggests alternatives to suspension and highlights schools with effective implementation of positive behavior supports.

ACTION: This recommendation has been implemented. No action is required.

EXPLANATION: This recommendation has been implemented. LAUSD utilizes various means of communication to share best practices. During School Operations ESC meetings, Principals share best practices related to the Discipline Foundation Policy. The online Principal's brief (newsletter) is also used to share best practices. The District's television station, KCLS, broadcasts television shows featuring Principals, teachers, parents and Administrators sharing best practices. The topics included Building a Positive School Climate and Alternatives to Suspension. Additionally, the District features schools with best practices on the Discipline Foundation Policy website.

9.9 RECOMMENDATION: The Superintendent should direct LAUSD Operations to institute discipline-focused meetings and instructional seminars between small collaborative groups of similar schools.

ACTION: This recommendation has been implemented. No action is required.

EXPLANATION: This recommendation has been implemented. During School Operations ESC meetings, Administrators share best practices with their colleagues related to the Discipline Foundation Policy. Additionally, the District features the schools with the best practices on the Discipline Foundation Policy website.

9.10 RECOMMENDATION: The Superintendent should formally or programmatically encourage Principals, Assistant Principals, Deans, and other school Administrators to visit high-performing schools to enhance the flow of information about effective implementation of the Discipline Foundation Policy.

ACTION: This recommendation will not be implemented because it is not reasonable.

EXPLANATION: This recommendation will not be implemented because it is not reasonable. School Operations meetings are held on school campuses to provide an opportunity for Administrators to observe the

campus, visit classrooms, and dialogue with their colleagues about effective implementation of the Discipline Foundation Policy. Additionally, schools with models of excellence are highlighted at the Principals' meeting and collaborative relationships are encouraged. However, implementation of this recommendation is not reasonable because there is no link between high performing schools and schools which effectively implement the Discipline Foundation Policy.

9.11 RECOMMENDATION: The Superintendent of LAUSD should establish training requirements for all employees who manage disciplinary issues, and ensure that those requirements are met prior to hire or advancement.

ACTION: This recommendation has been implemented. No action is required.

EXPLANATION: This recommendation has been implemented. Trainings are conducted for Operations Coordinators, Deans, and Principals on recent policy revisions that impact the discipline protocols at the schools. New incoming Principals and Assistant Principals are also trained. At the ESC level, site Administrators, Deans, Coordinators, and Counselors constantly meet and discuss formal discipline, the Discipline Foundation Policy, and the online LAUSD MAX referral system. LAUSD has developed an online training through "Inside LAUSD Learning Zone" for personnel who manage discipline issues, including but not limited to, Deans, Principals, principal's designees, and ESC Operations Coordinators. Schools are trained on the "Guide to Tier II and Tier III Intervention supports and Alternatives to Suspension." Training for special education staff in Non-violent Crisis Intervention (NCI) is also conducted as mandated by the California Education Code. Training workshops for parents and community members are also offered. Additionally, LAUSD provides facilitated classroom management training sessions with support from National Board of Certified Teachers and Talent Management staff. Job requirements and descriptions are created by Human Resources and in accordance with Labor Relations bargaining unit contract provisions.

9.12 RECOMMENDATION: The Superintendent of LAUSD should require annual training on discipline for all employees who handle disciplinary issues, including ESC Administrator of Operations, Principals, Assistant Principals, Deans, Teachers and relevant school support staff.

ACTION: This recommendation has been implemented. No action is required.

EXPLANATION: This recommendation has been implemented. Trainings are conducted for Operations Coordinators, Deans, and Principals on recent policy revisions that impact the discipline protocols at the schools. New incoming Principals and Assistant Principals are also trained. At the ESC level, site Administrators, Deans, Coordinators, and Counselors constantly meet and discuss formal discipline, the Discipline Foundation Policy, and the online LAUSD MAX referral system. LAUSD has developed an online training through "Inside LAUSD Learning Zone" for personnel who manage discipline issues, including but not limited to, school Deans, Principals, principal's designees, and ESC Operations Coordinators. Schools are trained on the "Guide to Tier II and Tier III Intervention supports and Alternatives to Suspension." Training for special education staff in Non-violent Crisis Intervention (NCI) is also conducted as mandated by the California Education Code. Training workshops for parents and community members are also offered. Additionally, LAUSD provides facilitated classroom management training sessions with support from National Board of Certified Teachers and Talent Management staff.

9.13 RECOMMENDATION: The Chief of LASPD should develop and require annual training on campus law enforcement policies and procedures for all campus officers.

ACTION: This recommendation has been implemented. No action is required.

EXPLANATION: This recommendation has been implemented. All officers attend a 40-hour Campus Law Enforcement training. LASPD officers also attend an annual symposium, and participate in ongoing in-service training, Roll-Call training, and weekly video conferencing. LASPD will continue to provide additional training opportunities, career development training, and leadership training.

9.14 RECOMMENDATION: The Chief of LASPD should incorporate campus enforcement performance into monthly Performance Dialogues and daily Roll-Calls to ensure that campus officers have sufficient opportunity to raise any concerns and that supervisors have sufficient opportunity to identify any concerns.

ACTION: This recommendation has been implemented. No action is required.

EXPLANATION: This recommendation has been implemented. Officers will attend monthly performance dialogue meetings to discuss campus issues, and participate in daily Roll-Call training and weekly video conferencing sessions.

9.15 RECOMMENDATION: The Chief of LASPD and the Superintendent of LAUSD should consider the implementation of annual cross-training of school-site employees to ensure sufficient understanding of policies and distinctions between agency roles on campus.

ACTION: This recommendation has been implemented. No action is required.

EXPLANATION: This recommendation has been implemented. Cross Training occurs during off-calendar (non-student) days with Administrators. Administrators, in turn, relay information to school staff. It is not feasible for LASPD to relay it to all LAUSD employees as that is accomplished through the administrative chain-of-command. LASPD will continue to provide school site cross training as part of the District's on-going professional Development calendar, facilitated through Office of School Operations.

9.16 RECOMMENDATION: The Superintendent of LAUSD and Chief of LASPD should collaborate to establish a mechanism to monitor staff participation in trainings on their respective policies and procedures to ensure full participation by all pertinent staff.

ACTION: This recommendation has been implemented. No action is required.

EXPLANATION: This recommendation has been implemented. The LASPD has internal tracking mechanisms in place. Administrators have respective mechanisms to track and monitor policy training. LASPD attends staff meetings on a regular basis.

9.17 RECOMMENDATION: The Superintendent should direct LAUSD's Data and Accountability office to monitor school-level discipline data for significant positive or negative variations that would indicate data quality issues and target training on the use of LAUSD MAX accordingly.

ACTION: This recommendation has been implemented. No action is required.

EXPLANATION: This recommendation has been implemented. The Office of Data and Accountability (ODA) sends out a discipline monitoring report each month to the ESCs. The report highlights schools that are utilizing alternatives to suspensions effectively and schools who are not. The discipline monitoring report has been in use for one year. ODA also sends the LAUSD MAX Discipline Module Error Report that highlights missing data fields in the discipline data entered at school sites. The report is sent out on a monthly basis to ESCs and has been in use for a year.

9.18 RECOMMENDATION: The Superintendent should direct LAUSD's Data and Accountability office to identify schools with low levels of recorded alternatives to suspension, identify the cause of these low levels, and target training accordingly.

ACTION: This recommendation has been implemented. No action is required.

EXPLANATION: This recommendation has been implemented. The Office of Data and Accountability (ODA) sends out a discipline monitoring report each month to the ESCs. The report highlights schools that are utilizing alternatives to suspensions effectively and schools who are not. The discipline monitoring report has been in use for one year. Operation Coordinators are providing training to the entire faculty and monitor implementation progress.

9.19 RECOMMENDATION: The Superintendent should direct LAUSD's School Operations to specify school-level administrative responsibilities regarding the entry of data to LAUSD MAX and consider the addition of data-entry responsibilities in the job description of school staff.

ACTION: This recommendation has been implemented. No action is required.

EXPLANATION: This recommendation has been implemented. LAUSD District bulletin BUL-5808.2, LAUSD MAX Discipline Module Required Usage, dated August 19, 2013, specifies that "School staff is required to utilize the LAUSD MAX Discipline module to record and track student discipline...including any actions and prior interventions taken in response to student misconduct." Job descriptions were created with consultation from Human Resources and in accordance with Labor Relations and Bargaining Unit contract provisions. Current job descriptions are inclusive of leadership qualities that are essential for the implementation of the Discipline Foundation Policy.

9.20 RECOMMENDATION: The Chief of Police should continue to direct LASPD's Office of Strategy, Performance, and Accountability to develop ways to track informal law enforcement actions between officers and students (teachable moments) and consider ways to utilize this data to evaluate performance and improve campus-based law enforcement.

ACTION: This recommendation has been implemented. No action is required.

EXPLANATION: This recommendation has been implemented. The LASPD has not previously tracked informal contacts in a data-base system that do not lead to an arrest/citation; the purpose being to not track student discipline issues as opposed to law-enforcement related issues. This is in progress for tracking internally within LASPD, to share data with LAUSD. The LASPD values the efficacy of these informal contacts to mentor students, provide positive role models, and provide teachable moments. In March 2014, the LASPD began reviewing the Strategic Goals to include a Key Performance Indicator that tracks those contacts that do not lead to an arrest or citation. The LASPD is currently reconfiguring the Computer Aided Dispatch to be able to track these contacts for audit purposes only.

9.21 RECOMMENDATION: The Superintendent should direct LAUSD's Data and Accountability office to identify ways to share basic contact data with LASPD in order to improve data integrity and accuracy. Moving forward, LAUSD and LASPD should continue to evaluate avenues for information sharing.

ACTION: The recommendation will not be implemented because it is not reasonable.

EXPLANATION: This recommendation will not be implemented because it is not reasonable. These systems intentionally do not interface due to Family Education Rights and Privacy Act (FERPA) and student privacy laws. The LASPD has no legal standing to view and or access student discipline data. The LASPD will continue to receive necessary student information as appropriate. The LASPD will continue to coordinate and communicate information regarding student contacts (e.g., arrests, citations, diversions, etc.) and restrict the dissemination confidential information as legally required (e.g., Government Code, Penal Code, FERPA).

9.22 RECOMMENDATION: The Superintendent should ensure strong leadership at the Central Office by clarifying roles of the Discipline Foundation Policy Coordinator and hiring the Independent Monitor immediately.

ACTION: This recommendation has been implemented. No action is required.

EXPLANATION: The recommendation has been implemented. The Central Office Coordinator provides leadership and guidance to support schools with implementing the Discipline Foundation Policy. The central office provides support and training to school Operations personnel responsible for supporting schools with implementing the Discipline Foundation Policy. As of July 1, 2014, an Independent Auditor has been hired to monitor the implementation, review data, and gather information on complaints related to the Discipline Foundation Policy- School-Wide Positive Behavior Intervention and Support.

9.23 RECOMMENDATION: The Superintendent should define the leadership qualities necessary to promote the Discipline Foundation Policy at the school-site level, and should work with respective bargaining units to incorporate those in job descriptions and performance evaluations.

ACTION: This recommendation has been implemented. No action is required.

EXPLANATION: This recommendation has been implemented. LAUSD job descriptions were developed with consultation from Human Resources and in accordance with Labor Relations bargaining unit contract provisions. Applicants are expected to have competencies with the full range of state, federal and District policies relevant to the position for which they apply. Additionally, the Superintendent of schools defined leadership qualities in the School Leadership Framework. LAUSD performance evaluations incorporate the elements of the required leadership qualities to implement the Discipline Foundation Policy.

9.24 RECOMMENDATION: The Superintendent should monitor the implementation of the Discipline Foundation Policy more closely to foster greater accountability and success.

ACTION: This recommendation has been implemented. No action is required.

EXPLANATION: This recommendation has been implemented. In 2012, LAUSD adopted the Rubric of Implementation (ROI). The ROI allows schools to monitor the implementation of the Discipline Foundation Policy. The school Operations coordinator, school principal and the Instructional Director complete the ROI twice per year and provide scores for each of the eight areas. Throughout the school year, the ESC

Administrator of Operations and the Operations Coordinators provide ongoing training, and technical assistance, as well as targeted support to the schools.

9.25 RECOMMENDATION: The Superintendent should direct LAUSD Operations to utilize data regarding the disproportionate use of suspensions among African American students in specific schools to target training, interventions, and resources to increase disciplinary alternatives within schools with the most disproportionate rates.

ACTION: This recommendation has been implemented. No action is required.

EXPLANATION: This recommendation has been implemented. Racial disparities are being monitored by the Office for Civil Rights, LAUSD's 2011 Agreement to Resolve with the Department of Education's Office of Civil Rights. The Superintendent continues to direct LAUSD School Operations to utilize and monitor school suspension data. ESC Administrator of Operations is responsible for monitoring disciplinary data to ensure that schools do not exceed a high number of suspensions. The ESC Administrator of Operations provides targeted support, resources, and training which promote the use of alternatives to suspension to schools that have an increased suspension rate.

9.26 RECOMMENDATION: The Superintendent should direct LAUSD Operations to include language in the Discipline Foundation Policy Manual or a Policy Bulletin stating that it is against District policy to disproportionately suspend minority groups and that the District will be monitoring for such violations.

ACTION: The recommendation will not be implemented because it is not reasonable.

EXPLANATION: The recommendation will not be implemented because it is not reasonable. This is unnecessary in light of longstanding District Policy of Respectful Treatment of All Persons (Board Resolution, October 1988) and District Policy/Statement of Non-Discrimination (MEM-5818.2). Notwithstanding this, when training administrators, the District will include and underscore the policies and of Non Discrimination as well as inform administrators that the District is continually monitoring for such violations. Each year administrators certify that they have received and reviewed these policies with all staff.

9.27 RECOMMENDATION: The Superintendent should direct LAUSD Operations to continue to utilize data on the use of disciplinary alternatives to suspension in schools to identify schools that are not effectively using alternatives and offer additional resources, training, or coaching to increase their use.

ACTION: This recommendation has been implemented. No action is required.

EXPLANATION: This recommendation has been implemented. The Office of Data and Accountability (ODA) sends out a discipline monitoring report each month to ESCs. The report highlights schools that are utilizing alternatives to suspensions effectively and schools who are not. The discipline monitoring report has been in use for one year.

9.28 RECOMMENDATION: The Superintendent should direct LAUSD Operations to develop a disciplinary best practices newsletter that suggests alternatives to suspension and highlights schools with effective implementation of positive behavior supports.

ACTION: This recommendation has been implemented. No action is required.

EXPLANATION: This recommendation has been implemented. LAUSD utilizes various means of communication to share best practices. During School Operations ESC meetings, Principals share best practices related to the Discipline Foundation Policy with other Principals. The District's KCLS television station is utilized to broadcast television shows featuring Principals, teachers, parents and Administrators sharing best practices. The topics included: Building a Positive School Climate and Alternatives to Suspension. Additionally, the District features schools with best practices on the Discipline Foundation Policy website.

9.29 RECOMMENDATION: The Superintendent should direct LAUSD Operations to institute discipline-focused meetings and instructional seminars between small collaborative groups of similar schools.

ACTION: This recommendation has been implemented. No action is required.

EXPLANATION: This recommendation has been implemented. During School Operations ESC meetings, Administrators share best practices with their colleagues related implementing the Discipline Foundation Policy. Additionally, the District features schools with best practices on the Discipline Foundation Policy website.

9.30 RECOMMENDATION: The Superintendent should formally or programmatically encourage Principals, Assistant Principals, Deans and other school administration to visit high-performing schools to enhance the flow of information about effective implementation of the Discipline Foundation Policy.

ACTION: This recommendation will not be implemented because it is not reasonable.

EXPLANATION: This recommendation will not be implemented because it is not reasonable. School Operations meetings are held on school campuses to provide an opportunity for Administrators to observe the campus, visit classrooms, and dialogue with their colleagues about effective implementation of the Discipline Foundation Policy. Additionally, schools with models of excellence are highlighted at the Principals' meeting and collaborative relationships are encouraged. However, implementation of this recommendation is not reasonable because there is no link between high performing schools and schools which effectively implement the Discipline Foundation Policy.

9.31 RECOMMENDATION: The Superintendent should establish relevant training requirements for all employees who manage disciplinary issues, and ensure that those requirements are met prior to hire or advancement.

ACTION: This recommendation has been implemented. No action is required.

EXPLANATION: This recommendation has been implemented. Trainings are conducted for Operations Coordinators, Deans, and Principals on recent policy revisions that impact the discipline protocols at the schools. New incoming Principals and Assistant Principals are also trained. At the ESC level, site Administrators, Deans, Coordinators, and Counselors constantly meet and discuss formal discipline, the Discipline Foundation Policy, and the online LAUSDMAX referral system. LAUSD has developed an online training through "Inside LAUSD Learning Zone" for personnel who manage discipline issues, including but not limited to, school Deans, Principals, principal's designees, and ESC Operations Coordinators. Schools are trained on the "Guide to Tier II and Tier III Intervention supports and Alternatives to Suspension." Training for special education staff in Non-violent Crisis Intervention (NCI) is also conducted as mandated by the California Education Code. Training workshops for parents and community members are also offered. Additionally, LAUSD provides facilitated classroom management training sessions with support from National Board of Certified Teachers and Talent Management staff.

9.32 RECOMMENDATION: The Superintendent should require annual training on discipline for all employees who handle disciplinary issues, including ESC Administrators of Operations, Principals, Assistant Principals, Deans, Teachers and relevant school support staff.

ACTION: This recommendation has been implemented. No action is required.

EXPLANATION: This recommendation has been implemented. Trainings are conducted for Operations Coordinators, Deans, and Principals on recent policy revisions that impact the discipline protocols at the schools. New incoming Principals and Assistant Principals are also trained. At the ESC level, site Administrators, Deans, Coordinators, and Counselors constantly meet and discuss formal discipline, the Discipline Foundation Policy, and the online LAUSD MAX referral system. LAUSD has developed an online training through "Inside LAUSD Learning Zone" for personnel who manage discipline issues, including but not limited to, school Deans, Principals, principal's designees, and ESC Operations Coordinators. Schools are trained on the "Guide to Tier II and Tier III Intervention supports and Alternatives to Suspension." Training for special education staff in Non-violent Crisis Intervention (NCI) is also conducted as mandated by the California Education Code. Training workshops for parents and community members are also offered. Additionally, LAUSD provides facilitated classroom management training sessions with support from National Board of Certified Teachers and Talent Management staff.

9.33 RECOMMENDATION: The Superintendent should direct LAUSD's Data and Accountability office to monitor school-level discipline data for significant positive or negative variations that would indicate data quality issues and target training on the use of LAUSD MAX accordingly.

ACTION: This recommendation has been implemented. No action is required.

EXPLANATION: This recommendation has been implemented. The Office of Data and Accountability (ODA) sends out a discipline monitoring report each month to the ESCs. The report highlights schools that are utilizing alternatives to suspensions effectively and schools who are not. The discipline monitoring report has been in use for one year. ODA also sends the LAUSD MAX Discipline Module Error Report that highlights missing data fields in the discipline data entered at school sites. The report is sent out on a monthly basis to ESCs and has been in use for a year.

9.34 RECOMMENDATION: The Superintendent should direct LAUSD's Data and Accountability Office to identify schools with low levels of recorded alternatives to suspension, identify the cause of these low levels, and target training accordingly.

ACTION: This recommendation has been implemented. No action is required.

EXPLANATION: This recommendation has been implemented. The Office of Data and Accountability (ODA) sends out a discipline monitoring report each month to the ESCs. The report highlights schools that are utilizing alternatives to suspensions effectively and schools who are not. The discipline monitoring report has been in use for one year.

9.35 RECOMMENDATION: The Superintendent should direct LAUSD's School Operations to specify school-level administrative responsibilities regarding the entry of data to LAUSD MAX and consider the addition of data-entry responsibilities in the job descriptions of school staff.

ACTION: This recommendation has been implemented. No action is required.

EXPLANATION: This recommendation has been implemented. LAUSD District bulletin BUL-5808.2, LAUSDMAX Discipline Module Required Usage, dated August 19, 2013, specifies "School staff is required to utilize the LAUSDMAX Discipline module to record and track student discipline...including any actions and prior interventions taken in response to student misconduct." Job descriptions are created with consultation from Human Resources and in accordance with Labor Relations bargaining unit contract provisions. Current job descriptions are inclusive of essential leadership qualities that can result in the proper implementation of the Discipline Foundation Policy.

9.36 RECOMMENDATION: The Superintendent should direct LAUSD's Data and Accountability office to identify ways to share basic contact data with LASPD in order to improve data integrity and accuracy. Moving forward, LAUSD and LASPD should continue to evaluate avenues for information sharing.

ACTION: The recommendation will not be implemented because it is not reasonable.

EXPLANATION: This recommendation will not be implemented because it is not reasonable. These systems intentionally do not interface due to Family Education Rights and Privacy Act (FERPA) and student privacy laws. The LASPD has no legal standing to view and or access student discipline data. The LASPD will continue to receive necessary student information as appropriate. The LASPD will continue to coordinate and communicate information regarding student contacts (e.g., arrests, citations, diversions, etc.) and restrict the dissemination confidential information as legally required (e.g., Government Code, Penal Code, and FERPA).

9.37 RECOMMENDATION: The Chief of LASPD should develop and require annual training on campus law enforcement policies and procedures for all campus officers.

ACTION: The recommendation has been implemented.

EXPLANATION: This recommendation has been implemented. All officers attend a 40-hour Campus Law Enforcement training. LASPD officers also attend an annual symposium, and participate in ongoing in-service training, Roll-Call training, and weekly video conferencing. LASPD will continue to provide additional training opportunities, career development training, and leadership training.

9.38 RECOMMENDATION: The Chief of LASPD should incorporate campus enforcement performance into monthly Performance Dialogue and daily Roll-Calls to ensure that campus officers have sufficient opportunity to raise any concerns and that supervisors have sufficient opportunity to identify any concerns.

ACTION: This recommendation has been implemented. No action is required.

EXPLANATION: This recommendation has been implemented. Officers will attend monthly performance dialogue meetings to discuss campus issues, and participate in daily Roll-Call training and weekly video conferencing sessions.

9.39 RECOMMENDATION: The Chief of LASPD should continue to direct LASPD's Office of Strategy, Performance, and Accountability to develop ways to track informal law enforcement actions between officers and students (teachable moments) and consider ways to utilize this data to evaluate performance and improve campus-law enforcement.

ACTION: The recommendation has been implemented.

EXPLANATION: This recommendation has been implemented. The LASPD has not previously tracked informal contacts in a data-base system that do not lead to an arrest/citation; the purpose being to not track student discipline issues as opposed to law-enforcement related issues. This is in progress for tracking internally within LASPD, to share data with LAUSD. The LASPD values the efficacy of these informal contacts to mentor students, provide positive roles models, and provide teachable moments. In March 2014, the LASPD began reviewing the Strategic Goals to include a Key Performance Indicator that tracks those contacts that do not lead to an arrest or citation. The LASPD is currently reconfiguring the Computer Aided Dispatch to be able to track these contacts for audit purposes only.

9.40 RECOMMENDATION: The Superintendent and the Chief of LASPD should identify more opportunities for collaboration with all levels of Administrators and school staff to ensure a shared vision and consistent application of policies on campuses.

ACTION: The recommendation has been implemented.

EXPLANATION: This recommendation has been implemented. Collaboration between the Superintendent, Chief of Police and all stakeholders takes place on a regular basis, understanding that additional collaboration is necessary. The Chief attends daily meeting briefings with the Superintendent and Cabinet, weekly Strategy Meetings, weekly briefings with Instructional Superintendents and Office of School Operations. Additional meeting attendance by Chief or designee with Administrators as well as school-site visits will continue to ensure communication is carried to the school-site level.

9.41 RECOMMENDATION: The Superintendent and the Chief of LASPD should consider the implementation of annual cross-training of school-site employees to ensure sufficient understanding of policies and distinctions between agency roles on campus.

ACTION: The recommendation has been implemented.

EXPLANATION: This recommendation has been implemented. Cross Training occurs during off-calendar (non-student) days with Administrators. Administrators, in turn, relay information to school staff. It is not feasible for LASPD to relay it to all LAUSD employees as that is accomplished through the administrative chain-of-command. LASPD will continue to provide school site cross training as part of the District's on-going professional Development calendar, facilitated through Office of School Operations.

Thank you,



Earl R. Perkins
Assistant Superintendent
School Operations



Steve Zippertman
Chief of Police
Los Angeles School Police Department